CITY OF PHILADELPHIA
SINKING FUNDS COMMISSION
Wednesday, March 13, 2019

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Court Reporter

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1 MR. SCOTT: Good morning,
2 everyone. I'd like to call this meeting of
3 the Sinking Funds Commission to order.
4 The first order of business is the
5 approval of the minutes from January 16th.
6 Is there a motion?
7 MS. JOHNSON: I make a
8 motion.
9 MR. SCOTT: A motion has been
10 made. Is there a second?
11 MR. WHITE: Second.
12 MR. SCOTT: A motion has been
13 made and properly seconded. All those in
14 favor?
15 MR. WHITE: Aye.
16 MR. SCOTT: The next item on
17 the agenda is review and selection of
18 passive small cap. And, Christopher, I'm
19 going to turn that over to you.
20 MR. DIFUSCO: Thank you,
21 Mr. Scott. So you recall our Commission
22 previously hired Copeland to replace the two
23 active managers -- small cap managers we
24 have in the lineup that contracts the work

1 being worked on. That contract's paperwork
2 is being worked on now. We'd like to pair
3 them as the Commission previously had with a
4 small cap index manager so an RFP was put
5 out recently for that.
6 We got three responses to that RFP:
7 BNY Mellon, Drumline, and Piedmont. We
8 liked Piedmont's response for various
9 reasons, mainly their length of track record
10 was not a qualifying response. Given our
11 previous and our current relationship with
12 Drumline, they've done a nice job. Fees are
13 extremely low and they were the lowest fee
14 for the year at about two and a half basis
15 points. We're recommending that the
16 Commission hire them for the index slot.
17 As Alex notes and marked in their
18 memo, they are 100 percent employee owned.
19 Their minority or female ownership is over
20 50 percent. They also comprise over 55
21 percent of the employees -- the firm's
22 employee base and they've done a very nice
23 job as you've seen in the numbers I sent
24 around. I recorded it on the brokerage

1 reports. They're always very, very high,
2 well over the diversity in local brokers.
3 So we'd like to recommend that they be
4 required for the S&P 600 small caps loan, in
5 that slot.
6 MR. SCOTT: Is there a
7 recommendation? I guess you made the
8 recommendation?
9 MR. DIFUSCO: I did.
10 MR. SCOTT: All in favor of
11 that recommendation, please say aye. Now,
12 let's get it over with. There's a motion
13 that we accept the recommendation made by
14 Christopher. Is there a second?
15 MS. RHYNHART: I second it.
16 MR. SCOTT: All those in
17 favor?
18 MS. JOHNSON: Aye.
19 MS. RHYNHART: Aye.
20 MR. SCOTT: All right. Thank
21 you for that, Christopher. The next item is
22 asset allocation renew and update.
23 MR. DIFUSCO: So I'm going to
24 let Alex do most of the heavy lifting here.

1 But just by way of introduction, the purpose
2 of this, you know, is for a broad background
3 discussion on where the plan sits now in
4 terms of asset allocation. You know,
5 thoughts over the next five, you know, ten
6 years and beyond where, you know, where
7 invested returns, you know, maybe take us
8 according to the experts and some thoughts
9 on, you know, things that we might consider
10 as a Commission and as a staff in terms of
11 all their asset classes and things of that
12 nature.
13 We're not asking for any action to
14 be taken today. This is designed to be a
15 high level review to let folks, you know,
16 ask questions, you know, review the
17 material, and take the discussion kind of
18 wherever, you know, folks would like to see
19 it go. So with that, I'll let Alex start.
20 MR. GOLDSMITH: Thanks,
21 Chris. So, yeah, this is the third tab of
22 the folder, you know, asset allocation and
23 presentation. You know, this is something
24 that, you know, we at PFM typically review

1 for our clients on an annual basis and, you
2 know, recommend that it's reviewed by the
3 Board of Trustees or their pension trustees,
4 you know, typically every two years or three
5 years.
6 It's designed to inform the
7 strategic asset allocation of your plan.
8 The strategic asset allocation being, you
9 know, the targeted allocation to each asset
10 class that is codified in the investment
11 policy statement and what the benchmark for
12 the plan is based off of. So, you know,
13 right now, your asset allocation is 65
14 equities, 35 fixed income.
15 And, you know, again, while that
16 may change day to day or month to month or
17 quarter to quarter based on our
18 recommendations, overweights to
19 underweights, those are more tactical in
20 nature and those short-term changes are not
21 reflected in, again, the IPS or the
22 benchmark which are typically long term and
23 typically static.
24 Things that would require the

