



Administration, Finance and Talent Management Committee Meeting
VRS, 1111 E. Main St., 3rd Floor Board Room
Wednesday, 3/29/2023
10:30 AM - 12:30 PM ET

I. Approve Minutes

• **December 8, 2022**

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II. RBA – Reappointment of IAC Members and IAC Chairperson

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Bio for Larry Kochard - Page 6

Bio for Mike Beasley - Page 7

Bio for Rod Smyth - Page 9

III. RBA – Reappointment of DCPAC Members

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Resume for Shannon Irvin - Page 11

Bio for Rick Larson - Page 14

Bio for Dave Winter - Page 15

IV. RBA – Approve Revised Investment Professionals’ Pay Plan

RBA - Approve Amended Investment Pay Plan - Page 16

Investment Professionals Pay Plan - Redline - Page 17

V. RBA – Approve Revised Administrative and Investment Operations and Administration Pay Plans

RBA - Approve Revised Administrative Pay Plan - Page 34

Administrative Pay Plan - Redline - Page 35

Investment Operations and Administrative Pay Plan Policy - Redline - Page 46

VI. Quarterly Budget Update

FY23 YTD Budget Report - Page 58

VII. Closed Session

Minutes

A regular meeting of the Virginia Retirement System Administration, Finance and Talent Management Committee was held on December 8, 2022, with the following members participating:

A. Scott Andrews, Chair
Michael P. Disharoon
W. Brett Hayes

Board members present:
William A. Garrett

VRS Staff:

Patricia Bishop, Jennifer Schreck, Michael Cooper, Harriet Covey, Juanita Cribbs, Jonathan Farmer, Brian Goodman, LaShaunda King, Curt Mattson, Angela Payne, Matt Priestas, Steven Ramirez, and Paula Reid.

The meeting convened at 11:45 a.m.

Opening Remarks

Mr. Andrews called the meeting to order and welcomed everyone to the December 8, 2022, meeting of the Administration, Finance and Talent Management Committee.

Approval of Minutes

Following a motion by Mr. Hayes, with a second by Mr. Garrett, the Committee approved the minutes of its October 18, 2022, meeting.

Appointment of Defined Contribution Plans Advisory Committee Member

Trish Bishop, Director, advised the Committee of the vacant seat on the Defined Contribution Plans Advisory Committee (DCPAC) for a political subdivision employee. Matt Harris, Deputy County Administrator for Chesterfield County, has agreed to serve on the Committee.

Upon a motion by Mr. Hayes, with a second by Mr. Disharoon, the Committee recommended approval of the following action to the full Board of Trustees:

RBA: Appointment of DCPAC Member

Request for Board Action: *The Board appoints C. Matt Harris to the Defined Contribution Plans Advisory Committee (DCPAC) to fill the unexpired term of Edward N. (Ned) Smither, which expires June 20, 2024.*

Mr. Andrews thanked Ms. Bishop for her presentation.

Other Business

Lastly, Mr. Andrews noted the Board of Trustees will meet at 1:00 p.m., following the conclusion of the Administration, Finance and Talent Management Committee meeting.

Adjournment

Following a motion by Mr. Disharoon, with a second by Mr. Garrett, the Committee agreed to adjourn the meeting.

There being no further business, the meeting concluded at 11:50 a.m.

Chair

Date

Reappointment of IAC Members and IAC Chair.

Requested Action

The Board reappoints to the Investment Advisory Committee: Michael Beasley for a two-year term ending June 20, 2025, and Rod Smyth for a two-year term ending June 20, 2025. The Board also reappoints Lawrence E. Kochard as Chairperson of the Investment Advisory Committee for a two-year term ending on May 31, 2025.

Rationale for Requested Action

Michael Beasley and Rod Smyth currently serve on the Investment Advisory Committee (IAC) and are willing to be reappointed for another two-year term. Mr. Beasley is Retired Chairman Emeritus of Strategic Investment Solutions, Inc. and Rod Smyth is a founding partner and Chairman of the Board at Riverfront Investment Group.

Under the Investment Advisory Committee (IAC) Charter:

The VRS Board chairperson shall appoint the chairperson of the IAC, subject to a two-thirds vote by the Board. No member of the Board may serve as IAC chairperson. The IAC chairperson is appointed for a two-year term and may be reappointed for additional two-year terms.

The IAC chairperson is charged with:

1. Facilitating the operation of the IAC meetings.
2. Reviewing proposed agendas for IAC meetings.
3. Presiding over meetings of the IAC.
4. Reporting to the Board on the matters considered by the IAC, and the recommendations of the IAC.
5. Performing such additional duties as are required to facilitate the IAC's fulfillment of its responsibilities.

The Chairperson of the Board has appointed Mr. Kochard to chair the IAC, and this RBA brings that appointment to the Board for its consideration. Mr. Kochard is Chief Investment Officer at Makena Capital Management.

Authority for Requested Action

Code of Virginia § 51.1-124.26 requires the Board to appoint an Investment Advisory Committee to provide the Board with sophisticated, objective, and prudent investment advice, which will further assist the Board in fulfilling its fiduciary duty as trustee of the funds of the Retirement System.

The above action is approved.

A. Scott Andrews, Chair
VRS Board of Trustees

Date

Larry Kochard

Larry Kochard is the Chief Investment Officer at Makena Capital Management and a member of Makena's Executive. Larry was previously the Chief Executive Officer and Chief Investment Officer of the University of Virginia Investment Management Company (UVIMCO) for seven years. As CEO, Larry provided leadership for all aspects of UVIMCO's operations and served as UVIMCO's primary representative to the university, related foundations, and the public. As CIO, Larry was responsible for the investment management of UVIMCO's Long Term Pool, overseeing the asset allocation, portfolio management, risk management and manager selection activities of the investment staff. Prior to joining UVIMCO, Larry served as CIO at Georgetown University. From 2001 to 2004, he was Managing Director of Equity and Hedge Fund Investments for the Virginia Retirement System. From 1997 to 2004, he taught in the McIntire School of Commerce at the University of Virginia, first as an adjunct and later as a full-time assistant professor. He spent the early part of his career in debt capital markets at Goldman Sachs and corporate finance at Fannie Mae and DuPont. Larry received his B.A. in Economics from the College of William & Mary, an M.B.A. degree in Finance and Accounting from the University of Rochester, and an M.A. and Ph.D. in Economics from the University of Virginia. He is a CFA Charterholder.

He serves as Chairman of the Investment Advisory Committee of the Virginia Retirement System, member of the Advisory Board of UK based firm Eighteen48, and Foundation Director and member of the Investment Committee of Virginia Museum of Fine Arts. Larry was the 2015 winner of the Rodney H. Adams Award for Endowment Management from the National Association of College and University Business Officers (NACUBO), which recognizes outstanding contributions to university endowment and investment management. Larry is a longtime moderator of the premier endowment and foundation industry conference, NMS, and is the author of several industry publications, including *Foundation and Endowment Investing: Philosophies and Strategies of Top Investors and Institutions*. More recently, Larry wrote the foreword of and was profiled in *Inside the World's Top Institutional Offices: Conversations With 80 Institutional Investors*.

MICHAEL RAWSON BEASLEY

Experienced Investment Advisor seeking Independent Board Member position

EXPERIENCE

STRATEGIC INVESTMENT SOLUTIONS, INC. (SIS), 1994-2012 Chm/CEO, San Francisco

Designed a business model for a startup pension consulting business that would distinguish itself from a large field of competitors in three ways: (1) a pure consulting focus free from conflicts-of-interest, (2) 100% employee-owned and (3) serve as a named fiduciary to its clients. Business model came to fruition as SIS, co-founded with a colleague, incorporated in California, and registered with the SEC in January 1994. Operations commenced in July 1994 with a staff of eight. Set minimum client assets-under-management at \$500 million to attract larger and more strategically oriented clients and to attain profitability sooner.

Grew SIS to 30 employees advising 32 clients (state and county plans, corporate trusts, endowments, foreign funds and high net worth families) with firm-wide aggregate assets in excess of \$500 billion.

Frequently spoke at conferences, gained membership on advisory boards, including private partnerships on behalf of client investors. Extensive board experience, including chairmanship of SIS for 18 years. Advised SEC Investment Division on conflict-of-interest issues affecting the U.S. consulting industry. Made presentations at private conferences and other types of forums including state legislatures as expert witness.

CALLAN ASSOCIATES, 1991-1993, Executive Vice President, San Francisco

Led the client consulting division overseeing the regional offices in San Francisco, Chicago, NYC, Atlanta and consulting support units including Systems, Programming, Database Support, and Technology. Maintained lead consulting role for three state pension funds and one corporate trust. Integrated the delivery of consulting emphasizing vertical communication among consulting and support units, best practices, efficiency, accuracy and client response time. Managed team of 120 staff while representing Callan to clients and the media.

CALLAN ASSOCIATES, 1986-1991, Senior Vice President, Atlanta/New York City

Established and staffed Callan's regional office in Atlanta. Built client base and achieved profitability in under two years. Assumed additional responsibility of managing New York City office in 1988. Chaired Manager Search Committee for two years that oversaw manager selection process for more than 400 institutional clients.

MERRILL LYNCH, 1973-1986, Vice President, Davenport, Jacksonville, Atlanta

Established the corporate financial services office of Merrill Lynch Capital Markets Group in Jacksonville, Florida. Responsible for the delivery of all non-underwriting products and services to private corporations and local municipalities.

Managed the Corporate Financial Services Group for the U.S. Southern Region after Merrill's Atlanta Office absorbed its Jacksonville Office. A strong interest in pension fund investing ultimately led to working as lead investment advisor to several county, city and corporate pension plans. When Merrill Lynch sold its pension services to SEI Corp. in October 1985, decided to remain involved with pension fund investing and resigned in March 1986.

UNITED STATES ARMY, 1969-1973, Officer, Company Commander (2), served combat tour in Vietnam, 1971-1972, MACV Advisory Team 87.

PARTIAL LIST OF CAREER LEAD CONSULTING CLIENTS

Arkansas Public Employees Retirement System
Cox Enterprises
PacifiCorp
Illinois Teachers Retirement System
Sweden Pension Plan AP 6
Louisiana State Employees Retirement System
Southern Company
Oregon Investment Council
Tennessee Consolidated Retirement System
US Army Non-Appropriated Fund Williams Companies
Central Bank of Chile/Ministry of Finance
Ohio Public Employees

BOARD EXPERIENCE

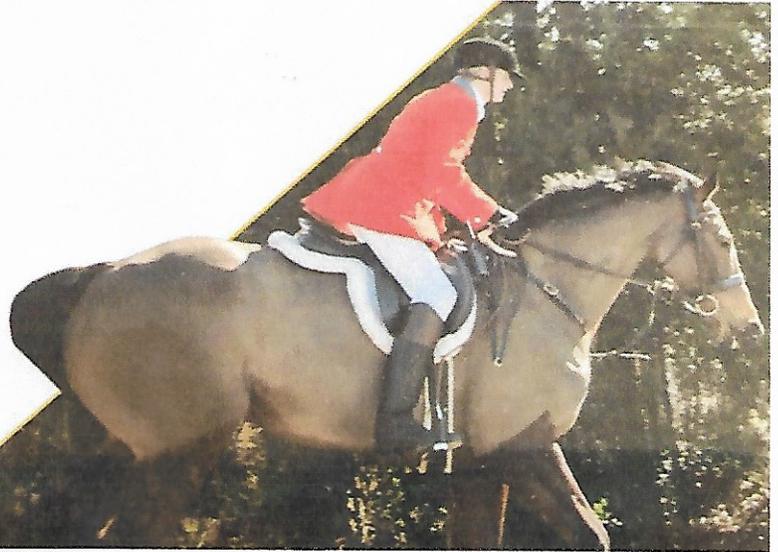
Virginia Retirement System Investment Advisory Committee, Richmond, Va. 2015-present
Pavilion Financial Corporation, Winnipeg, Manitoba, Canada 2014-2017
YouSpace Corporation, Chairman, Santa Clara, California 2014-2020

PERSONAL AWARDS

Three-time New Mexico State Small Bore Rifle Champion
Captain U.S. Advanced Marksmanship Unit
Combat Infantry Badge
Vietnamese Cross of Gallantry with Valor
Bronze Star Medal

EDUCATION

New Mexico Military Institute, 1968, English



Rod Smyth

Chairman of the Board

Rod is one of RiverFront's four Founding Partners. Rod has been an important contributor to our investment decisions since our strategies were incepted and serves as the Chairman of our Board of Directors. He has also become a mentor to our investment team members, bringing his experience and wisdom to their decision-making processes. Rod has nearly 40 years of investment experience both as a portfolio manager and investment strategist. Rod began working with many members of the RiverFront team in 1995, when he moved to Richmond to work for Wachovia Securities after working in the investment industry overseas. At Wachovia Securities, and its predecessor firms, Rod served as the firm's Chief Investment Strategist for eight years and as a portfolio manager for its Global Asset Allocation portfolios.

