

0001

NEW YORK CITY TEACHERS' RETIREMENT SYSTEM  
INVESTMENT MEETING

Held on  
Thursday, May 14, 2015,  
at 55 Water Street,  
New York, New York  
at 9:49 a.m.

ATTENDEES:

JOHN ADLER, Chairman, Trustee  
SANDRA MARCH, Trustee  
THOMAS BROWN, Trustee  
SCOTT EVANS, Comptroller's Office  
RAYMOND ORLANDO, Trustee  
SUSANNAH VICKERS, Trustee  
CHARLOTTE BEYER, Trustee  
DAVID KAZANSKY, Trustee, Comptroller's Office  
PATRICIA REILLY, Teachers' Retirement System  
MELVYN AARONSON  
MARTIN GANTZ, Comptroller's Office  
WESLEY PULISKIK, Comptroller's Office

REPORTED BY:

YAFFA KAPLAN  
JOB NO. 170940

0002

ATTENDEES (Continued):

MICHAEL KOENIG, Hamilton Lane  
CORI ENGLISH, Hamilton Lane  
SUSAN STANG, Teachers' Retirement System  
MICHAEL FULVIO, Rocaton  
ROBIN PELLISH, Rocaton  
DAVID LEVINE  
VALERIE BUDZIK, Teachers' Retirement System  
PAUL RAUCCI  
RENEE PEARCE  
PETCHA NIKALOVA, Comptroller's Office  
EVAN NAHNSEN, Comptroller's Office  
CHRIS PAK, Comptroller's Office  
BRIAN COOK, Comptroller's Office  
STEVE BURNS, Townsend  
STEVE NOVICK, Townsend  
ISHIKA BANSAL, Townsend  
JANET LONDONO-VALLE, Comptroller's Office  
BEN BLAKNEY, Cortland  
ALEX DONE, Comptroller's Office  
YVONNE NELSON, Comptroller's Office  
JOHN MERSEBURG, Comptroller's Office  
LIZ SANCHEZ, Teachers' Retirement System

Proceedings

1 MS. REILLY: We are going to start the  
2 May 14, 2015 investment meeting of the  
3 Teachers' Retirement Board. I will start by  
4 calling the roll.  
5 John Adler?  
6 MR. ADLER: Here.  
7 MS. REILLY: Charlotte Beyer?  
8 MS. BEYER: Here.  
9 MS. REILLY: Thomas Brown?  
10 MR. BROWN: Here.  
11 MS. REILLY: David Kazansky?  
12 MR. KAZANSKY: Here.  
13 MS. REILLY: Sandra March?  
14 MS. MARCH: Present.  
15 MS. REILLY: Raymond Orlando?  
16 MR. ORLANDO: I am here.  
17 MS. REILLY: Susan Vickers?  
18 MS. VICKERS: Here.  
19 MS. REILLY: So we do have a quorum and  
20 I am going to start by asking if there are any  
21 nominations for an acting chair.  
22 MS. MARCH: I so move that we nominate  
23 John Adler as acting chair, but before we do  
24 that process I would just like to take the  
25 opportunity to welcome my new colleague, David

Proceedings

1 Kazansky. Even though I miss my old  
2 colleague, I see him over there, it is my  
3 pleasure to welcome our new trustee on behalf  
4 of the membership. Now I will repeat my  
5 nomination for acting chair, Mr. John Adler.  
6 MS. VICKERS: Second.  
7 MS. BEYER: Second.  
8 MS. REILLY: All those in favor, aye.  
9 MS. BEYER: Aye.  
10 MR. BROWN: Aye.  
11 MS. MARCH: Aye.  
12 MS. VICKERS: Aye.  
13 MR. ORLANDO: Aye.  
14 MR. KAZANSKY: Aye.  
15 MR. ADLER: Aye.  
16 MS. REILLY: Any opposition?  
17 Okay, passes. So I will turn it over to  
18 the new chair, acting chair.  
19 MR. ADLER: Okay, thank you, Patricia.  
20 And I will hand it over to our chief  
21 investment officer.  
22 MR. EVANS: Thanks, Mr. Chairman. If  
23 you turn to page 39 of the flip book, just  
24 quickly survey the results. It's a down month  
25 for the markets. It's March we are talking

## Proceedings

1 about, by the way. Down month for the  
2 markets. We were down 42 basis points gross  
3 of public fees net of private fees versus our  
4 benchmark down 50. And so we are down eight  
5 basis points less than the benchmark. We are  
6 still trailing on fiscal year to date 325  
7 versus 375.

8 If you turn to page 32, gives a look at  
9 our asset allocation. We remain pretty tight  
10 with our policy weights on the equity side on  
11 the left. One thing that's been going on  
12 since you all approved the removal of the bias  
13 towards small cap and mid-cap stocks. As we  
14 rebalanced, we have been removing some of that  
15 bias. It's taken us a little longer to do the  
16 bias trades, so you get frictional ownership.  
17 The markets are still in a pretty healthy  
18 place and we have been able to work out of  
19 those positions. So we are not all the way  
20 there towards the neutral buyouts, but over  
21 the next few month as we rebalance we will get  
22 to a neutral place in terms of cap size.

23 On the fixed side we continue to have  
24 the below-average weights in long-duration  
25 securities in blue and above-average weights

## Proceedings

1 in short-duration securities in gray. Leaving  
2 us about at the Barclays Ag in general, so  
3 neutral with the overall market. Nothing has  
4 changed there, although I will note that  
5 interest rates are beginning to percolate up  
6 for a variety of factors which Martin may want  
7 to get into some of them.

