## <u>Jim Link</u>

Jim Link has been a managing director at PFM since 2008. He is a leader in the outsourced chief investment officer (OCIO) business working collaboratively with colleagues across PFM to help clients solve complex financial and asset management challenges and to deal with long-term liabilities. In his time at PFM, he has led several efforts including organizing the firm's new business ventures, leading the marketing efforts including an organizational rebranding, and creating and distributing multiple products.

Prior to PFM, Jim held senior sales, marketing, client management and business leadership roles at several financial firms. In addition, Jim is active in the retirement industry in the U.S. He was an advisor to the Government Finance Officers Association (GFOA) Committee on Retirement and Benefits Administration (CORBA) from 2012 through 2018. Jim was a member of the National Association of Government Defined Contribution Administrators (NAGDCA) Industry Committee from 2010 through 2017 serving as President in 2016 and organizational Board member in 2016 and 2017.

Jim has authored or co-authored publications on U.S. state and local government retirement plan issues. Government Finance Review has published three articles including "Managing Public Sector Retiree Healthcare Benefits under the Affordable Care Act" (April 2014), 'What Works in Retirement Plan Design: Participation, Perspective, and Process' (April 2013), and "'New Normal' in Retirement Plan Design' (August 2009). He was also a contributor to a PFM publication "Pension Funding, It's Not a Math Problem" in 2014. Jim is also an active presenter, moderator, and instructor at various industry conferences and events.

A native Texan, Jim is known around the offices of PFM for his extensive collection of bow ties.