Rod has been a regular contributor over the years on financial news channels (CNBC, Fox Business and Bloomberg) and is frequently quoted in the financial press.

Rod earned an MA in Economics from Dundee University in Scotland.

Whether as an investment strategist or on stage, Rod is a performer. He comes by it naturally, as his mother was a trained singer and his father an amateur conductor. His talents range from singing in a choir to performing in front of television cameras as a strategist. Rod's youngest son, an accomplished actor, recently said that he also wanted to study business so he could be a "financial actor" like his dad.

✉ rsmyth@riverfrontig.com

☎ 804-549-4802

COMMUNITY INVOLVEMENT

"I love the mission at RiverFront to support one local charity with a major gift each year, where associates can get involved in person. I am proud that, as a small firm, we are a major donor in the city of Richmond. When we started the firm, we promised ourselves that if we were successful, we would be generous; I believe we are fulfilling that promise."



Reappointment of DCPAC Members.

Requested Action

The Board reappoints Shannon T. Irvin, Rick Larson and David A. Winter to the Defined Contribution Plans Advisory Committee (DCPAC), each for a two-year term ending June 20, 2025.

Rationale for Requested Action

Ms. Irvin, Mr. Larson and Mr. Winter currently serve on the DCPAC and are willing to be reappointed for another two-year term. Ms. Irvin is Assistant Superintendent for Administration at Nelson County Public Schools, Mr. Larson is the Assistant Vice President for Human Resources, Training and Performance at James Madison University, and Mr. Winter is the owner of Winter HR Consulting, LLC.

Authority for Requested Action

Code of Virginia § 51.1-124.26 authorizes the Board to appoint such other advisory committees as it deems necessary. Each member appointment requires a two-thirds vote of the Board, and advisory committee members serve at the pleasure of the Board.

The above action is approved.

A. Scott Andrews, Chair
VRS Board of Trustees

Date

SHANNON T. IRVIN

Assistant Superintendent for Administration

Extensively experienced and goal-oriented school administrator with a demonstrated track record of leading the preparation and analysis of financial reports to summarize and forecast financial position. Proven expertise in driving efficiency and productivity through evaluation of financial management systems and implementation of process improvements. Talented leader directing highly skilled financial management teams to support achievement of overall division goals and objectives. *Core competencies include:*

- Accounting Management
- Financial Analysis
- Forecasting
- Purchasing
- Insurances
- Cash Management
- Budgeting
- Cost Reductions
- Recruiting/Licensure
- Employee Benefits
- Technology Integration
- Regulatory Compliance
- Efficiency Improvements
- Personnel Management
- Retirement Counseling

CAREER EXPERIENCE

Nelson County Public Schools, Lovington, Virginia, 1993 – Present

Assistant Superintendent for Administration – 2007 - Present

Assistant Superintendent for Finance & Personnel – 2000 – 2007

Executive Director for Finance and Personnel – 1995 – 2000

Supervisor of Finance – 1993 – 1995

Direct financial management functions including development of monthly/quarterly financial statements, financial forecasts, and budgets. Oversee general accounting functions, including AR/AP, payroll, employee benefits, account reconciliation, and cash management. Administer all financial management systems, evaluating and integrating new applications. Develop highly skilled accounting and financial management team to achieve established objectives. Interact with the School Board and Superintendent concerning financial forecasts and reports.

- Oversight responsibility for Technology – Technology Plan development and integration of purchases with accompanying E-Rate Reimbursements. Highlights include 1:1 Computer initiative division-wide.
- Oversight responsibility for Food Services including Financial Reporting and Verifications. Began with program with minimal cash balances to now having three month operating cash reserves while also changing to more healthful choices for students in program offerings.

Continued...

- Oversight responsibility for Transportation and Facilities Maintenance including development of the Capital Improvement Plan (CIP). During course of employment, the County built new or renovated all school facilities.
- Responsible for Teacher Licensure, Teacher Recruitment and Retention as well as employee compensation and benefits programs. The division maintains 100% Highly Qualified Status for Instructional Personnel.
- During course of employment led division to increase beginning teacher compensation from 106th in the State of Virginia to 9th in the State of Virginia

County of Campbell, Rustburg, Virginia, 1991 – 1993

Director of Finance & Budget

Prepared financial reports, developed budgets, and performed variance analysis in accordance with Generally Accepted Accounting Principles (GAAP). Compiled periodic financial reporting packages for County Administrator. Carried out internal audits to ensure regulatory compliance and operational efficiency/accuracy. Built and led teams in carrying out special projects.

- Secured Bonds for Capital Improvement Projects
- Served as Human Resource Specialist for Employee Benefit and Retirement Counseling

Lynchburg College, Lynchburg, Virginia 1988 – 1991

Senior Accountant

Closed and prepared monthly financial statements and audit reports. Performed monthly account reconciliations and monitored general ledger transactions. Worked in collaboration with the Controller to ensure accuracy and integrity of financial information in support of overall business objectives.

Key Achievements:

- Collected Past Due Accounts on College-owned Rental Property
- Conducted Campus-wide inventory in accordance with GASB 34.

Southern States Cooperative, Richmond, Virginia, 1986 – 1988

Accountant

Carried out general ledger functions, including account analysis and reconciliation, journal entries, and AR/AP. Prepared financial statements

Key Achievement:

- Consistently met deadlines while demonstrating strong analytical and problem-solving skills to achieve corporate objectives.

EDUCATION

Master of Administration, Personnel Management (1991) GPA 3.78/4.00

LYNCHBURG COLLEGE – Lynchburg, Virginia

Bachelor of Business Administration, Concentration in Accounting (1985) cum laude

RADFORD UNIVERSITY – Radford, Virginia

Postgraduate coursework through Virginia Tech and Lynchburg College

EDUCATION CONTINUED

PROFESSIONAL ORGANIZATIONS

VIRGINIA ASSOCIATION OF SCHOOL BUSINESS OFFICIALS (VASBO) - PRESIDENT 2016/2017;

REGISTERED SCHOOL BUSINESS ADMINISTRATOR

SOUTHEAST ASSOCIATION OF SCHOOL BUSINESS OFFICIALS (SASBO)

LIFETIME MEMBER

AMERICAN ASSOCIATION OF SCHOOL BUSINESS OFFICIALS (ASBO)

CERTIFIED ADMINISTRATOR OF SCHOOL FINANCE & OPERATIONS (SFO)

VIRGINIA ASSOCIATION OF SCHOOL PERSONNEL ADMINISTRATORS (VASPA) – REGION V REPRESENTATIVE

SCHOOL SYSTEMS OF VIRGINIA WORKERS COMPENSATION INSURANCE POOL - BOARD MEMBER

ADVISORY BOARD FOR THE SCHOOL OF EDUCATION, LEADERSHIP STUDIES AND COUNSELING – UNIVERSITY OF LYNCHBURG, LYNCHBURG, VIRGINIA 24501 – BOARD MEMBER

ADVISORY BOARD FOR THE VIRGINIA RETIREMENT SYSTEM DEFINED CONTRIBUTION PLANS- 1200 EAST MAIN STREET, RICHMOND, VIRGINIA 23219 – BOARD MEMBER

Rick Larson

Biographical Statement

In his role as Assistant Vice President for Human Resources (HR), Training and Performance at James Madison University (JMU) in Harrisonburg, Virginia, Rick is responsible for the HR and Talent Development departments. Rick earned an M.S. Ed. in Adult Education and Human Resource Development from JMU, and his Bachelor of Individualized Study as a JMU undergraduate, while working full time for the university.

Rick has worked in higher education for over 40 years, holding positions in administration, finance, and student affairs. Rick is a certified Senior Professional in Human Resources (SPHR) and a Society of Human Resource Management Senior Certified Professional (SHRM-SCP).

Rick is a widower whose daughter, Katy, lives in Fredericksburg with her husband, Jon, and their two children, Henry and Maggie.

About David A. Winter

Dave Winter is an experienced human resources professional with broad knowledge of HR strategies, functions and processes, including retirement plans. Dave has served as the President of Winter HR Consulting, LLC, and as the top HR executive for service and manufacturing corporations in multi-national settings. In addition, he has held roles in legal, finance and line management. Dave holds a BA in Psychology from the University of Virginia and an MBA from the University of Richmond. He is a former board member of the Richmond Human Resource Management Association and was certified as a Senior Professional in Human Resources and SHRM Senior Certified Professional. Dave currently serves on the Virginia Retirement System Defined Contribution Plans Advisory Committee.

Dave grew up in a US Air Force family, living in France, California, Alaska and Virginia. He is a long-time resident of the Richmond, VA, area after living in Maryland, Texas and California during his career. Dave is a volunteer guest instructor at the Reginald F. Lewis College of Business at Virginia State University. He also volunteers at the Virginia Voice, a radio reading service for the visually impaired, and is a Reading Buddy with Richmond Public Schools. He loves spending time with his partner Sarah, his two grown children and five grandchildren.



Approve changes to Investment Professionals' Pay Plan.

Requested Action

The Virginia Retirement System Board of Trustees approves an amended Investment Professionals' Pay Plan ("Pay Plan"), effective June 10, 2023.

Description/Background

The VRS Board of Trustees approved the current Pay Plan on June 23, 2022.

The proposed amendments account for the completion of the CIO position transition and other technical amendments. A summary of the change to the Pay Plan follows:

- Remove the position of Chief Managing Director. The position was added to ensure the smooth transition of the new Chief Investment Officer. Now that the new CIO is in place, there is no further need for the position in the Pay Plan.
- In addition, Item 483 of the 2022 Appropriation Act requires the Department of Human Resource Management to increase by 5% the minimum and maximum of each of the salary bands in the Commonwealth's Classified Compensation Plan. Generally, the VRS Board of Trustees also adjusts the salary scales in its pay plans in accordance with the requirements of the Appropriation Act. An increase of 5% to the minimum and maximum of each grade of the salary scales of the Investment Professionals' Pay Plan, effective June 10, 2023, is consistent with changes to be made to the Commonwealth's Classified Compensation Plan.

However, if, subsequent to the approval of this action, an Appropriation Act is enacted during 2023 that provides for a change to the Commonwealth's Classified Compensation Plan other than the 5% increase contained in Item 483 of the 2022 Appropriation Act, then the minimum and maximum of each grade of the salary scales of the Investment Professionals' Pay Plan shall be amended in an amount consistent with the changes made to the Commonwealth's Classified Compensation Plan in such 2023 Appropriation Act as of the effective date of the change specified in such 2023 Appropriation Act.

A blacklined version of the revised Pay Plan is attached.

Authority for Requested Action

Code of Virginia § 51.1-124.22(A)(11) authorizes the Board to establish and administer a compensation plan for officers and employees of the Retirement System.

The above action is approved.

A. Scott Andrews, Chair
VRS Board of Trustees

Date



VIRGINIA RETIREMENT SYSTEM
INVESTMENT PROFESSIONALS'
PAY PLAN
Effective ~~October 18, 2022~~ June 10,
2023

Investment Professionals' Pay Plan

October 18, 2022 June 10, 2023

OVERVIEW & PAY PHILOSOPHY

The Virginia Retirement System's (VRS) Board of Trustees has designed this investment professionals' pay plan after working with an independent compensation consultant. In addition, the Board has adopted benchmarks, recommended by an independent investment consultant, to be used as part of this pay plan.

This pay plan includes three core elements:

- Base Salary (described in Section I of this document)
- Incentive Pay Plan (described in Section II)
- Deferred Compensation Plan for VRS Investment Management Personnel (DCPIP) (described in Section III)

Overall, this pay plan is designed to:

- Attract, motivate, and retain skilled investment professionals by offering competitive compensation opportunities.
- Directly align compensation with long-term, superior relative and absolute investment performance.
- Reinforce risk management priorities and standards.
- Attract and retain senior investment professionals by deferring a portion of incentive compensation on a tax-deferred basis.
- Benefit all stakeholders – VRS' beneficiaries, VRS' employees, and Virginia's taxpayers – through a compensation plan that is clear, aligned with performance, competitive and cost effective.

Importantly, this pay plan anchors on two broad and long-standing philosophical principles:

1. VRS should pay base salaries consistent with the 75th percentile of a peer group of other leading public funds. The primary guidelines for determining VRS' leading public fund peer group will be (1) funds of similar size (AUM) as VRS and (2) funds with significant (>25%) assets managed internally. Additional criteria the Board may consider is asset allocation / diverse portfolio similar to VRS, degree of delegation to the CIO and staff, use of outside investment consultants, and Board pay decision making authority.
2. VRS should provide incentive compensation opportunities such that, in combination with base salary, total compensation levels approximate the median (50th percentile) of a blended group weighted 75% to the total compensation levels of leading peer group public funds and 25% to the total compensation levels of a broad range of private-sector firms that employ investment professionals.

I. Base Salary

SALARY RANGES

This pay plan establishes a salary range for each job class taking into account its relative importance to VRS and the salaries paid for comparable types of jobs in other leading public funds.