8 But I think we will -- I am going to  
9 turn it over to Martin and we will go through,  
10 very briefly through the March overview  
11 because we have a very long executive agenda  
12 and special presentation from Brian cook on  
13 ETI. So Martin.

14 MR. GANTZ: Thank you, Scott. Instead  
15 of going over all the March returns which are  
16 on page 27, Scott just went over it was a  
17 negative month. You can see on page 31,  
18 negative 32 basis points. I will give you a  
19 hint what's going to come next month, which is  
20 a better month which is April.

21 If you turn to page 29, you will see the  
22 Russell 3000 was up 45 basis points on the  
23 section on the left. Non-U.S. actually was up  
24 tremendously partially because EAFE emerging  
25 markets as you see in the chart that I am

## Proceedings

1 going to turn back to in a moment, the dollar  
2 strength reversed and also the QE is working.  
3 As we say here, don't fight the feds. I guess  
4 now don't fight the fed is now the answer with  
5 all the central banks core getting their  
6 quantitative fees and policies. So in  
7 combination with the euro strengthening and  
8 the dollar weakening and the QE taking effect  
9 actually has helped non-U.S. equity.

10 For the core plus 5, as Scott started  
11 saying, the interest rates started going up.  
12 I will show you a chart on that. So core plus  
13 5 was down 45 basis points for the month.  
14 High yield was up. Bank loans were up. And  
15 TIPS were up a little bit, actually 74 basis  
16 points. Credits rates were up. REITS were  
17 down because they are tied to interest rates,  
18 but fiscal year to date they are up. They are  
19 still up double digits. So I would expect  
20 that fiscal year-to-date number, the 325, to  
21 have a 4 handle next month or close to it when  
22 we get there. We don't have -- we ran the  
23 unofficial numbers. It will be very close to  
24 that.

25 So let me turn back a couple of pages on

## Proceedings

1 the charts. Let's take a look at the ten-year  
2 treasury on page 20. Take a look all the way  
3 on the right. It only looks like a blip  
4 versus a five-year chart, so it's a scale  
5 issue. But the rates have, which were in the  
6 180 to 190 range, the ten year --

7 MS. BUDZIK: It's not page 20.

8 MR. GANTZ: Oh, I'm sorry. I am looking  
9 at the book itself, this book, the page  
10 labelled page 20 on this book. I'm sorry, in  
11 the book with the color. You will see that  
12 the ten-year when we ran this a week ago was  
13 nearly 220. Fairly rapid rise. There are a  
14 number of factors to this.

15 There were negative rates in Europe.  
16 There were a lot of reasons for that. The ECB  
17 primarily behind that, but also once the ECB  
18 is behind that you then have fast money  
19 trading in that and driving rates even --  
20 which we didn't think was possible. But  
21 obviously in case you are wondering, what does  
22 negative interest rate mean. It means you are  
23 buying a bond that you are guaranteed will end  
24 up with a loss. So you are lending money to  
25 the government of Germany and you are going to



## Proceedings

1 get at maturity less money than you gave.  
2 That's what the negative interest rate is  
3 which should not be possible, but it is. So  
4 what happens is that trade in Europe has  
5 somewhat dissipated and it has had an effect  
6 here.

7 In addition if you take a look at the  
8 oil prices which is the previous page, we have  
9 had a fairly sharp move up from the lows.  
10 Lows in the 40s are now in the 60s a barrel  
11 which is still again a blip on the chart, but  
12 it's a fairly sharp rise on a percentage  
13 basis. That's a 50 percent rise.

14 MS. MARCH: The price of oil, the gas.

15 MR. GANTZ: This is part of what's going  
16 on with the currencies, the dollar, and with  
17 the long rates which is a part of our  
18 rationale for having that underweight. The  
19 credit markets and equity markets are still,  
20 as Scott already mentioned, quite healthy. As  
21 you see in the volatility index on page 18,  
22 it's still fairly low.

23 The other chart I wanted to show you on  
24 here is page 5 of the book which is the white  
25 line which is U.S. equity has done very well

## Proceedings

1 and has for years been ahead of the EAFE and  
2 emerging markets, but you will see the other  
3 lines are starting to catch up because of the  
4 QE starting there and the QE ending here.

5 Those are my comments. Any questions?  
6 Scott.

7 MR. EVANS: Okay, hearing no questions,  
8 why don't we move to Brian Cook to do an  
9 education seminar to the trustees on our ETI  
10 portfolio.

11 MR. COOK: Brian Cook. And Chris Pak is  
12 going to pass out the presentation. So while  
13 he is doing that hello, everyone, Mr.  
14 Chairman. My name is Brian Cook. For those  
15 of you who don't remember me, I am the  
16 director of the Economic Development Bureau,  
17 the head of the ETI program. Chris Pak is the  
18 director of ETI in my bureau and we work to  
19 help invest in New York City on behalf of the  
20 pension boards.

21 So we were asked to go through sort of a  
22 brief overview over what the ETI does,  
23 workforce housing, how we are investing right  
24 now. So that's what this presentation is  
25 geared to. I am used to a New York audience,

## Proceedings

1 so please ask questions if there are any.  
2 Don't stand on formality. And when we hit the  
3 end of the table, I will start.