Minimum, midpoint, and maximum salary rates define the salary range for each job class/position. The midpoint of each job class/position approximates the 75th percentile of salaries of a peer group of leading public pension funds. Actual salaries can be higher or lower than the midpoint depending on factors such as job performance, professional education and certifications, the willingness to assume new and higher-level duties and responsibilities, the ability to learn quickly and apply new knowledge and skills, being a team player, and the length of time in the position.

Investment Professionals’ Pay Plan
Effective ~~October 18, 2022~~ June 10,

Each position’s salary range includes a defined:

- **Minimum** - the lowest base salary paid for a job within the job class/position.
- **Midpoint** - represents the market salary paid to a fully qualified employee, who has the institutional knowledge and practical experience to fulfill independently all of the responsibilities of the job/position.
- **Maximum** - the highest salary rate for the job class/position.

Grade	Position	Salary Range (\$ Thousands)		
		Min (\$)	Mid (\$)	Max (\$)
10	Chief Investment Officer/ Chief Managing Director	341,250	451,500	567,000
		358,313	474,075	595,350
9	Managing Director	288,750	383,250	477,750
		303,188	402,413	501,638
8	Program Director	246,750	330,750	414,750
		259,088	347,288	435,488
7	Director – Strategy, Research, Risk and/or Investment Decision Support	215,250	288,750	362,250
		226,013	303,188	380,363
6	Senior Portfolio Manager	215,520	288,750	362,250
		226,013	303,188	380,363
5	Portfolio Manager	168,000	225,750	283,500
		176,400	237,038	297,675
4	Senior Investment Officer	141,750	189,000	236,500
		148,838	198,450	248,325
3	Investment Officer	110,250	147,000	183,750
		115,763	154,350	192,938
2	Senior Investment Analyst	84,000	110,250	136,500
		88,200	115,763	143,325
1	Investment Analyst	68,250	89,250	110,250
		71,663	93,713	115,763

In considering the above salary range, it important to note the following:

- **Market Pay Reviews:** The VRS normally conducts a comparative market total pay study generally every two to three years to ensure competitiveness of the salary and incentive structures. Typically, the VRS conducts the study in the 1st quarter of the calendar year with an effective date of July 1 (the beginning of the fiscal year).
- **Changes in Salary Ranges:** The Board must approve changes to the salary scale and incentive structure.

Salary Adjustments

Oversight & Administration

VRS will implement pay actions consistent with the provisions of the Appropriation Act. The VRS Board, however, approves across-the-board performance-based salary increases, market-based salary increases and incentive pools, for VRS investment professionals, consistent with the Code of Virginia and the Appropriation Act. The Chief Investment Officer (CIO) approves salary adjustments for individual investment professionals and, as described later in this document, sign-on bonuses, incentive payments, and relocation expenses subject to the limitations in the Code of Virginia and other applicable state or federal law and regulation.

Merit Increases

- Salary increases are based on meeting individual performance standards. The supervisor completes the evaluation after the end of the fiscal year. If a participant in the investment employees’ pay plan does not meet overall performance standards, then the participant is

Investment Professionals' Pay Plan
Effective ~~October 18, 2022~~ June 10,

ineligible for performance increases to their base salary and market adjustments to their

Investment Professionals' Pay Plan

Effective ~~October 18, 2022~~ June 10,

base salary for that performance cycle. Performance cycles are on a fiscal year basis (July 1 through June 30) and typically begin with an effective date of performance plans in the first quarter of the new fiscal year.

- The CIO will receive base salary increases as approved by the VRS Board of Trustees and in accordance with the terms in the CIO's Employment Agreement, with approved effective dates established by the VRS Board of Trustees.

Starting Salaries

The starting salary for a new employee considers the rates presently paid to other employees in the department and those in the same job class (when applicable), the candidate's education, skills, work experience, and salary history. The starting salary normally does not exceed the salary grade midpoint.

Reallocation

Occurs when a job classification is reviewed by Human Resources, and it is determined that the job duties and responsibilities have changed significantly enough to place the job in a different job title and job class. Unless the CIO authorizes an exception, this would not exceed a 15% increase. However, the individual's salary will always be at least at the minimum of the range of the new job, regardless of the amount of the increase.

In-grade Adjustments

Occur to ensure competitiveness, retention, and to recognize increased skills, abilities, knowledge, obtainment of a degree or certification, or significant increases in responsibilities within the job class. Unless the CIO authorizes an exception, adjustments will not exceed a 10% increase.

Promotions

Promotions occur when an individual moves into a position in a higher job class. Promotions can be competitive (selected through a recruitment and hiring process) or non-competitive (through a job reclassification or reallocation). Unless the CIO approves an exception, promotions will not exceed a 15% increase. However, the individual's salary will always be at least at the minimum of the range of the new job, regardless of the amount of the increase.

Downward Assignment

Downward adjustment occurs when an employee changes positions whether voluntarily, or because of unsatisfactory performance, resulting in a downward change in job class. A reduction in salary may occur based on a review of the salary and range and the circumstances associated with the downward move. In downward assignments, an individual's salary cannot exceed the maximum of the new salary range.

II. Incentive Pay Plan

PLAN ADMINISTRATION

The VRS Board of Trustees, the Plan Administrator, through the Administration and Personnel (A&P) Committee, administers the Incentive Plan (Plan) and retains full and complete discretion:

- To increase or decrease incentives for any and/or all Plan participants.
- To modify, amend or rescind any aspect of the Plan at any time for any and/or all Plan participants.
- While the Plan Administrator remains mindful of the value that staff adds to the organization and supportive of the pay plan, the Plan Administrator also specifically reserves the right to cancel, reduce, or delay the amount of any incentives payable under this plan when, in the sole discretion of the Plan Administrator, extreme budgetary pressures, economic, market or other conditions are such that the Plan Administrator deems such action necessary under the circumstances.

Investment Professionals' Pay Plan

Effective ~~October 18, 2022~~ June 10,

- Consistent with the preceding paragraph, payment of incentives under this plan is not guaranteed.

The Plan Administrator may delegate certain aspects of this Plan's day-to-day operation to the VRS CIO and the VRS Director of Human Resources. However, any substantive Plan-related questions or issues impacting incentive payouts for the CIO require the Plan Administrator's prior approval.

PLAN ELIGIBILITY

Incumbents in the positions listed below are eligible to participate in this incentive plan, provided they:

- Are active VRS employees.
- Work for VRS at least forty hours per week. Plan participants who work less than full-time may be eligible to receive a prorated incentive payment. Wage employees are not eligible to participate in the plan.
- Receive an individual performance evaluation of at least "meets expectations" for the relevant performance year (i.e., the year preceding the normally scheduled year of payment).
- Remain in compliance with the VRS Investment Department Code of Ethics and Standards of Professional Conduct Policy.

Positions Eligible to Participate in the Investment Professional's Pay Plan

Chief Investment Officer/~~Chief Managing Director~~
Managing Director – Portfolio Solutions Group
Managing Director – Private Market Assets and DC Plans
Managing Director – Public Market Assets
Program Director
Director – Strategy, Research, Risk and/or Investment Decision Support
Senior Portfolio Manager
Portfolio Manager
Senior Investment Officer
Investment Officer
Senior Investment Analyst
Investment Analyst

The CIO will determine the design of the incentive plan structure for the positions supporting the Defined Contribution Plans, with both quantitative and qualitative elements.

Generally, employees on an approved leave of absence are considered active employees. The CIO will resolve all questions regarding eligibility, or in the case of the CIO, eligibility will be determined by the Board.

Participation in this Plan in any one year does not confer the right to participate in this Plan in any other year or to receive Plan payouts for the current and/or any future year. Participation in this Plan does not confer the right to continued employment. Subject to the provisions of this Plan, only active VRS employees may receive payments under this Plan.

OVERALL INCENTIVE PLAN MECHANICS

As described in more detail throughout this document, under the terms of this Plan:

- Eligible Plan participants will be assigned an incentive opportunity, expressed as a percentage of their actual earned base salary.
- Incentive opportunities vary by position, with the level of such opportunities increasing with the degree to which the position directly affects VRS' investment performance.

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- Incentives are weighted or allocated to separate Plan components, described below, with the specific components and weightings varying by position:
 1. Total Fund relative investment performance
 2. Asset Class relative investment performance
 3. Average of Asset Class Multipliers (for positions that support multiple asset classes)
 4. Qualitative – focuses on individual achievement of assigned objectives.

- After year-end, payouts under each Plan component would be determined based on performance.
- Each participant's preliminary award would equal the sum of all of their performance adjusted Plan components.
- Final awards would equal preliminary awards adjusted, up or down, based on the Total Fund's one-year absolute return. Specifically, there will be no adjustment for returns between 0% and the assumed rate of return, currently 6.75%. There will be a positive one-for-one adjustment for returns in excess of the assumed rate of return (e.g., if Total Fund one-year actual absolute return equals +9.75%, then the preliminary awards will be increased by 3%). There will be a negative one-for-one adjustment for a return less than 0% (e.g., if Total Fund one-year actual absolute return equals -15%, then the preliminary awards will be reduced by 15%). This adjustment is specifically intended to systematically take into account, in the shorter term, the effect of market cycles on the health of the pension plan by providing a mechanism to reflect the impact of up and down markets on incentive compensation.
 - 50% of eligible senior staff-members' awards (up to IRS limits) will be deferred into tax-qualified accounts. See section III, Defined Contribution Incentive Plan for VRS Investment Management Personnel (DCPIP). While deferred, awards are subject to the Total Fund's annual absolute return.
 - All other awards paid in cash.

Generally, a Participant must be employed on the date of payment of the award. However, see INCENTIVE PLAN PROVISIONS, *Termination of Employment Due to Death, Disability or Retirement*.

INCENTIVE OPPORTUNITIES

Incentive opportunities will vary by position based on multiple criteria:

- The position's potential effect on the VRS' investment performance.
- Competitive market pay requirements.
- Internal equity considerations.
- Other factors determined by the CIO or, in the case of the Chief Investment Officer's position, by VRS' Board.

Actual awards can vary based on performance.

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For the fiscal year ending June 30, 2023, and all subsequent years, unless as otherwise determined, the Plan's incentive opportunities are as follows:

Incentive Levels	
VRS Position	Incentive ¹ (% Salary)
Chief Investment Officer/ Chief Managing Director	70 ²
Managing Director – Portfolio Solutions Group	65 ²
Managing Director – Private Market Assets and DC Plans	65 ²
Managing Director – Public Market Assets	65 ²
Program Director	60 ²
Director – Strategy, Research, Risk and/or Investment Decision Support	50
Senior Portfolio Manager	50
Portfolio Manager	40
Senior Investment Officer	30
Investment Officer	30
Senior Investment Analyst	20
Investment Analyst	10

¹Performance-adjusted preliminary awards can vary from zero to two times the incentive.

²A portion, up to 50%, of the positions' earned incentives is subject to mandatory deferral.

INCENTIVE WEIGHTINGS

Each participant's incentive award will be weighted or allocated to separate, stand-alone Plan components. Importantly, all participants have a portion of their incentive opportunities weighted:

- To the Total Fund Plan component – which helps reinforce the importance of collective success as measured by the Total Fund's relative investment results.
- To the Qualitative Plan component – this helps reinforce achievement of specific initiatives and professional development.

Described below are the specific Plan weightings and the approach for determining awards under each of these Plan components.

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Incentive Weightings by Plan Component					
VRS Position	Total Fund %	Asset Class Multipliers %	Asset Class %	Qualitative %	Total
		(% of total incentive weighted to each component)			
Chief Investment Officer/ Chief Managing Director	60	20 ¹		20	100
Managing Director – Portfolio Solutions Group	60	20 ¹		20	100
Managing Director – Private Market Assets and DC Plans	40	40 ²		20	100
Managing Director – Public Market Assets	40	40 ³		20	100
Program Director	30	50 ⁴	50	20	100
Director – Strategy, Research, Risk and/or Investment Decision Support	30	50 ¹		20	100
Senior Portfolio Manager	20		60	20	100
Portfolio Manager	20		60	20	100
Senior Investment Officer	20	60 ⁴	60	20	100
Investment Officer	20	60 ⁴	60	20	100
Senior Investment Analyst	20	30 ⁴	30	50	100
Investment Analyst	20	30 ⁴	30	50	100

¹Average multiplier based on the multipliers of all asset classes under the incumbent's purview.

²The MD Private Market Assets and DC Plans average multiplier is based on the multipliers of private market asset classes under the incumbent's purview.

³The MD Public Market Assets average multiplier is based on the multipliers of the public market asset classes under the incumbent's purview.

⁴These positions may support a specific asset class or multiple asset classes. If the position supports a specific asset class, then the multiplier is based on the asset class multiplier. If the position supports multiple asset classes, then the multiplier is based on the average of the multipliers of the asset classes supported.

QUANTITATIVE PLAN COMPONENTS

These Plan components link participants' incentive compensation to relative investment performance or, more specifically, the extent by which the Total Fund and/or Asset Class performance exceeds passive benchmarks (indices) as measured over trailing three- and five-year annualized periods (each weighted 50%).