4 All right, so just to start off, what  
5 are the economically-targeted investments?  
6 The first thing to note is we are not an asset  
7 class. We are actually an investment  
8 strategy. So we can invest across any asset  
9 class working with the different asset classes  
10 in them. The strategy is to reduce volatility  
11 and increase diversification of the New York  
12 City Pension Fund assets. Our returns must be  
13 commensurate on a risk-adjusted basis with any  
14 other return you would get in any other asset  
15 class. So if we do fixed income, it has to be  
16 equivalent to fixed income when we factor in  
17 risk. We do have to track collateral  
18 benefits. By that I mean, how are we helping  
19 low middle, and moderate-income New Yorkers in  
20 the five boroughs or the six surrounding  
21 counties. We have some minimum investments  
22 and we have an open RFP, but when taking that  
23 together what does it really mean? It means  
24 we are working to reduce risk in the portfolio  
25 by investing in the people of New York City

## Proceedings

1 who need it most.

2       If we jump to the next slide, that means  
3 most of what we are doing is in affordable  
4 housing. There are a lot of reasons for this.  
5 One, it's a very developed market and also  
6 it's a real need. We know in New York City  
7 rents rose 75 percent compared to the rest of  
8 the country which only saw rents rise 44  
9 percent. We lost 400,000 units renting to  
10 people making less than \$40,000 in a ten-year  
11 period over the last decade. Some of this is  
12 due to wage -- we are having this impact due  
13 to wage stagnation and we are basically seeing  
14 this mismatch of demand and supply. I will  
15 say there are a lot of theories behind it. I  
16 have theories that disagree with some more  
17 conservative people, but we do know some of  
18 the root causes and that includes the rising  
19 land and construction costs. Those are very,  
20 very much impacting it.

21       MS. MARCH: It also has a need, a profit  
22 motive.

23       MR. COOK: There is absolutely.

24       MS. MARCH: A profit motive.

25       MR. COOK: Particularly in some of our,

## Proceedings

1 should we say, emerging neighborhoods that  
2 many of us thought were emerged when we moved  
3 into them decades ago.

4       So just to go on the next slide, I just  
5 want to give some definition so we are  
6 speaking the same language. Affordable  
7 housing in my mind is anything with a  
8 regulatory agreement. It's something that  
9 says it must be affordable to this population  
10 for this period of time. Workforce housing  
11 can be a little broader. It's anything that  
12 sort of invests in that middle-market people  
13 who are in New York City who are working.  
14 This includes a lot of rent-stabilized units  
15 which may not be targeted to an individual,  
16 but are affordable to an individual. It can  
17 be affordable housing, but doesn't necessarily  
18 have to be. And the pension fund right now  
19 have our workforce housing limit capped at 200  
20 percent of the area median income. And just  
21 for reference, I included last year's 100  
22 percent of AMI both by income and by rent.  
23 And you can do the math up and down, as you so  
24 choose.

25       If we go to the next slide, I am not

## Proceedings

1 going to dwell on this very long  
2 because -- but this is the type of information  
3 we look at. And I am trying to figure out a  
4 way to show this in a little bit of a better  
5 graphical way, but the most important thing is  
6 if we look at sort of the very last column of  
7 both these charts, at the very top of both  
8 these charts it's rent versus income. What we  
9 see is we are actually adding people who are  
10 making lower income while at the same time we  
11 are losing rents on those levels, losing  
12 apartments for rent at those levels. This is  
13 at heart the problem that we are facing in New  
14 York City. It's both sides of the equation.  
15 It's not just we are losing these affordable  
16 units; it's also that on average New Yorkers  
17 are making less money, you know, as a total.  
18 If we go to the next slide, so we all  
19 know that there has been a big housing plan.  
20 What does this mean? 200,000 units are  
21 planned over the next ten years. We know  
22 that's broken between preservation and  
23 construction and, most importantly, for us the  
24 total plan is supposed to be about \$41.1  
25 billion. 25 percent will come from public

## Proceedings

1 dollars, 75 percent from private according to  
2 the mayor's housing plan. That could shift  
3 one way or another, as I imagine the markets  
4 dictate. But from 2014 to 2018, HPD has laid  
5 out its capital budget of what's going to be  
6 spent in New York City by the federal, state  
7 and city dollars. It's about \$3.1 billion.  
8 So if we hold ratios kind of constant, that  
9 means the market we are competing for in  
10 affordable housing is about \$9.3 billion over  
11 the next four years. And it's not just us  
12 competing for it. It's banks that need CRA  
13 credits, the Community Reinvestment Act, that  
14 requires them to invest in low-income  
15 neighborhoods. It's non-profits that want to  
16 build affordable housing because that's their  
17 mission. Churches, even private developers  
18 who have found ways to make money off of this  
19 who want a piece of this pie, but this is  
20 where we are targeting. So how do we do that,  
21 what are we doing now?

22 On the next slide, HPD stands for the  
23 Housing Preservation Department. Sorry.

24 MR. ORLANDO: Housing Preservation and  
25 Development.

## Proceedings

1 MR. COOK: If I use any acronyms, let me  
2 know. AMI is area median income. I got asked  
3 that question the last time I did this.

4 So if you look at our current  
5 investments, they are basically sort of -- for  
6 lack of a better way to describe it, there are  
7 three places to invest in in affordable  
8 housing. It's construction, it's debt, and  
9 it's equity. Construction and equity are  
10 probably the most risky. Not probably, they  
11 are the most risky and our portfolio sort of  
12 shows that. We have -- you know, we have a  
13 smaller slice of the pie in those two pieces.  
14 Our debt programs are broken down into two  
15 different pieces. Our long-term loan program,  
16 the PPAR program and where we are  
17 participating on the secondary market through  
18 managers like AFL-CIO Housing Investment Trust  
19 as well as RBC Access.

20 If you go to the next slide, I should  
21 break down what those programs do, what we are  
22 seeing in some of the challenges. So the  
23 long-term loan program, this is the  
24 public/private apartment rehabilitation  
25 program. We purchased loans where for up to a



## Proceedings

1 30-year mortgage, could be 15 or 30. We offer  
2 a rate lock two years in advance. We do have  
3 a floor of 4.5 percent and it's designed to be  
4 a buy-and-hold program and that's important to  
5 note. Our loans are originated by one of  
6 eleven lenders, though I should note Teachers  
7 only participates with ten of those lenders.  
8 One of them, Chase Manhattan, Teachers chose  
9 not to have originate loans for them. And  
10 basically all those loans must have insurance,  
11 so they have to have a public participation or  
12 regulatory agreement. We have standard loan  
13 documents. What we buy from them is basically  
14 a NYCERS loan. We set up the dictates of what  
15 that is. They go and find us the loans and  
16 they sell it to us.

17 So to give you an example of that this  
18 is one that just rate locked with us in  
19 December, 533 Bay Street. It's going to be  
20 senior housing in Staten Island. I actually  
21 like this one because it's in Staten Island  
22 and we don't get a lot of investments in  
23 Staten Island because of density issues. It's  
24 going to be 67 units for seniors making less  
25 than 50 percent of the area median income.

## Proceedings

1 You can see it got some grants from New York  
2 State. It's going to have a \$14 million  
3 construction loan. Most of that loan will be  
4 paid off through low-income housing tax  
5 credits, but the remaining \$1.8 million of  
6 debt will come to us.

7 And to give you a sense of the process  
8 of that, if you go to the next slide you can  
9 see that in July, on July 14th, they were  
10 awarded money by the state. They went and  
11 found their financing with Wells Fargo and  
12 December, 2014 they reached out to the pension  
13 fund and asked us to guarantee their interest  
14 rate for the loan. That's what we call the  
15 rate lock. They are now in construction and  
16 by December, 2018 they are anticipated to sell  
17 us the loan. And after that point, once we  
18 have the loan, we will work on servicing the  
19 loan on behalf of the pension systems along  
20 with CPC, the Community Preservation  
21 Corporation, who is our servicer on.

22 MR. ADLER: Brian, one question. This  
23 is new construction?

24 MR. COOK: So this one is new  
25 construction.

## Proceedings

1 MR. ADLER: But it's considered PPAR?

2 MR. COOK: Yes. So PPAR can do either  
3 new or rehabilitation. The name is a little  
4 bit off. Originally, I think the idea was it  
5 was going to do a lot more preservation. And  
6 by numbers we do probably see more  
7 preservation than new construction in this  
8 program, but there are cases like here where  
9 you are getting the low-income housing tax  
10 credit offset that makes it viable to go  
11 through our program.

12 MR. ADLER: Thank you.

13 MR. COOK: On page 10, just to give you  
14 a sense of what everyone must do at the  
15 different stages, this tells you what we are  
16 doing. What I like about this program is we  
17 run this primarily in house. So when it comes  
18 to the time of -- while banks are originating  
19 the loans and doing construction, they come to  
20 us to rate lock. Our staff are the people who  
21 are rate locking. We are reviewing the  
22 documents, making sure what they say it is  
23 complies. Once they fill up the building and  
24 are ready to sell it to us, they send over all  
25 the documents. Again, it's the staff, my team

## Proceedings

1 as well as the general counsel's office who  
2 are reviewing all the legal documents,  
3 reviewing all the business terms, making sure  
4 everything complies. And then when it comes  
5 to servicing, even though we have an outside  
6 servicer we have monthly phone calls. We work  
7 with them. We are double-checking and making  
8 all the final decisions. So we are able to  
9 reduce the costs of a lot of this program by  
10 basically putting a lot of this inhouse.

11 And to give you a sense of what your  
12 returns have been in this program, page 11. I  
13 want to sort of note that these are  
14 mark-to-market returns as we are required by  
15 law to report. That being said, what you are  
16 seeing here isn't exactly what you will get  
17 over time. And the reason is that what you  
18 are actually going to get is the coupon rate  
19 in which we lock the loans however much the  
20 loan was actually worth. So we lock the loan  
21 at 4.5 percent, that's what the loan is going  
22 to get you. We lock it at 6.9 percent, that's  
23 what the loan is going to get you because it's  
24 buy and hold. However, by law we have to  
25 figure out how much the loans are worth if we

## Proceedings

1 were to sell them on the open market and  
2 that's what the mark-to-market tells you. So  
3 our returns are incredibly consistent and I  
4 would say, you know, over, you know, a 20-year  
5 period may range between 5 and 9 percent,  
6 depending on what the interest rates are  
7 doing, or 4.5 and 9 percent now. But on your  
8 mark-to-market you will see a fluctuation that  
9 will not actually be seen, realized in the  
10 actual cash returns you are getting. Does  
11 that make sense, everyone? Because it took me  
12 a very long time. Apparently I am slower than  
13 everyone. It's a lot of Chris walking me  
14 through and a lot of questions I asked.