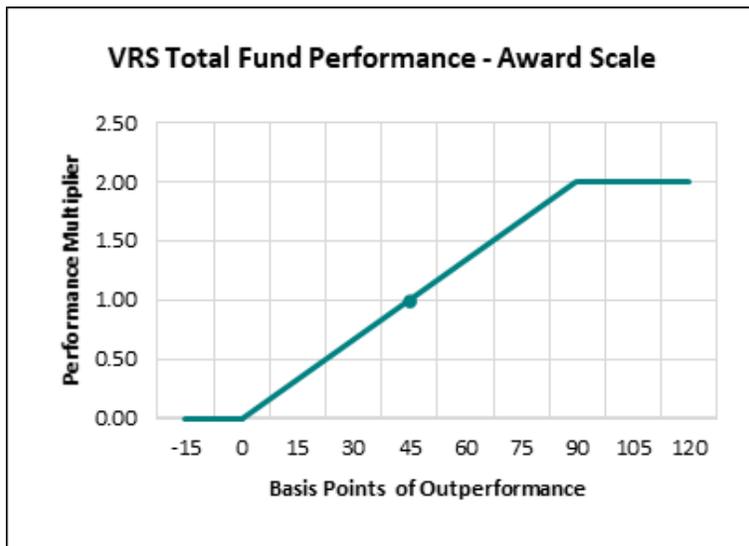
For purposes of this Plan:

- Measurement of relative investment performance is net of third-party fees, which consist of investment management fees and performance fees paid to investment managers, custodian fees, legal fees, internal investment staff administrative expenses, and miscellaneous fees.
- A performance-award scale defines the linkage between relative investment performance and a corresponding Performance Multiplier. Illustrating this approach at the Total Fund level, when VRS' relative investment performance:
 - Equals zero or less (i.e., no relative value added), then the VRS Performance Multiplier will equal zero and there will be no incentive payouts under this Plan component.
 - Equals 45 bps, then the VRS Performance Multiplier will equal 1.00 and there will be a 100% payout of this Plan component.
 - Equals 90 bps or more, then the VRS Performance Multiplier will equal 2.00 and there will be a 200% payout of this Plan component.
 - Is anywhere between zero and 90 bps, then the VRS Performance Multiplier is determined on an interpolated, straight-line basis.

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Note: The Board approved the Verus recommended excess return objective (45 basis points) for the Total Fund at the June 15, 2020 meeting with an effective date of July 1, 2020. For implementation purposes, the Total Fund excess return objective will be a blend of the former excess return objective (30 basis points) to be used until June 30, 2020, and the new excess return objective (45 basis points) to be used from July 1, 2020 onward.



- Selected participants whose responsibilities span multiple asset classes may have a portion of their incentive weighted to a component that is determined based on the average multipliers of asset classes they support. The intent of this Plan component is to recognize and reward superior relative investment performance, regardless of the level of the associated assets.

The Board is responsible for setting the basis point outperformance standards for the Total Fund. The CIO is responsible for setting the basis point outperformance standards for individual asset classes, subject to the Board's final review and approval.

QUALITATIVE PLAN COMPONENT

The qualitative incentive multiplier can range from 0.00 to 2.00 at the CIO's discretion. The CIO obtains input from applicable senior staff regarding individual performance levels to help determine the qualitative rating. The qualitative rating is separate and distinct from the individual's annual performance evaluation rating requirement for plan eligibility. This Plan component links participants' incentive compensation to achievement of individual and/or position-specific performance objectives and VRS' overall performance objectives. Actual awards under this plan component will reflect:

- Position and/or incumbent-specific performance criteria.
- Achievement of key VRS performance objectives, including:
 - Building an effective organization
 - Enhancing investment excellence
 - Developing staff

The Board will annually determine the CIO's qualitative incentive multiplier after assessing attainment of the qualitative performance objectives, considering input and recommendations provided by the A&P Committee.

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DETERMINING PRELIMINARY AWARDS

After the end of each fiscal year, a preliminary award will be determined for each Plan participant by aggregating all of their performance multiplier-adjusted weighted Plan components. In particular:

- Performance multipliers will be determined for each Plan component based on actual results.
- Preliminary payouts under each weighted Plan component will be determined by multiplying the incentive dollars weighted to that component by the associated performance multiplier.
- Total preliminary awards would be determined by adding up all of that participant's weighted Plan components.

Illustrated below is this approach for a position with an incentive of \$80,000.

Plan Component	Weighted Portion of Incentive		Performance Multiplier	=	
Total Fund	\$16,000	X	1.50	=	\$24,000
Asset Class	48,000	X	1.00	=	48,000
Qualitative	16,000	X	1.20	=	19,200

Preliminary Award **\$91,200**

DETERMINING FINAL AWARDS

Final awards, if any, would be determined after each fiscal year-end by adjusting the sum of each participant's preliminary award, up or down, based on VRS' one-year absolute return for the most recently completed fiscal year. Specifically, there will be no adjustment for returns between 0% and the assumed rate of return, currently 6.75%. There will be a positive one-for-one adjustment for returns in excess of the assumed rate of return. There will be a negative one-for-one adjustment for returns less than 0%. Illustrated below is the process for determining final awards.

Scenario #1: The Total Fund's One-Year Absolute Return Is +5%

Plan Component	Weighted Portion of Incentive		Performance Multiplier	=	Actual Award
Total Fund	\$16,000	X	1.50	=	\$24,000
Asset Class	48,000	X	1.00	=	48,000
Qualitative	16,000	X	1.20	=	19,200

Preliminary Award **\$91,200**
 X no adjustment **0%**

Final Award **\$91,200**

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Scenario #2: The Total Fund's One-Year Absolute Return Is 9.75%

Plan Component	Weighted Portion of Incentive		Performance Multiplier		Actual Award
Total Fund	\$16,000	X	1.50	=	\$24,000
Asset Class	48,000	X	1.00	=	48,000
Qualitative	16,000	X	1.20	=	19,200

Preliminary Award \$91,200

X 1+ Total Fund's One-Year Rate of Return
Less Assumed Rate of Return **103%**

Final Award \$93,936

Scenario #3: The Total Fund's One-Year Absolute Return Is -15%

Plan Component	Weighted Portion of Incentive		Performance Multiplier		Actual Award
Total Fund	\$16,000	X	1.50	=	\$24,000
Asset Class	48,000	X	1.00	=	48,000
Qualitative	16,000	X	1.20	=	19,200

Preliminary Award \$91,200

X 1+ Total Fund's One-Year Rate of Return **85%**

Final Award \$77,520

PAYING OUT FINAL AWARDS

Board Review

Prior to payout of any and/or all awards, the CIO will present a schedule of aggregate incentives to the Board of Trustees, through the A&P Committee, in advance. This report will include, in aggregate, the awards, the multipliers awarded for each component, the actual dollar awards earned for each component and the total awards. Internal Audit and Human Resources will review the calculations. As requested by the A&P Committee, the CIO will provide additional information prior to the Board approving the payout of any and/or all awards.

Final Award Payout

Final awards will be paid out as follows:

- For VRS' most senior staff (i.e., incumbents in positions at or above the level of Program Director) when awards are paid, 50% of total award amounts up to the specified Internal Revenue Code (IRC) § 415(c)(1)(A) plan limits will be deferred into the DCPIP plan. All other amounts paid in cash. Section III of this document describes the terms of the § 415(c)(1)(A) plan.
- For all other Plan participants, awards paid 100% in cash.

Timing of Cash Payouts

When the Board approves incentive awards, the VRS will make payments between July 1 and December 31 after VRS' fiscal year end.

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INCENTIVE PLAN PROVISIONS

- ***New employees, promoted employees and other employees who transfer into another position covered in this pay plan:***
 - Employees who join the VRS Investment Department after the commencement of the fiscal year may be eligible to participate in the Plan. Incentives will be computed on the incentive percentage and their actual earned salary for the year.
 - Promoted employees and employees who transfer into another position covered in this pay plan will have their incentives calculated based on their actual earned salary for the year and a proportional incentive percentage for each position held during the fiscal year.
- ***Minimum Individual Performance Standard:*** Employees with an individual performance rating of “Does Not Meet Expectations” are not eligible to receive any incentive payment under the Plan.
- ***Termination of Employment Due to Death, Disability, or Retirement:*** Terminated employees may be eligible to receive a time-weighted portion of their final award for the current performance year. Plan participants who terminate employment due to death or disability or who retire during a fiscal year will be eligible to receive a time-weighted portion of their Board approved award (1/12 for each complete month worked in their last year of service). The incentive payments for the year in which death, disability or retirement occurs shall be paid 100% in cash to such employee or his representative between July 1 and December 31 following the end of the fiscal year in which such death, disability or retirement occurs.
- ***Termination for all Other Reasons:*** Except as specifically determined by the CIO for all positions other than the CIO, and by the A&P Committee for the CIO’s position, participants who terminate employment with VRS for all other reasons prior to the normally scheduled date of payout forfeit all rights under the plan.
- ***Clawback:*** In the event of termination for malfeasance related to duties as an investment professional, VRS retains the right to seek repayment for any and/or all paid incentive awards.

III. Defined Contribution Incentive Plan for VRS Investment Management Personnel (DCPIP)

PARTICIPATION

This plan covers VRS investment professionals at or above the level of Program Director. Such positions currently include CIO, Chief Managing Director, Managing Director, and Program Director. The Board retains the discretion to modify, at any time, the positions that are eligible to participate in this plan.

AMOUNTS SUBJECT TO ANNUAL DEFERRAL

- Deferrals into this plan only occur in years when VRS’ Board decides, at its full and complete discretion, to allow payment of incentive awards.
- Commencing with (and including fiscal 2013), in years when VRS’ Board decides to pay incentive awards, 50% of participants’ final awards up to specified IRC § 415(c)(1)(A) limits will be deferred into this plan. All other amounts paid in cash.

INVESTMENT RETURN

Participants’ deferred accounts in the DCPIP and the § 415(m) plan will earn an “investment return” (positive or negative) equaling the current annual rate of return of the VRS Fund. However, upon attaining age 55, the DCPIP permits members of the Investment Management Committee who have established accounts in the Commonwealth of Virginia 457 Deferred Compensation Plan, to transfer a portion into the Virginia Cash Match Plan. This transfer right allows DCPIP participants at age 55 or at any time after attaining age 55, to select any combination of the investment options then offered by the Cash Match Plan. Notwithstanding the transfer right, members of the Investment Management Committee at age 55 or older must leave at least a minimal balance amount in their DCPIP account, to avoid having to re-open the account. The VRS Defined Contribution Plan Administrator will assist participants with these transfers.

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FUND TRANSFERS AND DISTRIBUTIONS

Participants of the DCPIP cannot transfer funds from the § 415(m) plan into the Cash Match Plan because the § 415(m) plan is a non-qualified "excess plan" not permitted to be held in trust for the exclusive benefit of the plan participants. The § 415(m) plan closed as of June 30, 2013, except for the CIO. The distribution of the balance in the § 415(m) plan will be made in cash to the Participant.

The accumulated DCPIP trust balances will be distributed to the Participant upon termination of employment with the Commonwealth of Virginia. The participant may elect to receive the balance in the DCPIP either in cash or as a "roll-over" into another retirement or related benefit vehicle/trust, or a combination of both. All payouts/rollovers will be credited with earnings through the latest quarter end for which finalized performance is available, by the date of the payment.

All applicable laws and regulations will govern the creation, funding, and distributions of the DCPIP and § 415(m) plan. Detailed plan documents are on file with the Human Resources Director and the Chief Financial Officer.

TAXATION

Taxation of the amount contributed to the DCPIP and § 415(m) plans is deferred until distribution from the respective plan.

IV. Other Compensation Plan Information

Competitive Pay Increases

Competitive pay increases are an option available to retain a highly valued employee who has received a job offer from another employer. Requests for competitive pay increases should take into consideration the employee's experience, level of education, performance and contribution to the agency, and the salaries of other employees in comparable jobs. A written job offer must be received to provide a competitive pay increase.

Sign-on Bonuses

Investment professionals hired at the VRS may be eligible for sign-on bonuses, as described in the VRS Employee Sign-on Bonus Program Policy.

Relocation Expenses

Investment professionals hired at the VRS may be eligible for reimbursement of relocation expenses, if approved by the CIO. The reimbursement of the expenses must comply with the Department of Accounts Moving and Relocation Policy.

Employment at Will

The investment employees covered by this policy are exempt from the provisions of the Virginia Personnel Act and employment in these positions is at will. Just as the employee retains the right to resign at any time, the VRS has a similar right to end at will employment with or without cause. An at-will employee does not serve an introductory period. An at-will employee is not eligible to use the agency's grievance procedure to resolve employment disputes.

Investment employees covered by this policy are eligible for all other employment benefits and subject to agency policies that do not contradict their "at will" status.