15 The second thing we do is we participate  
16 on the secondary market. And if we go to page  
17 12, we do this through two programs. We have  
18 the AFL-CIO Housing Investment Trust and RBC  
19 Access. These two programs participate both  
20 in New York City both in affordable housing,  
21 but in different markets. So RBC Access tends  
22 to focus on very large projects that need  
23 either rehabilitation or money. They only do  
24 union work, union construction work. And they  
25 have a lot of sort of capacity to do unique

## Proceedings

1 deals that other people don't, so they end up  
2 getting a lot of the large Mitchell-Lamas that  
3 we see across the city. And they are able to  
4 get a fairly good rate of return and  
5 consistent rate of return by targeting that  
6 way. RBC Access participates in primarily  
7 single-family home, so they look at Fannie  
8 Mae, Freddie Mae securities and they are  
9 looking to find loans that basically don't  
10 have predatory lending. We started with them  
11 in 2007.

12 MS. MARCH: Can I just ask a question?  
13 In RBC Access, do they at least pay prevailing  
14 wages to the people who are working?

15 MR. COOK: So in RBC Access we are  
16 getting Fannie and Freddie loans after they  
17 are completed. So basically once somebody has  
18 actually moved into the loan, so we have no  
19 way to document that to be truthful. And it's  
20 single family. In fact, most of our  
21 prevailing wage laws don't affect  
22 single-family homes.

23 MR. ADLER: I think you can be  
24 reasonably sure that the answer is no.

25 MR. COOK: They do, I will note,

## Proceedings

1 participate a little bit in the multifamily  
2 home world. They do buy some HDC bonds and in  
3 those cases you will have a prevailing wage  
4 requirement. Whether it's enforced or not is  
5 a good question.

6 MS. MARCH: I thought we had prevailing  
7 wage requirements as a board.

8 MR. ADLER: I think -- I think it's the  
9 prevailing wage responsible contractor. It's  
10 market driven and the reality is the market in  
11 single-family homes is not prevailing wage.

12 MR. COOK: And I think the challenge  
13 here is because we are buying the debt after  
14 it's occupied rather than equity, like we are  
15 actually owning the property. We are getting  
16 basically finished product where a low-income  
17 New Yorker has already moved into his home and  
18 that's what we are buying, the debt on that.  
19 If we go through, I have two examples that we  
20 have from AFL-CIO HIT mainly because  
21 I -- these are contrasting examples of new  
22 construction versus preservation.

23 On page 13 we have the Harry Smith  
24 Houses. This is a very large Mitchell-Lama  
25 that actually exited Mitchell-Lama and then

## Proceedings

1 came back in, so it was a great win for  
2 New York. And we are actually doing the  
3 rehabilitation of that allowing it to remain  
4 affordable and creating 15 new union  
5 construction jobs at the site.

6 On the second page we have Hunter's  
7 Point South, Building A which is 619  
8 affordable units. It has a range of income  
9 from as low as 50 percent of AMI to up to a  
10 165 percent of AMI and there is a 5 percent  
11 preference for city municipal employees. But  
12 this is new construction and because this is  
13 AFL-CIO HIT, remember they only do union  
14 construction work. So this is actually one of  
15 the few big new construction projects in the  
16 outer boroughs that I can confidently say is  
17 definitely union.

18 MS. MARCH: Say it positively though.

19 MR. COOK: I am very positive about  
20 this. There is a smile on my face. I don't  
21 know where the cameras are.

22 So we have the returns and you can see  
23 them on pages 15 and 16 for either. These are  
24 very consistent returns, which is good.  
25 Because these are backed securities, it's



## Proceedings

1    incredibly safe.  And in this case where you  
2    are seeing the mark-to-market, you are  
3    actually seeing the value of the investment,  
4    what it's actually performing unlike the PPAR.  
5    So this is the true returns in the end.  The  
6    only thing that I will note is that right now  
7    because we are in a low interest rate  
8    environment, these are doing very well  
9    compared to even the other private markets.  
10   They are at least on par or slightly better  
11   than the other construction loan programs.  As  
12   we rise into higher interest rates and other  
13   people do riskier things, these may not  
14   perform quite as well.  But they will --  
15   because they are very stable, you hopefully  
16   won't see a major downturn.

17         All right, and the last slide -- or, no,  
18   second-to-last slide, we do have construction  
19   in equity programs for their types.  These are  
20   relatively new, so I don't want to go too deep  
21   into the examples.  We have the CPC  
22   construction facility which we approved last  
23   year.  This is a facility that allows CPC to  
24   finance this construction.  We are about 10  
25   percent of the overall facility.  It's

## Proceedings

1 actually a small investment compared to what  
2 we normally do, but it does feed the PPAR  
3 program so it started to already have benefits  
4 towards us on the longer term. So while it's  
5 a little bit riskier, it's a lot less of it.  
6 But it has a long-term benefit. And then the  
7 equity programs which were started under  
8 related -- under Sandy which included related  
9 Hudson and MS, each of them are investing in  
10 some way in workforce housing. And as you  
11 will hear Yvonne tell you the extent of the  
12 longer-term investments, so we realize a  
13 little bit what they are doing in the long  
14 horizon.