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409A Compliance

The intent of the Board is that payments and benefits under this plan either comply with Section 409A of the Internal Revenue Code and applicable guidance issued thereunder ("Code Section 409A") or qualify for an exemption from Code Section 409A and, accordingly, all provisions of this Plan shall be construed in a manner consistent with the requirements for avoiding taxes or penalties under Code Section 409A. The Board shall not take any action to accelerate or delay the payment of any monies and/or provision of any benefits in any matter which would not be in compliance with Code Section 409A to the extent Code Section 409A applies to such payment or benefit. Notwithstanding any of the provisions of this pay plan, the Board shall not be liable to the employee if any payment or benefit which is to be provided pursuant to this Plan and which is considered deferred compensation subject to Code Section 409A otherwise fails to comply with, or be exempt from, the requirements of Code Section 409A.

CLASS STRUCTURE

The following descriptions are the summaries of VRS' investment professional job classes/positions:

Chief Investment Officer/Chief Managing Director

The CIO/Chief Managing Director manages and directs investment programs, determines appropriate program structure, implementation, and monitoring. The CIO/Chief Managing Director manages investment professionals who are directly responsible for internal and external investment programs. The CIO/Chief Managing Director heads the Executive and Management Committees, which are responsible for reviewing all investment recommendations. The CIO/Chief Managing Director collaborates with the VRS Board-appointed Investment Advisory Committee (IAC) and delivers frequent reports and updates to the VRS Board.

Managing Director

The Managing Director is a senior investment position reporting directly to the CIO. This position serves on the Investment Executive and Management Committees. The Executive Committee is a department wide resource to the CIO for management and administrative issues. The Management Committee participates in asset allocation and manager/fund allocation decisions.

Program Director

The Program Director has deep asset class knowledge and carries full managerial responsibility for a VRS investment program, including all internally and externally managed assets. The Program Director may also support multiple asset classes. The Program Director participates on the Investment Management Committee and regularly presents information to the IAC and the Board. The Program Director, as applicable, operates within an explicit risk budget and has investment performance objectives that are regularly measured. The Program Director has full responsibility for negotiating on behalf of VRS.

Director - Strategy, Research, Risk and/or Investment Decision Support

Strategy – The position within Strategy identifies and evaluates relative value-based tilt opportunities that have the potential to 1) improve the fund's return without materially increasing the risk, 2) reduce the fund's risk without materially reducing the return, or 3) some combination of these objectives. In addition, staff within Strategy 1) review and evaluate the implications of macro-economic conditions, 2) analyze current conditions and opportunities within major asset classes and key asset class subsectors, 3) monitor and evaluate the tactical and strategic tilts of key VRS investment partners, and 4) identify strategy ideas including risk and return expectations for base case and alternative scenarios.

Research – The position within Research has responsibility to support both basic and applied research efforts for all VRS investment staff. This effort includes monitoring, coordinating, facilitating, and implementing current best practices and methods to ensure optimal investment performance and risk management at both the program and plan level.

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Risk – The position within Risk has responsibility in the design, implementation, and management of the risk management program including project management (solicitation and queueing of projects from clients), guidance and coordination within the group, mathematical and statistical analysis of empirical problems, risk management, and high-level programming. Additionally, staff within Risk assist with the design and implementation of a diverse collection of strategies designed to have low or negative correlation to other VRS asset classes.

Investment Decision Support – The position within Investment Decision Support has responsibility for the design and delivery of investment program, risk management, strategy, and research analytic systems. As a component of this, staff is responsible for all investments data as well as the design, development, and implementation of the quantitative infrastructure for the VRS investment programs. This includes a data warehouse, various data retrieval tools, quantitative analysis tools, program level reporting tools and support applications that retrieve, consolidate and report information.

Senior Portfolio Manager

The Senior Portfolio Manager positions have responsibility for multiple portfolio strategies and/or may supervise one or more Senior Investment Officers or Portfolio Managers. The Senior Portfolio Manager positions provide a potential career progression ladder for Portfolio Managers over time, considering the contributions, experience, and sustained performance for the incumbents.

Portfolio Manager

The Portfolio Manager provides critical input to strategy development and is responsible for the more complicated and higher risk investments. The Portfolio Manager may delegate to the Senior Investment Officer certain portions of the investment program. The Portfolio Manager will begin to negotiate terms on behalf of VRS. The Portfolio Manager, from time to time, makes presentations and recommendations to the Management Committee, and perhaps the IAC and Board.

The Portfolio Manager supporting the Defined Contribution Plans is a senior investment position reporting directly to the Managing Director - Private Market Assets and DC Plans. This position provides critical input to the design, implementation, and monitoring of all investment related aspects of the VRS defined contribution plans (DC). Responsibilities include (1) evaluation and selection of new investment strategies, managers and/or funds, (2) negotiating terms on behalf of VRS, (3) monitoring and management of relationships with existing defined contribution investment managers, (4) implementing investment policy as determined by the VRS Board, (5) presenting to the Defined Contribution Plans Advisory Committee and the Board, and (6) any other projects or duties relating to the defined contribution program as may be assigned from time to time.

Senior Investment Officer

The Senior Investment Officer has higher level monitoring responsibilities that tend to involve higher risk and strategies that are more complicated. Some Senior Investment Officers may have day-to-day responsibilities for managing internal portfolios, subject to risk limits prescribed by the program director. The Senior Investment Officer will increasingly become involved in strategy development and formal recommendations to the Program Director.

Investment Officer

The Investment Officer, in addition to analytical responsibilities, may have direct responsibility for monitoring some portion of the existing portfolio, or some strategies or managers under consideration in the future. Such assignments will typically be in lower risk and less complicated strategies. The Investment Officer may continue to be involved in monitoring, compliance, and administration, but will also begin to make formal investment recommendations to the Program Director.

**Investment Professionals' Pay Plan
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Senior Investment Analyst

The Senior Investment Analyst performs various types of analysis at the direction of more senior staff members. Analyst activities are geared around providing support for senior staff members more directly involved in the decision-making process. Such activities will include research, reporting, monitoring, compliance, and administration.

Investment Analyst

The Investment Analyst assists other investment professionals in their daily operations, including investment research and analysis, trading, and portfolio management. Analysts follow and report current market information relating to assigned sectors of the market. In addition, the Analyst conducts independent research on various topics, performs data maintenance, integrity, and report generation tasks.



**Approve amended Administrative Pay Plan,
and Investment Operations and Administration Staff Pay
Plan**

Requested Action

The VRS Board of Trustees approves an amended Administrative Pay Plan and Investment Operations and Administration Staff Pay Plan, effective June 10, 2023.

Description/Background

The VRS Board of Trustees approved the current Administrative Pay Plan and the current Investment Operations and Administration Staff Pay Plan, on July 10, 2022. Item 483 of the 2022 Appropriation Act will require the Department of Human Resource Management to increase by 5% the minimum and maximum of each of the salary bands in the Commonwealth's Classified Compensation Plan. Generally, the VRS Board of Trustees also adjusts the salary scales in its pay plans in accordance with the requirements of the Appropriation Act. An increase of 5% to the minimum and maximum of each grade of the salary scales of the Administrative Pay Plan and the Investment Operations and Administration Staff Pay Plan, effective June 10, 2023, is consistent with changes to be made to the Commonwealth's Classified Compensation Plan.

However, if, subsequent to the approval of this action, an Appropriation Act is enacted during 2023 that provides for a change to the Commonwealth's Classified Compensation Plan other than the 5% increase contained in Item 483 of the 2022 Appropriation Act, then the minimum and maximum of each grade of the salary scales of the Administrative Pay Plan and the Investment Operations and Administration Staff Pay Plan shall be amended in an amount consistent with the changes made to the Commonwealth's Classified Compensation Plan in such 2023 Appropriation Act as of the effective date of the change specified in such 2023 Appropriation Act.

Rationale for Requested Action

The amendments to the Administrative Pay Plan and Investment Operations and Administration Staff Pay Plan are pursuant to the provisions of the 2023 Appropriation Act and in keeping with the salary band adjustments made to the Commonwealth's Classified Compensation Plan.

Authority for Requested Action

Code of Virginia § 51.1-124.22(A)(11) authorizes the Board to establish and administer a compensation plan for officers and employees of the Retirement System.

The above action is approved.

A. Scott Andrews, Chair
VRS Board of Trustees

Date



VIRGINIA RETIREMENT SYSTEM
HUMAN RESOURCES POLICIES AND PROCEDURES

Title: ADMINISTRATIVE PAY PLAN

Policy Number: 3.10

Supersedes:

~~06/10/2021~~07/10/2022

Effective Date:

~~07/10/2022~~06/10/2023

I. Authority

The Director is authorized under the Appropriation Act to use agency funds or funds appropriated, if any, to implement the provisions of new or existing performance-based pay plans.

II. Purpose

The purpose of the Administrative Pay Plan (Plan) is to attract, motivate and retain skilled employees within a compensation framework that is competitive with the external market, internally equitable and performance based. VRS is committed to providing a total rewards package tied to the attainment of individual and team results and the achievement of organizational goals.

III. Policy

The Plan applies to all full and part-time (non-wage) employees who work under the administrative and audit authorities of VRS. Wage employees' pay complies with the provisions of the state classification and pay plan. The Plan ensures that agency salaries are competitive with the market average of a mix of public and private sector organizations. Comparative market salary data is typically reviewed every two (2) years to ensure competitiveness of the salary structure.

The Plan includes 17 salary grades for general classifications and 14 salary grades for technology classifications as identified in Appendix 1.

There is a broad span between the minimum and maximum salary of each salary grade to allow, in most cases, for salary growth or other possible adjustments over an employee's span of employment.

IV. Procedure

A. Job Placement

Placement of jobs in each grade is determined by measuring the degree of expertise and accountability required for each position in four areas:

1. **Knowledge and Expertise** measures the amount and depth of knowledge, experience and skills necessary for functioning effectively in a specified role. This expertise may be in technical disciplines, procedures specific to the organization, ability to use certain equipment, and/or management responsibility for planning, organizing and integrating the work of others.

2. **Complexity and Conceptual Thinking** measures the amount of analytical and problem-solving skills required in the position to evaluate and diagnose differing situations and devise new approaches relating to the organization as a whole and/or its business strategies.
3. **Contribution and Impact** measures the breadth of the position's contribution to the advancement of VRS' vision, "To be the trusted leader in the delivery of benefits and services to those we serve." This ranges from improving work processes in the work unit to influencing agency-wide results.
4. **Effective Communication** measures the position's requirements for interacting with and/or influencing coworkers, team members, contacts in other units/departments, members, retirees or contacts outside the organization.

Each job is evaluated in objective terms, not only to ascertain its demands on the individual, but also to determine its worth in comparison to other jobs in the agency and its importance to VRS' success.

Salary ranges are established for all grades by recognizing the level of education, knowledge, skill, and experience needed to perform each job. The salary range demonstrates the interrelationships of the jobs used by the agency in addition to comparing salaries paid for similar classifications in private and public sectors. The salary range for a job includes a minimum, midpoint and maximum salary.

- **Minimum** is the lowest salary paid for a position within the salary grade.
- **Midpoint** is the median salary for the grade.
- **Maximum** is the highest salary paid for a position within the salary grade.

Individual performance, time in the position, previous related work experience, and other factors can influence earnings that are higher or lower than the midpoint.

The expectation is that employees with salaries closer to the maximum for their position are more tenured, have been a consistently exceptional performer, or have more work experience.

During the job placement process, Fair Labor Standards Act (FLSA) exemption statuses (exempt or non-exempt) are determined based on the FLSA job duties test.

B. Starting Salary

The respective member of the Director's Executive Committee (DEC) approves the hiring salary range when the recruitment is formally requested. Hiring supervisors and second line supervisors recommend the starting salary for new employees and the respective member of the DEC approves the starting salary, in coordination with the human resources director.

The salaries paid to employees in the department; the candidate's education, skills, work experience; and salary history are typically considered when determining the appropriate salary to offer a candidate. Starting salaries typically do not exceed the salary grade midpoint. Additional justification is required to support offering salaries above the midpoint.

C. Salary Adjustments

1. Introductory Increases

The introductory period for new employees is 12 months from the date of hire. The introductory period serves as an adjustment period for employees to establish a working relationship with their supervisors, to acclimate to their new job duties and to learn about VRS.

When employees successfully complete the introductory period, they typically receive a pay increase of 2% if they are at least meeting expectations.

The Performance Management Policy outlines details.

2. Promotions

A promotion occurs when an employee transitions to a different position assigned to a higher salary grade. A promotion can be competitive (selected through a recruitment and hiring process) or non-competitive (i.e., through the career development process).

When employees compete and are hired into a job in a higher grade, they are typically eligible for a salary increase between 5% and 15%. For non-competitive promotions, the salary will be subject to review to ensure internal equity. Promotional salaries must be at or above the minimum of the new salary grade. Promotional pay cannot place an employees' salary above the maximum of the salary grade.

3. Lateral

A lateral occurs when an employee moves into a position with a different job title and classification which is in the same salary grade. This movement constitutes a lateral move or a transfer.

For a competitive (posted and selected) lateral move/transfer, a salary increase may be considered only if duties of the new position are substantially different. If an increase is approved the increase amount shall not exceed 5%, provided the increase does not exceed the maximum salary range. Any exception to this guideline requires additional justification, an internal equity review and approval of the appropriate DEC member.

4. Downward Assignments (Voluntary or Involuntary)

Downward assignments occur when an employee transitions to a position within a salary grade lower than the current grade.

- **Voluntary** – An employee initiated request to transition to a position within a lower salary grade.
- **Involuntary** – A management initiated request to transition an employee to a position within a lower salary grade, typically due to performance, corrective action or restructuring.

A downward assignment would typically result in the salary being placed at any pay rate within the lower classification, not to exceed the maximum or fall below the minimum of the new salary range.

Any exception to this guideline will require additional justification, an internal equity review and approval of the appropriate DEC member.

In unique situations, such as job abolishment or agency reorganization, an employee's salary may exceed the maximum of the lower grade and the salary remain unchanged. Salaries remain frozen until market adjustments allow additional increases (red-circle). These employees remain eligible to receive applicable performance or gainsharing bonus awards if performance criteria are met.

5. Job Reclassifications

Job reclassifications occur when the employee's duties and responsibilities change substantially, which may result in a different pay grade. Reclassification is based on job content and not the performance of the incumbent. Job studies are performed by human resources, with input by management.

Reclassification Upward: Occurs when it is determined that an individual's job duties and responsibilities have changed significantly enough to transition the position into a different classification within a higher salary grade.

Employees typically receive salary increases between 2% and 15%. Reclassification increases are approved by the appropriate DEC member, in coordination with the human resources director. Salaries must be at or above the minimum of the new pay grade.

Reclassification Laterally: Occurs when it is determined that an individual's job duties and responsibilities have changed significantly enough to transition the position into a different classification within the same salary grade.

No salary increase is awarded. Any exception to this guideline will require additional justification, an internal equity review, and approval of the appropriate DEC member, in coordination with the human resources director.

Reclassification Downward: Occurs when it is determined that an individual's job duties and responsibilities have changed significantly enough to transition the position into a different classification within a lower salary grade.

6. Regrade

Regrades occur when the classification is determined to warrant a different pay grade. This is typically determined by a market analysis or internal classification review, performed by HR in coordination with the DEC member.

Employees typically receive salary increases between 2% and 15%. Regrade increases are approved by the appropriate DEC member, in coordination with human resources. Salaries must be at or above the minimum of the new pay grade.

7. Acting Pay

Acting pay is provided when an employee is temporarily assigned to assume the responsibilities of a position in a higher salary grade.

Less Than Two Years Duration: The employee will receive at least a 5% salary adjustment while serving in an acting position. If the 5% increase does not place the employee at the minimum salary of the acting position, the salary must be increased to the minimum of the acting range. The acting amount shall not exceed the maximum of the acting range. When the employee returns to the former position, his or her salary will be reduced by the dollar amount received while performing the “acting” job responsibilities.

Beyond Two Years Duration: When employees are deemed to be “acting” by performing the full duties of a position for more than two years, the supervisor may choose to promote the individual without going through a competitive process. If the employee is promoted, the employee is eligible for a promotional increase. Otherwise, the position will be open for recruitment. The permanent filling of the position may involve no change in current salary or could include a pay increase, depending upon the circumstances and available budget.

If an employee is acting in a position that is the same salary grade, acting pay would not be provided unless there is sufficient justification to support that the duties of the acting position are substantially different.

8. In-grade

In-grade salary adjustments occur when employees receive an increase in base pay to ensure competitiveness, retention, and to recognize increased skills, abilities, knowledge, or responsibilities outside of the position classification process. These adjustments should only be provided once per fiscal year. Listed below are the categories and descriptions of in-grade salary adjustments.

Market adjustment: Warranted in cases where external market forces exist due to high demand for a particular skill or position which may result in significantly higher turnover. Market adjustments may also occur if it is determined that an individual’s salary is significantly lower than market study findings. Salary adjustments can apply to an individual or classification of employees to ensure competitiveness and retention of staff. An in-grade adjustment of 1% to 10% of salary is typically provided.

Internal alignment adjustment: Warranted when employees’ salaries are unusually low or out of comparability with other employees in the work unit. Factors considered include experience, education, knowledge, skills and abilities. An in-grade adjustment of 1% to 10% of salary is typically provided.

Individual accomplishment adjustment: May be awarded to recognize the attainment of a higher level of expertise through professional certification requiring continuing education credits (CEUs). In-grade adjustments are awarded at the time of the original certification. If the certification does not require CEUs, an in-grade adjustment will not be provided; however, a bonus may be considered. Additionally, an in-grade adjustment for completion of a degree that relates to a current or career path position may be provided. Other similar situations may be considered as justification for an individual accomplishment adjustment. An in-grade adjustment of 1% to 10% of salary is typically provided.

Skill acquisition and application adjustment: May be awarded to recognize the acquisition and application of relevant, pre-defined, job-based skills, resulting in increased value to the organization.

Typically, an Individual Development Plan identifies the needed skills and the skill acquisition plan. Formal assessments, through testing or demonstration of the skills acquired and applied to the job, may result in an in-grade adjustment. An in-grade adjustment of 1% to 4% of salary is typically provided.

The employee's supervisor must request the in-grade adjustment in writing and include documentation supporting the need for a pay adjustment. The respective DEC member approves in-grade adjustments, in coordination with the human resources director.

When an employee's salary is at or above the salary maximum for his/her job grade, a bonus payment may be awarded. The respective member of the DEC approves the bonus, in coordination with the human resources director.

9. Competitive

A competitive pay increase is an option available to supervisors to retain top performers, who have received an external job offer, when the loss is determined to be detrimental to the organization. Employees must furnish a copy of the respective job offer.

The supervisor requests, in writing, a competitive pay increase and includes documentation supporting the need for an adjustment and justification for the increase. The respective member of the DEC approves the increase, in coordination with the human resources director.

Competitive pay increases apply to base salary and may not exceed the salary maximum for the salary range. In extraordinary circumstances, when an employee's base salary is at maximum, a bonus is an option. In these situations, the respective member of the DEC, in coordination with the human resources director, submits the request for agency director approval.

10. Increases Governed by the Appropriations Act

VRS will implement pay actions consistent with the provisions of the Appropriation Act.

D. Bonuses

1. Sign-on

Sign-on bonuses may be provided to qualified external candidates when the position is determined to be hard-to-fill, or when there is a demonstrated need to provide supplemental pay to compete with the market.

The amount of the sign-on bonus will vary depending on the position and the supply of candidates. The amount of the bonus typically ranges from 1% to 20% of the midpoint of the salary range.

Fifty percent of the sign-on bonus will be paid in the first paycheck with the remainder of the bonus being paid following the successful completion of the one year introductory period.

Refer to the **Employee Sign-on Bonus Program Policy**.

2. Referral

Referral bonuses may be provided to full and part-time employees who refer a candidate hired into a full-time position.

The amount of the referral bonus is \$1,000. Fifty percent is paid in the paycheck following the referred employee's first full pay cycle with the remainder of the bonus being paid following the successful completion of the referred employee's introductory period.

Refer to the **Employee Referral Program Policy**.

While the VRS Board of Trustees remains mindful of the value that staff adds to the organization and supportive of the pay plan, the VRS Board of Trustees also specifically reserves the right to cancel, reduce, or delay the amount of any bonuses payable under this plan when, in the sole discretion of the VRS Board of Trustees, extreme budgetary pressures, economic, market or other conditions are such that the VRS Board of Trustees deems such action necessary under the circumstances.

Consistent with the preceding paragraph, payment of performance bonuses under this plan is not guaranteed.

3. Performance

Performance bonuses are provided agency wide following the annual review process.

Subject to the approval of the VRS Board of Trustees, eligible employees who receive an overall rating of "exceptional" will receive a 4% bonus and employees who receive an overall rating of "exceeds" will receive a 2% bonus, based on their salary as of June 30. Employees who receive an overall "meets," "does not meet" or "needs improvement" rating will not receive a performance bonus.

The performance cycle and thus, bonus payments, align with the fiscal year, July 1 through June 30.

The **Performance Management Policy** outlines details.

While the VRS Board of Trustees remains mindful of the value that staff adds to the organization and supportive of the pay plan, the VRS Board of Trustees also specifically reserves the right to cancel, reduce, or delay the amount of any bonuses payable under this plan when, in the sole discretion of the VRS Board of Trustees, extreme budgetary pressures, economic, market or other conditions are such that the VRS Board of Trustees deems such action necessary under the circumstances.

Consistent with the preceding paragraph, payment of performance bonuses under this plan is not guaranteed.

4. Gainsharing

Gainsharing bonuses are provided when it is determined the agency has successfully attained the Agency Performance Outcomes (APO) and Operational Measures (OM).

Subject to the approval of the VRS Board of Trustees, attainment of the APOs and OMs may result in eligible employees receiving a lump-sum bonus of 2.5%, or other amount determined by the Board, based on their salary as of June 30.

The **Performance Management Policy** outlines details.

While the VRS Board of Trustees remains mindful of the value that staff adds to the organization and supportive of the pay plan, the VRS Board of Trustees also specifically reserves the right to cancel, reduce, or delay the amount of any bonuses payable under this plan when, in the sole discretion of the VRS Board of Trustees, extreme budgetary pressures, economic, market or other conditions are such that the VRS Board of Trustees deems such action necessary under the circumstances.

Consistent with the preceding paragraph, payment of gainsharing bonuses under this plan is not guaranteed.

5. Employee Recognition Bonus

Employee recognition bonuses may be provided to full and part-time employees for individual or team accomplishments typically associated with special projects, process improvements, innovation or other outstanding accomplishments.

Bonuses range from \$50 to \$5,000 depending upon the value of individual or team accomplishments.

Bonuses up to and including \$1,000 require approval by the appropriate DEC member. Special Recognition Bonuses, above \$1,000 through \$5,000, require approval by the DEC member and Agency Director, Chief Investment Officer, or Internal Audit Director. The fiscal year bonus cap is \$5,000 per employee.

The **Recognition and Awards Program Policy** outlines details.

V. Additional Information

A. VRS Pay Plans

In addition to the Administrative Pay Plan, VRS maintains several other pay plans to meet specific employment and compensation needs. These plans are as follows:

- **Investment Professionals' Pay Plan** - This pay plan is separate from the administrative plan and includes its own salary and classification structure as well as incentive pay guidelines.
- **Investment Operations and Administration Staff Pay Plan** - This pay plan is separate from the administrative plan and includes its own salary and classification structure.
- **Executive Pay Plan** – This pay plan provides the annual salary and bonus amounts provided to the Agency Director, Chief Investment Officer and Audit Director by the VRS Board of Trustees.

B. Key Terms

FLSA - The Fair Labor Standards Act

Exempt – Employees who are not covered by or are exempted from the minimum wage and overtime provisions of the Fair Labor Standards Act

Non-exempt – Employees who are subject to the minimum wage and overtime provisions of the Fair Labor Standards Act

Salary grade – A series of specific pay rates assigned to a classification as the compensation for that classification

Pay rate – A specific dollar amount, expressed as either an annual or hourly rate

Red-circle – A designation for salaries that exceed the maximum of a specified salary range. Employees are not eligible for further base pay increases until the range maximum surpasses the employee's salary.