15 And the last thing I wanted to show you,  
16 which is something that we can do now that  
17 previously we have never been able to do, on  
18 slide 18. A first sense over where all the  
19 investments of the five pension funds are. We  
20 spent a very long time culling data, signing  
21 nondisclosure agreements, correcting data to  
22 try and get a real sense of where the  
23 investments are happening. And one of the  
24 things you will see is we are starting to get  
25 a very good outer borough representation

## Proceedings

1 through all our programs. There are things we  
2 are trying to suss out and hopefully I will  
3 have more information for you later. Where  
4 you see the large blips on that map, a lot of  
5 that is actually an AFL-CIO HIT where they  
6 invested in a couple of thousand apartments in  
7 one set.

8 So that's where we are and I am happy to  
9 answer any questions.

10 MS. MARCH: I just want to say thank you  
11 and I want to say that I think sitting at the  
12 table as the longest-time person, the ETI  
13 program has been a program that this board has  
14 been so proud of and so happy with because it  
15 is marvelous to see the results. But also on  
16 the side, it has been a program that has  
17 totally been managed within the comptroller's  
18 office, historically overall comptrollers, and  
19 we are very proud of this program. We would  
20 like to see more of it. We would like to see  
21 more affordable and workforce housing. We  
22 have not been successful in convincing the  
23 market, the real estate market to do it. So  
24 if we can do it within the ETI program, let's  
25 show them how successful we can be and let's

## Proceedings

1 do it because this is a city that needs to  
2 have housing for both people who have less  
3 money and people who are on the lower end of  
4 the income scale. So at least for myself, I  
5 hope I can say we thank you and we thank all  
6 of the staff at the comptroller's office who  
7 have been involved in this long-time extremely  
8 worthwhile program.

9 MR. COOK: Thank you.

10 MR. EVANS: Can I ask you a question.  
11 What's the total allocation to ETI, the room  
12 that you have to expand, and where are you now  
13 and why haven't you used the full capacity?

14 MR. COOK: So we have the ability to go  
15 up to 2 percent. We are right now across the  
16 five systems at about 1 percent. And there  
17 are slight variations depending on how long we  
18 have been in the program, but overall it's a  
19 good benchmark. So the challenges that we  
20 have been facing, so the first is on the PPAR  
21 program. We have room to grow. You have  
22 allocated more money than we have out there.  
23 Part of that is how much is HPD putting out  
24 into the market and whether or not they are  
25 going to come to us. We are competing against

## Proceedings

1 HDC, we are competing against Fannie Mae and  
2 some of that is because they are reaching out  
3 to us. And there is a lot of reasons why  
4 people come to us. We have to wait and see  
5 whether or not in the next two, three years we  
6 are going to see a ramp-up. So that's the  
7 first.

8 On the secondary markets the challenge  
9 is actually not putting too much money into  
10 the market, because we have -- we have enough  
11 money we can actually drive down interest  
12 rates and actually hurt our own returns. So  
13 one of the things we have been looking at very  
14 closely is how are HEC bonds selling, how are  
15 Fannie selling. And the current low interest  
16 rate environment in the federal government I  
17 believe is making our secondary bond market in  
18 New York City very desirable to banks and  
19 investors, so we have a bit of that  
20 competition.

21 And the last is really equity. And  
22 equity is the place where we have probably  
23 done the least amount and, quite frankly, it's  
24 the most challenging. So one of the things we  
25 are going to be looking at is A, I think there

## Proceedings

1 is probably some room to grow in the secondary  
2 market in the coming years. We have to do it  
3 in such a way that we are not competing  
4 against ourselves at the very least and not  
5 going to put so much we are going to drive  
6 ourselves down, but there are some creative  
7 thoughts we are going to have to really hit  
8 that.

9 MR. EVANS: So to Sandy's point the  
10 problem is the market, the availability of  
11 accessible investments in the market, not the  
12 amount we are allocating. So we are trying to  
13 aggressively find ways to find suitable  
14 investments either in the traditional avenues  
15 or in the real estate portion of our  
16 portfolio. Brian and Yvonne have been working  
17 together on a couple of things. You will hear  
18 about one of them today when Avanath pitches  
19 to you, so we are actively considering it.  
20 Brian has got plenty of capacity, but we are  
21 looking for ways to your point what can we do,  
22 how can we be involved in situations where we  
23 can get an acceptable return for our  
24 pensioners, and also invest in this part of  
25 the market which is quite attractive when we

Proceedings

1 can find opportunities.

2 MS. MARCH: I would like to continue  
3 this conversation later.

4 MR. COOK: Absolutely.

5 MR. ADLER: Thank you, Brian.

6 Anything else for public session?

7 MR. EVANS: That does it, Mr. Chairman.

8 We are ready to move to --

9 MS. VICKERS: I'm sorry, I have an item  
10 I don't know if it should be in public  
11 session, the calendar for the June 4th  
12 meeting.

13 MS. MARCH: You want to discuss that  
14 now? Whatever you want.

15 MR. ADLER: Why don't we -- I suggest  
16 that we do it. We don't need to take public  
17 session to do that. We can figure it out and  
18 then announce it when we resume public session  
19 at the end. Is that okay?

20 MS. BUDZIK: That's fine.

21 MR. ADLER: So do I hear a motion to  
22 move into executive session? Sorry, it's not  
23 that time yet. A little growing pains here on  
24 the part of acting chair.