APPENDIX 1 – PAY RANGES

Administrative SALARY RANGES			
Grade	Min	Mid	Max
1	\$28,194 <u>29,604</u>	\$44,002 <u>46,202</u>	\$59,811 <u>62,802</u>
2	\$32,858 <u>34,501</u>	\$50,438 <u>52,960</u>	\$68,019 <u>71,420</u>
3	\$36,142 <u>37,949</u>	\$54,972 <u>57,721</u>	\$73,801 <u>77,491</u>
4	\$39,757 <u>41,745</u>	\$59,960 <u>62,958</u>	\$80,162 <u>84,170</u>
5	\$43,733 <u>45,920</u>	\$65,445 <u>68,717</u>	\$87,159 <u>91,517</u>
6	\$48,107 <u>50,512</u>	\$71,481 <u>75,055</u>	\$94,856 <u>99,599</u>
7	\$54,361 <u>57,079</u>	\$80,112 <u>84,118</u>	\$105,863 <u>111,156</u>
8	\$59,798 <u>62,788</u>	\$87,613 <u>91,994</u>	\$115,429 <u>121,200</u>
9	\$65,776 <u>69,065</u>	\$95,865 <u>100,658</u>	\$125,955 <u>132,253</u>
10	\$72,352 <u>75,970</u>	\$104,941 <u>110,188</u>	\$137,530 <u>144,407</u>
11	\$79,588 <u>83,567</u>	\$114,927 <u>120,673</u>	\$150,266 <u>157,779</u>
12	\$87,548 <u>91,925</u>	\$125,910 <u>132,206</u>	\$164,271 <u>172,485</u>
13	\$96,302 <u>101,117</u>	\$137,991 <u>144,891</u>	\$179,681 <u>188,665</u>
14	\$105,932 <u>111,229</u>	\$151,281 <u>158,845</u>	\$196,629 <u>206,460</u>
15	\$116,526 <u>122,352</u>	\$165,900 <u>174,195</u>	\$215,274 <u>226,038</u>
16	\$128,178 <u>134,587</u>	\$181,981 <u>191,080</u>	\$235,783 <u>247,572</u>
17	\$140,996 <u>148,046</u>	\$199,669 <u>209,652</u>	\$258,342 <u>271,259</u>

Technology SALARY RANGES			
Grade	Min	Mid	Max
T1	\$39,819 <u>41,810</u>	\$60,017 <u>63,018</u>	\$80,215 <u>84,226</u>
T2	\$43,800 <u>45,990</u>	\$65,508 <u>68,783</u>	\$87,217 <u>91,578</u>
T3	\$48,180 <u>50,589</u>	\$71,550 <u>75,128</u>	\$94,920 <u>99,666</u>
T4	\$52,998 <u>55,648</u>	\$78,196 <u>82,106</u>	\$103,394 <u>108,564</u>
T5	\$58,298 <u>61,213</u>	\$85,505 <u>89,780</u>	\$112,712 <u>118,348</u>
T6	\$64,128 <u>67,334</u>	\$93,547 <u>98,224</u>	\$122,966 <u>129,114</u>
T7	\$70,541 <u>74,068</u>	\$102,393 <u>107,513</u>	\$134,243 <u>140,955</u>
T8	\$77,595 <u>81,475</u>	\$112,121 <u>117,727</u>	\$146,648 <u>153,980</u>
T9	\$85,356 <u>89,624</u>	\$122,825 <u>128,966</u>	\$160,294 <u>168,309</u>
T10	\$93,889 <u>98,583</u>	\$134,596 <u>141,326</u>	\$175,304 <u>184,069</u>
T11	\$103,280 <u>108,444</u>	\$147,547 <u>154,924</u>	\$191,815 <u>201,406</u>
T12	\$113,607 <u>119,287</u>	\$161,792 <u>169,882</u>	\$209,978 <u>220,477</u>
T13	\$124,967 <u>131,215</u>	\$177,463 <u>186,336</u>	\$229,957 <u>241,455</u>
T14	\$137,464 <u>144,337</u>	\$195,208 <u>204,968</u>	\$252,952 <u>265,600</u>

Supersedes:

~~06/10/21~~07/10/2022

Effective Date:-

~~07/10/2022~~06/10/2023

I. Purpose

The pay plan (the “Plan”) applies to all full and part-time (non-wage) Investment Department operations and administration staff and associated positions. This includes all Investment Department employees who are not included in the Investment Professionals’ Pay Plan. Wage employees’ pay complies with the provisions of the state classification and pay plan. The Plan recognizes that Investment Department supervisors and managers are in the best position to assess, appraise and reward the performance of individuals under their supervision. The objective of the Plan is to compensate employees reasonably and equitably, to encourage constructive individual and team effort, and to recognize that these positions require specialized experience and expertise.

The Plan ensures that Investment Department operations and administration salaries are competitive with the market average of a mix of public and private sector organizations. Human Resources (HR) contracts for comparative market salary data about every two years, to ensure competitiveness of the salary structure.

II. Policy

The salary for each position has a minimum, midpoint and maximum:

- **Minimum** is the lowest salary paid for a position within the salary grade.
- **Midpoint** represents the target market salary paid to employees who are fully qualified and meet all competencies required to fulfill each of the position’s responsibilities.
- **Maximum** is the highest salary paid for a position within the salary grade.

The midpoint of each grade is set equal to the market average. Individual performance, time in the position, previous related work experience, and other factors can influence earnings that are higher or lower than the midpoint.

The expectation is that employees with salaries closer to the maximum for their position are more tenured, have been a consistently exceptional performer or have more work experience.

During the job placement process, Fair Labor Standards Act (FLSA) exemption statuses (exempt or non-exempt) are determined based on the FLSA job duties test.

See Salary Ranges and Position Titles and Salary Grades tables in the Appendix.

Administrative Policies

Policy Title: Investment Operations and Administration Staff Pay Plan

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Investment Department operations and administration staff will receive a formal performance assessment annually, using the following five point rating scale: “Does Not Meet Expectations,”

“Needs Improvement,” “Meets Expectations,” “Exceeds Expectations,” and “Exceptional,” based on the criteria described in employees’ position descriptions. However, the VRS expects supervisors and managers to give informal performance feedback at least quarterly and more frequently to co-workers who are inexperienced in their position or who are not meeting the performance expectations of their supervisor or manager. In the latter case, the feedback must be in writing to employees.

The Rating Scale definitions are as follows.

Does Not Meet Expectations - Performance must improve substantially within a reasonable period if the individual is to remain in this position. The employee is not meeting the job requirements. The person consistently fails to meet the objective(s) described in the goal area.

Needs Improvement - Performance is noticeably less than expected. The employee generally meets most job requirements, but struggles to meet them all. The need for further development and improvement is clearly recognized.

Meets Expectations - Performance clearly and fully meets all the requirements of the position in terms of quality, timeliness and quantity of work. The assessment is a good, solid performance. While minor deviations may occur, the overall level of performance meets all position requirements. The person consistently meets, and may occasionally exceed the objective(s) described in the goal area. Employees that attain and maintain this rating are performing their jobs as expected, meeting deadlines and delivering good quality results.

Exceeds Expectations - Performance frequently exceeds job requirements. Accomplishments are regularly above expected levels. Performance is sustained and uniformly high with thorough and on-time results. Tasks assigned are consistently completed with good quality and on time or ahead of schedule, and the tasks are sometimes completed even if they are not directly assigned. The person will often perform tasks that fall outside their job description.

Exceptional - Performance levels and accomplishments far exceed normal expectations. This category is for the employee who truly stands out and clearly and consistently demonstrates exceptional accomplishments in terms of quality and quantity of work that is easily recognized, as truly exceptional by others. This rating is very difficult to achieve in the regular execution of one’s job. An opportunity has to present itself and the person needs to identify it and take full advantage of it. It is difficult to define the precise criteria on a performance plan that will allow a person to achieve an exceptional rating, but “you will know it when you see it.”

Starting Salary

The VRS Chief Investment Officer (CIO) approves a position’s grade and salary range when signing the VRS Position Approval form. Hiring supervisors and second-line supervisors recommend the starting salary for new employees, with the final approval by the CIO, in coordination with HR. When making salary offers, consider salaries presently paid to employees in the department and the candidate’s education, skills and work experience. Starting salaries typically do not exceed the salary grade midpoint of the job. Additional justification is required to support offering salaries above the midpoint.

Salary Adjustments

A. Introductory Period

The introductory period for new employees is normally six months from the date of hire but can be up to a year for selected positions. This is the adjustment period for employees to establish a working relationship with their supervisors and to acclimate to their new job duties.

When employees successfully complete the introductory period, they typically receive a pay increase of 2% if they are at least meeting expectations. The VRS may discharge employees with or without cause at any time during the introductory period.

In situations that warrant additional time to evaluate employees' performance, skill level or suitability for the job, VRS may extend the introductory period up to an additional six months. Supervisors will communicate the extension of the introductory period in writing to the employee and HR prior to the conclusion of the employee's initial introductory period. Communications should include reasons for the extension and improvements needed by the employee to meet performance expectations successfully during the extended introductory period. VRS expects these employees to improve their performance to "Meets" or they face termination, demotion, or transfer to a suitable job, if such an opportunity exists.

B. Promotions

A promotion occurs when an employee transitions to a different position assigned to a higher salary grade. A promotion can be competitive (selected through a recruitment and hiring process) or non-competitive (i.e., through the career development process).

When employees compete and are hired into a job in a higher grade, they are typically eligible for a salary increase between 5% and 15%. For non-competitive promotions, the salary will be subject to review to ensure internal equity. Promotional salaries must be at or above the minimum of the new salary grade. Promotional pay cannot place an employees' salary above the maximum of the salary grade.

C. Lateral

A lateral occurs when an employee moves into a position with a different job title and classification which is in the same salary grade. This movement constitutes a lateral move or a transfer.

For a competitive (posted and selected) lateral move/transfer, a salary increase may be considered only if duties of the new position are substantially different. If an increase is approved the increase amount shall not exceed 5%, provided the increase does not exceed the maximum salary range. Any exception to this guideline requires additional justification, an internal equity review and approval of the CIO in coordination with HR.

D. Downward Assignments (Voluntary or Performance Related)

Downward assignments occur when an employee transitions to a position within a salary grade

lower than the current grade.

Voluntary – An employee initiated request to transition to a position within a lower salary grade.

Involuntary– A management initiated request to transition an employee to a position within a lower salary grade, typically due to performance, corrective action or restructuring.

A downward assignment would typically result in the salary being placed at any pay rate within the lower classification, not to exceed the maximum or fall below the minimum of the new salary range. Any exception to this guideline will require additional justification, an internal equity review and approval of the CIO in coordination with HR.

In unique situations, such as job abolishment or agency reorganization, an employee's salary may exceed the maximum of the lower grade and the salary remain unchanged. Salaries remain frozen until market adjustments allow additional increases. These employees remain eligible to receive applicable performance or gainsharing bonus awards if performance criteria are met.

E. Job Reclassifications

Job reclassifications occur when the employee's duties and responsibilities change substantially, which may result in a different pay grade. Reclassification is based on job content and not the performance of the incumbent. Job studies are performed by HR, with input by management.

Reclassification Upward: Occurs when it is determined that an individual's job duties and responsibilities have changed significantly enough to transition the position into a different classification within a higher salary grade.

Employees typically receive salary increases between 2% and 15%. Reclassification increases are approved by the CIO, in coordination with HR. Salaries must be at or above the minimum of the new pay grade.

Reclassification Laterally: Occurs when it is determined that an individual's job duties and responsibilities have changed significantly enough to transition the position into a different classification within the same salary grade.

No salary increase is awarded. Any exception to this guideline will require additional justification, an internal equity review, and approval of the CIO, in coordination with HR.

Reclassification Downward: Occurs when it is determined that an individual's job duties and responsibilities have changed significantly enough to transition the position into a different classification within a lower salary grade.

This will result in the salary being placed at any pay rate within the lower classification, not to exceed the maximum or fall below the minimum of the new salary range. Any exception to this guideline will require additional justification, an internal equity review and approval of the CIO, in coordination with HR.

F. Regrade

Regrades occur when the classification is determined to warrant a different pay grade. This is typically determined by a market analysis or internal classification review, performed by HR in coordination with the CIO.

Employees typically receive salary increases between 2% and 15%. Regrade increases are approved by the CIO, in coordination with HR. Salaries must be at or above the minimum of the new pay grade.

G. Acting Pay

Acting pay is provided when an employee is temporarily assigned to assume the responsibilities of a position in a higher salary grade.

Less Than Two Years Duration: The employee will receive at least a 5% salary adjustment while serving in an acting position. If the 5% increase does not place the employee at the minimum salary of the acting position, the salary must be increased to the minimum of the acting range. The acting amount shall not exceed the maximum of the acting range. When the employee returns to the former position, his or her salary will be reduced by the dollar amount received while performing the “acting” job responsibilities.

Beyond Two Years Duration: When employees are deemed to be “acting” by performing the full duties of a position for more than two years, the supervisor may choose to promote the individual without going through a competitive process. If the employee is promoted, the employee is eligible for a promotional increase. Otherwise, the position will be open for recruitment. The permanent filling of the position may involve no change in current salary or could include a pay increase, depending upon the circumstances and available budget.

If an employee is acting in a position that is the same salary grade, acting pay would not be provided unless there is sufficient justification to support that the duties of the acting position are substantially different.

H. In-grade Adjustments

In-grade salary adjustments occur when employees receive an increase in base pay to ensure competitiveness, retention, and to recognize increased skills, abilities, knowledge, or responsibilities outside of the position classification process. These adjustments should only be provided once per fiscal year. Listed below are the categories and descriptions of in-grade salary adjustments.

Market adjustment: Warranted in cases where external market forces exist due to high demand for a particular skill or position which may result in significantly higher turnover. Market adjustments may also occur if it is determined that an individual’s salary is significantly lower than market study findings. Salary adjustments can apply to an individual or classification of employees to ensure competitiveness and retention of staff. An in-grade adjustment of 1% to 10% of salary is typically provided.

Internal alignment adjustment: Warranted when employees' salaries are unusually low or out of comparability with other employees in the work unit. Factors considered include experience, education, knowledge, skills and abilities. An in-grade adjustment of 1% to 10% of salary is typically provided.