25 So now we are in public session for the

## Proceedings

1 Passport Funds. And, Robin, are you going to  
2 take us through?

3 MS. PELLISH: Yes, and Mike will.

4 MR. FULVIO: Good morning, everyone. So  
5 why don't we begin with the March, 2015  
6 performance report for the Passport Funds, the  
7 document with the bars on the front. We will  
8 begin with the performance for the Diversified  
9 Equity Fund. At the top of the page, you can  
10 see at the end of March the fund had \$11.3  
11 billion in assets. You can see below that how  
12 the assets are allocated among the underlying  
13 composites. For the month of March the funds  
14 reported returns of about negative 1 percent,  
15 roughly in line with both its hybrid and broad  
16 U.S. equity market benchmarks. You can see  
17 under that the returns were driven by the  
18 underlying strategies, roughly the similar  
19 returns. We did see a little bit of  
20 underperformance in the international  
21 strategies relative to the U.S. for the month,  
22 but just to the right of that you can see on  
23 and off for the year-to-date period non-U.S.  
24 equity markets have contributed to the  
25 performance of this fund having outperformed



## Proceedings

1 the U.S. by more than a couple percentage  
2 points of about 4.6 percent relative to the  
3 U.S. market, up about 2 percent. So we are  
4 seeing some help from non-U.S. markets in this  
5 fund which we hadn't seen for quite some time.

6 And you can see in the one-year column  
7 for the Diversified Equity Fund, the fund was  
8 up about 9.5 percent. That trails the hybrid  
9 benchmark by a little bit less than a half  
10 percent and it trails the broad U.S. equity  
11 market by more than a few percentage, just shy  
12 of a few percentage points which returned 12.4  
13 percent. And, again, a lot of that  
14 underperformance was due in part to non-U.S.  
15 equity allocation in the strategy which is  
16 there for diversification, but also as you can  
17 see below that there was some trailing by the  
18 defensive strategies which we would expect to  
19 see in pretty strong up markets in the U.S.

20 The defensive composite returned  
21 positive 7.5 percent relative to the broad  
22 U.S. equity market of 12.4 percent. There was  
23 a little bit of lag among the active managers  
24 within the defensive strategies composite.  
25 You can see that benchmark at about 9.5

## Proceedings

1 percent. But all in all if you look below  
2 that, the two more actively-managed parts of  
3 the portfolio, the active U.S. active  
4 composite and the International Equity  
5 composite, both ahead over the last 12 months  
6 net of fees. The stronger of the two, the  
7 U.S. managers having added about 80 basis  
8 points of outperformance. And though only  
9 modestly ahead of non-U.S. equity markets, the  
10 non-U.S. managers have also contributed to the  
11 portfolio performance on a relative basis.

12 Just below that you can see the bond  
13 fund. Assets for the end of the month were  
14 about \$335 million. It was an up month for  
15 the fund returning about positive 35, 36 basis  
16 points, roughly in line with its benchmark.  
17 Over the 12-month period the fund was up just  
18 shy of 2 percent, roughly again also in line  
19 with its benchmark up about 2 percent.

20 So for the International Equity Fund we  
21 noticed some issue with the performance  
22 calculations as shown on this page and we are  
23 working with the accounting group to better  
24 understand the source of the discrepancy, but  
25 I call your attention to the International

## Proceedings

1 Equity composite for Variable A for the  
2 Diversified Equity Fund which is indicative of  
3 what we would expect the returns to be for the  
4 International Equity Fund. And again we would  
5 expect that fund to be down in the area of  
6 about 1.4 percent and for the trailing  
7 12-month time period we would expect that fund  
8 to be down about 30 basis points, roughly in  
9 line of slightly trailing the EAFE index.

10 MS. BEYER: So you think that down 6  
11 percent is a mistake?

12 MR. FULVIO: Yes. We are working to  
13 understand the source of the discrepancy and  
14 we will report back to the board as soon as we  
15 do.

16 Moving ahead, the Inflation Protection  
17 Fund, assets at the end of the month at about  
18 \$43 million. The fund as a whole was down 1  
19 percent roughly in line with its benchmark.  
20 And as you can see below that, at the request  
21 of the board we added CPI to this report. The  
22 fund for the month lags CPI which was modestly  
23 positive, but you can see over long-term time  
24 periods this fund has added value, significant  
25 value relative to CPI. Over the one-year

## Proceedings

1 period, the fund was roughly flat to modestly  
2 negative to the tune of 15 basis points. That  
3 is ahead of its custom benchmark as well as  
4 slightly lagging the CPI over the 12-month  
5 time period.

6 Just below that, the Socially Responsive  
7 Equity Fund with assets of about \$102 million  
8 at the end of the month. The fund was down  
9 roughly 60 basis points and that's about 1  
10 percent ahead of the U.S. large cap market as  
11 measured by the S&P 500 benchmark. You can  
12 see for the longer term one-year period the  
13 funds returned positive by about 11.5 percent,  
14 trailing that same S&P 500 proxy by about 125  
15 basis points. But still pretty strong returns  
16 for this fund on an absolute basis going back  
17 to the fund's inception.

18 MR. ADLER: Just to be clear: These  
19 returns are net of fees, correct?

20 MR. FULVIO: These returns are all net  
21 of fees, that's correct. I should also note  
22 that the total fund returns for the overall  
23 Passport Funds also is net of administrative  
24 expenses and then the returns that you see  
25 later in the report for each of the managers

## Proceedings

1 take into account all of the investment  
2 expenses as well.

3 Those were the remarks for the Passport  
4 Funds. Are there any questions? Again, we  
5 are also happy to continue enhancing this  
6 report with any feedback that the board has.  
7 We are happy to address those.

8 So why don't we move ahead to this other  
9 report. This is the performance report for  
10 April for the markets. You can see toward the  
11 top of the page of the high-level benchmarks  
12 for the Diversified Equity Fund. The Russell  
13 3000, the broad U.S. equity market as it  
14 represents was up about half a percent for the  
15 month of April, bringing the calendar year to  
16 date return to positive 2-1/4 percent.

17 Just below that the developed non-U.S.  
18 market proxy EAFE index was up about 4 percent  
19 for the month, bringing the calendar year to  
20 date number to about 9.4 percent. The  
21 defensive strategies benchmark was up about 90  
22 basis points. A little notable, that it was  
23 ahead of the Russell 3000 index which usually  
24 you see a little lagging relative to that  
25 benchmark. But the rationale for that is,

## Proceedings

1 again, the diversified nature of that  
2 benchmark. It does include some non-U.S.  
3 exposure, which you can see above as we  
4 mentioned has had a good month of April.

5 And then just below that, the  
6 Diversified Equity Fund benchmark up about 1  
7 percent and up about 3-1/2 percent year to  
8 date. And you can see below those returns,  
9 the other returns through the other  
10 benchmarks, although they are all somewhat  
11 similar to what we include in the Diversified  
12 Equity Fund.

13 And that's the public agenda.

14 MR. ADLER: Okay, any questions?

15 Okay, so now a motion is in order to  
16 move into executive.

17 MS. MARCH: I move that pursuant to  
18 Public Officers Law's Section 105, to go into  
19 executive session with discussions regarding  
20 the purchase of sales of securities and  
21 updates of specific investment managers.

22 MR. ADLER: Is there a second?

23 MS. BEYER: Second.

24 MR. ADLER: Okay, any discussion? All  
25 in favor please, aye.

Proceedings

1 MS. BEYER: Aye.  
2 MR. BROWN: Aye.  
3 MS. MARCH: Aye.  
4 MS. VICKERS: Aye.  
5 MR. ORLANDO: Aye.  
6 MR. KAZANSKY: Aye.  
7 MR. ADLER: Aye. Opposed, any  
8 abstentions?  
9 Okay, the motion carries. Take a short  
10 break; is that right?  
11 (Recess taken.)  
12 MR. EVANS: Mr. Chairman, that concludes  
13 the matters that we had for executive session.  
14 MR. ADLER: Thank you.  
15 Can we have a motion to come out of the  
16 executive session and go back into public  
17 session?  
18 MS. MARCH: So moved.  
19 MR. ADLER: Is there a second?  
20 MS. BEYER: Second.  
21 MR. ADLER: All in favor of coming out  
22 of the executive session back into public  
23 session, please say aye.  
24 MS. BEYER: Aye.  
25 MR. BROWN: Aye.

Proceedings

- 1 MS. MARCH: Aye.
- 2 MS. VICKERS: Aye.
- 3 MR. ORLANDO: Aye.
- 4 MR. KAZANSKY: Aye.
- 5 MR. ADLER: Aye. Opposed?

6 We are back in public session. Okay,  
7 Susan, if you would.

8 MS. STANG: In executive session it was  
9 agreed that the next investment meeting date  
10 was moved to June 22nd.

11 In the executive session for the  
12 variable fund a presentation about performance  
13 fees was received and discussed. In executive  
14 session for the pension funds there was a  
15 discussion of fees and after-fee performance  
16 of the pension funds across all asset classes.  
17 An exception to the infrastructure IPS was  
18 discussed. Consensus was reached which will  
19 be announced at the appropriate time. An  
20 opportunistic fixed income investment was  
21 presented and discussed. Consensus was  
22 reached which will be announced at the  
23 appropriate time. Two real estate investments  
24 were presented. Consensus was reached which  
25 will be announced at the appropriate time.



0041

Proceedings

1 Two private equity investments were presented  
2 and discussed and there was a presentation on  
3 the emerging manager program within the  
4 private equity asset class, which was  
5 presented and discussed.  
6 MR. ADLER: Thank you.  
7 Is there a motion to adjourn?  
8 MS. MARCH: So moved.  
9 MR. ADLER: Second?  
10 MS. VICKERS: Second.  
11 MR. ADLER: All in favor say aye.  
12 MS. BEYER: Aye.  
13 MR. BROWN: Aye.  
14 MS. MARCH: Aye.  
15 MS. VICKERS: Aye.  
16 MR. ORLANDO: Aye.  
17 MR. KAZANSKY: Aye.  
18 MR. ADLER: Aye.  
19 [Time noted: 4:23 p.m.]  
20  
21  
22  
23  
24  
25

Proceedings

1                                    C E R T I F I C A T E  
 2    STATE OF NEW YORK            )  
 3                                    : ss.  
 4    COUNTY OF QUEENS            )

5  
 6                    I, YAFFA KAPLAN, a Notary Public  
 7                    within and for the State of New York, do  
 8                    hereby certify that the foregoing record of  
 9                    proceedings is a full and correct  
 10                   transcript of the stenographic notes taken  
 11                   by me therein.

12                    IN WITNESS WHEREOF, I have hereunto  
 13                    set my hand this 18th day of May, 2015.

14  
 15  
 16                                    \_\_\_\_\_  
 17                                    YAFFA KAPLAN

18  
 19  
 20  
 21  
 22  
 23  
 24  
 25