Individual accomplishment adjustment: May be awarded to recognize the attainment of a higher level of expertise through professional certification requiring continuing education credits (CEUs). In-grade adjustments are awarded at the time of the original certification. If the certification does not require CEUs, an in-grade adjustment will not be provided; however, a bonus may be considered. Additionally, an in-grade adjustment for completion of a degree that relates to a current or career path position may be provided. Other similar situations may be considered as justification for an individual accomplishment adjustment. An in-grade adjustment of 1% to 10% of salary is typically provided.

Skill acquisition and application adjustment: May be awarded to recognize the acquisition and application of relevant, pre-defined, job-based skills, resulting in increased value to the organization. Typically, an Individual Development Plan identifies the needed skills and the skill acquisition plan. Formal assessments, through testing or demonstration of the skills acquired and applied to the job, may result in an in-grade adjustment. An in-grade adjustment of 1% to 4% of salary is typically provided.

The employee's supervisor must request the in-grade adjustment in writing and include documentation supporting the need for a pay adjustment. The CIO approves in-grade adjustments, in coordination with HR.

When an employee's salary is at or above the salary maximum for his/her job grade, a bonus payment may be awarded. The CIO approves the bonus, in coordination with HR.

I. Competitive Pay Increases

A competitive pay increase is an option available to supervisors to retain top performers, who have received an external job offer, when the loss is determined to be detrimental to the organization. Employees must furnish a copy of the respective job offer.

The supervisor requests, in writing, a competitive pay increase and includes documentation supporting the need for an adjustment and justification for the increase. The CIO approves the increase, in coordination with HR.

Competitive pay increases apply to base salary and may not exceed the salary maximum for the salary range. In extraordinary circumstances, when an employee's base salary is at maximum, a bonus is an option. In these situations, the CIO approves the action, in coordination with HR.

J. Increases Governed by the Appropriation Act

VRS will implement pay actions consistent with the provisions of the Appropriation Act.

Bonuses

A. Sign-on

Sign-on bonuses may be provided to qualified external candidates when the position is determined to be hard-to-fill, or when there is a demonstrated need to provide supplemental pay to compete with the market.

The amount of the sign-on bonus will vary depending on the position and the supply of candidates. The amount of the bonus typically ranges from 1% to 20% of the midpoint of the salary range.

Fifty percent of the sign-on bonus will be paid in the first paycheck with the remainder of the bonus being paid following the successful completion of the introductory period.

Refer to the Employee Sign-on Bonus Program Policy.

B. Referral

Referral bonuses may be provided to full and part-time employees who refer a candidate hired into a full-time position.

The amount of the referral bonus is \$1,000. Fifty percent is paid in the paycheck following the referred employee's first full pay cycle with the remainder of the bonus being paid following the successful completion of the referred employee's introductory period.

Refer to the Employee Referral Program Policy.

C. Performance

Performance bonuses, where applicable, are provided to the Investment operations and administration staff following the annual review process.

Subject to the approval of the VRS Board of Trustees, eligible employees who receive an overall rating of "exceptional" will receive a 4% bonus and employees who receive an overall rating of "exceeds" will receive a 2% bonus, based on their salary as of June 30. Employees who receive an overall "meets," "does not meet" or "needs improvement" rating will not receive a performance bonus.

The performance cycle and thus, bonus payments, align with the fiscal year, July 1 through June 30.

While the VRS Board of Trustees remains mindful of the value that staff adds to the organization and supportive of the pay plan, the VRS Board of Trustees also specifically reserves the right to cancel, reduce, or delay the amount of any bonuses payable under this plan when, in the sole discretion of the VRS Board of Trustees, extreme budgetary pressures, economic, market or other conditions are such that the VRS Board of Trustees deems such action necessary under the circumstances.

Consistent with the preceding paragraph, payment of performance bonuses under this plan is not

guaranteed.

D. Gainsharing

The Investment Department's operations and administration staff employees may receive a lump-sum bonus equal to 2.5% of salary if their performance "meets expectations", "exceeds expectations" or is "exceptional", as rated in their annual performance assessment and the employee consistently works, as a team member, to accomplish the goals of the Investment Department. Additionally, Investment Department's operations and administration staff employees are eligible to be recognized and rewarded under the provisions of the VRS Recognition and Awards Program.

While the VRS Board of Trustees remains mindful of the value that staff adds to the organization and supportive of the pay plan, the VRS Board of Trustees also specifically reserves the right to cancel, reduce, or delay the amount of any bonuses payable under this plan when, in the sole discretion of the VRS Board of Trustees, extreme budgetary pressures, economic, market or other conditions are such that the VRS Board of Trustees deems such action necessary under the circumstances.

Consistent with the preceding paragraph, payment of gainsharing bonuses under this plan is not guaranteed.

Other VRS Pay Plans

In addition to the Investment Operations and Administration Staff Pay Plan, VRS maintains several other pay plans to meet specific employment and compensation needs. These plans are as follows:

- **Administrative Pay Plan** - This pay plan is separate from the investment operations and administration staff pay plan and includes its own salary and classification structure.
- **Investment Professionals' Pay Plan** - This pay plan is separate from the administrative plan and includes its own salary and classification structure as well as incentive pay guidelines.
- **Executive Pay Plan** – This pay plan provides the annual salary and bonus amounts provided to the Agency Director, Chief Investment Officer and Audit Director by the VRS Board of Trustees.



Salary Ranges

Grade	Minimum	Midpoint	Maximum
1	<u>\$45,090</u> \$42,943	<u>\$56,362</u> \$53,678	<u>\$67,634</u> \$64,413
2	<u>\$50,727</u> \$48,311	<u>\$63,408</u> \$60,389	<u>\$76,088</u> \$72,465
3	<u>\$57,066</u> \$54,349	<u>\$71,333</u> \$67,936	<u>\$85,600</u> \$81,524
4	<u>\$64,315</u> \$61,252	<u>\$80,392</u> \$76,564	<u>\$96,471</u> \$91,877
5	<u>\$72,480</u> \$69,029	<u>\$90,600</u> \$86,286	- <u>\$108,721</u> \$103,544
6	<u>\$81,669</u> \$77,780	<u>\$102,085</u> \$97,224	- <u>\$122,502</u> \$116,669
7	<u>\$91,876</u> \$87,501	<u>\$114,845</u> \$109,376	- <u>\$137,816</u> \$131,253
8	<u>\$103,107</u> \$98,197	<u>\$128,883</u> \$122,746	- <u>\$154,659</u> \$147,294
9	<u>\$116,378</u> \$110,836	<u>\$145,471</u> \$138,544	- <u>\$174,566</u> \$166,253
10	<u>\$130,668</u> \$124,446	<u>\$163,338</u> \$155,560	- <u>\$196,005</u> \$186,671
11	<u>\$147,004</u> \$140,004	<u>\$183,754</u> \$175,004	- <u>\$220,504</u> \$210,004
12	<u>\$165,378</u> \$157,503	<u>\$206,722</u> \$196,878	- <u>\$248,068</u> \$236,255
Minimum is 80% of midpoint. Maximum is 120% of midpoint.			
Bandwidth is 50%.			
Difference between grades is 10-15%.			



Position Titles and Salary Grades

Group	Title	Grade
Executive	Chief Administrative Officer	12
Executive	Deputy Chief Administrative Officer	11
Regulatory and Legal	Regulatory and Legal Officer	10
Regulatory and Legal	Regulatory and Legal Lead Senior Analyst	9
Regulatory and Legal	Regulatory and Legal Analyst III	8
Regulatory and Legal	Regulatory and Legal Analyst II	6
Regulatory and Legal	Regulatory and Legal Analyst I	4
Regulatory and Legal	Office Administrator	6
Compliance	Compliance Officer	10
Compliance	Compliance Lead Senior Analyst	9
Compliance	Compliance Analyst III	8
Compliance	Compliance Analyst II	6
Compliance	Compliance Analyst I	5
Operations	Operations Manager	10
Operations	Operations Lead Senior Analyst	9
Operations	Operations Analyst III	8
Operations	Operations Analyst II	6
Operations	Operations Analyst I	4
Systems	Decision Systems Manager	10
Systems	Decision Systems Principal	10
Systems	Decision Systems Analyst III	9
Systems	Decision Systems Analyst II	8
Systems	Decision Systems Analyst I	7

Administrative Policies

Policy Title: Investment Operations and Administration Staff Pay Plan

Appendix



Group	Title	Grade
Systems	Decision Data Analyst II	6
Systems	Decision Data Analyst I	4
Admin	Portfolio Assistant	3
Admin	Executive Assistant	3
Admin	Administrative Assistant	1



Virginia Retirement System (VRS) FY 2023 Budget to Actual Projections

	Current Budget ¹ <i>A</i>	Expenses through 2/28/2023 <i>B</i>	Projected Remaining Expenses <i>C</i>	Projected Total Expenses ² <i>D = B + C</i>	Projected Variance Favorable/ (Unfavorable) <i>E = A - D</i>	Projected % Remaining <i>F = E / A</i>
Administration						
Personnel						
Salaries & Wages	18,216,000	10,985,000	4,653,000	15,638,000	2,578,000	14.2%
Fringe Benefits	8,262,000	4,654,000	1,952,000	6,606,000	1,656,000	20.0%
Incentive Compensation	1,133,000	1,015,000	-	1,015,000	118,000	10.4%
Contractual Services						
Management & Administration ³	1,340,000	711,000	479,000	1,190,000	150,000	11.2%
Professional Services ⁴	5,098,000	3,150,000	1,283,000	4,433,000	665,000	13.0%
Technical Services ⁵	262,000	13,000	100,000	113,000	149,000	56.9%
Travel & Training	407,000	136,000	207,000	343,000	64,000	15.7%
Network Infrastructure	96,000	16,000	61,000	77,000	19,000	19.8%
Equipment & Supplies	118,000	30,000	73,000	103,000	15,000	12.7%
Facility	1,826,000	1,355,000	458,000	1,813,000	13,000	0.7%
Administration Total	36,758,000	22,065,000	9,266,000	31,331,000	5,427,000	14.8%
Information Technology						
Personnel						
Salaries & Wages	10,075,000	5,251,000	2,499,000	7,750,000	2,325,000	23.1%
Fringe Benefits	3,798,000	2,037,000	854,000	2,891,000	907,000	23.9%
Incentive Compensation	468,000	468,000	-	468,000	-	0.0%
Contractual Services						
Management & Administration ³	1,721,000	931,000	581,000	1,512,000	209,000	12.1%
Professional Services ⁴	73,000	41,000	28,000	69,000	4,000	5.5%
Technical Services ⁵	12,763,000	5,668,000	6,476,000	12,144,000	619,000	4.8%
Travel & Training	103,000	5,000	60,000	65,000	38,000	36.9%
Network Infrastructure	8,131,000	4,890,000	2,450,000	7,340,000	791,000	9.7%
Equipment & Supplies	139,000	42,000	94,000	136,000	3,000	2.2%
Facility	697,000	469,000	212,000	681,000	16,000	2.3%
Information Technology Total⁶	37,968,000	19,802,000	13,254,000	33,056,000	4,912,000	12.9%



Virginia Retirement System (VRS) FY 2023 Budget to Actual Projections

	Current Budget ¹ <i>A</i>	Expenses through 2/28/2023 <i>B</i>	Projected Remaining Expenses <i>C</i>	Projected Total Expenses <i>D = B + C</i>	Projected Variance Favorable/ (Unfavorable) <i>E = A - D</i>	Projected % Remaining <i>E / A</i>
Investment Management						
Personnel						
Salaries & Wages	14,739,000	9,424,000	4,122,000	13,546,000	1,193,000	8.1%
Fringe Benefits	5,137,000	3,196,000	1,331,000	4,527,000	610,000	11.9%
Incentive Compensation	7,801,000	7,801,000	-	7,801,000	-	0.0%
Contractual Services						
Management & Administration ³	1,451,000	129,000	921,000	1,050,000	401,000	27.6%
Professional Services ⁴	2,145,000	745,000	1,155,000	1,900,000	245,000	11.4%
Technical Services ⁵	10,858,000	4,931,000	4,289,000	9,220,000	1,638,000	15.1%
Travel & Training	679,000	197,000	319,000	516,000	163,000	24.0%
Network Infrastructure	996,000	298,000	503,000	801,000	195,000	19.6%
Equipment & Supplies	50,000	37,000	4,000	41,000	9,000	18.0%
Facility	657,000	460,000	190,000	650,000	7,000	1.1%
Investment Management Total	44,513,000	27,218,000	12,834,000	40,052,000	4,461,000	10.0%
VRS Subtotal	119,239,000	69,085,000	35,354,000	104,439,000	14,800,000	12.4%

¹ Original budget plus/minus transfers

² Projected Total Expenses are best estimates as of the creation of this report and are subject to change

³ Management & Administration includes postage, printing, communications, memberships, subscriptions, insurance, claims and bonds

⁴ Professional Services includes fiscal services, management services, legal services, media services, medical services, and auditing services

⁵ Technical Services includes computer operating services, contractors and data feeds

⁶ Does not include funds obligated through POs, but not yet paid