1 strategic asset allocation to change would
2 be, you know, major shifts in the capital
3 market that cause, you know, significant
4 change with respect to returns for asset
5 classes over the long period of time. We're
6 talking beyond 30 years. So, you know, I'm
7 thinking it's a structural shift that might
8 lead us to expect the GDP will be much lower
9 or much less than expected for many, many
10 years to come.
11 And so that's what I'm talking
12 about when I say strategic. If you want to
13 -- you know, how we do this is if we run a
14 Monte Carlo simulation which is an optimized
15 simulation using a variety of inputs, in
16 this case, the inputs are the expected
17 return, the expected volatility, and then
18 correlations between asset classes.
19 So if you flip to page 3 of this
20 presentation, you can see the first of these
21 inputs. These are PFM's capital market
22 assumptions and we compile these on an
23 annual basis. Our investment committee, our
24 chief strategist, and our research director

1 supported by the research team is the group
2 that comes up with these. They're entirely
3 internal. We don't buy anyone's capital
4 markets assumptions. We don't take other
5 firms into account.
6 They're based on our, you know,
7 views of the market and our data. You can
8 see there are two sets here, intermediate on
9 the left side and then long term. As it
10 says, the intermediate are the expected
11 returns over the next expected annualized
12 returns over the next five years. You know,
13 more of a short-term market cycle.
14 These are typical numbers that we
15 would not use to inform long-term investment
16 policy type decisions. On the other side,
17 you have the long-term projections. You
18 know, there's no data figure here. You can
19 think of these as in perpetuity or really,
20 you know, beyond 30 years. And the reason
21 why we take that term is because the
22 approach that we go into creating these
23 long-term assumptions is one that, you know,
24 typically does not use cyclical type data,

1 more near team data.
2 You know, it's really a building
3 lock approach that takes into account
4 long-term fundamental factors, primarily GDP
5 growth. And so how do we factor GDP growth?
6 We're using things like population growth
7 and productivity growth and long-term
8 inflation numbers. And so these are things
9 that are far less cyclical over a long
10 period of time.
11 And also that that more than
12 30-year figure lines up with the duration of
13 benefits for a typical pension plan which,
14 you know, is fairly viewed at 30 years and
15 beyond, particularly so when there's
16 survivorship benefits at play, et cetera.
17 And so these are the inputs. You can see
18 predominantly they are lower over the
19 intermediate term than over the long term
20 and that's based on a number of things.
21 For equities primarily, the
22 intermediate term assumptions do take into
23 account current market conditions, primarily
24 valuations. And even with the volatility

1 we've seen in the market recently,
2 valuations are higher than their long-term
3 averages. And so, again, based on, you
4 know, that expectation, you know, if we were
5 to extrapolate what valuations are five
6 years down the road, we expect them, again,
7 on a mean reversion figure, to be slightly
8 lower than where they are now.
9 And so in order to get there, the
10 price of equities would have to return lower
11 than what is expected in over long periods
12 of time. So that's why I think the
13 intermediate numbers for equities are
14 typically lower. For fixed income, for the
15 long term, you know, we look at mostly --
16 for the intermediate term, we look at the
17 nominal coupon yield of the fixed income
18 security assuming the whole to maturity and
19 then to apply the effects of interest rate
20 movements over the five-year period.
21 So movements in the yield curve,
22 you know, actions of the Fed. And so then
23 we adjust those numbers up or down. So, for
24 example, core fixed income taking a nominal

1 yield of, you know, 5% or so and then
2 lowering that because our expectation is
3 that interest rates over the next five
4 years, regardless of what may happen this
5 year in 2019, there's a lot of uncertainty
6 about the Fed.
7 But we believe that over five
8 years, you know, interest rates will rise so
9 that would weigh on the returns for fixed
10 income. So that's why they're typically
11 lower of the intermediate than versus the
12 long. If you flip the page, you can see the
13 next set of inputs. So it's not just we're
14 running the Monte Carlo situation. We're
15 typically running 10,000 simulations. It's
16 a bell curve distribution and the median is
17 looked at.
18 But, you know, it's not done. It's
19 just, you know, we'll take equity returns
20 and then their volatility. And sort of one
21 simulation of equity returns might generate
22 25% annualized. And then fixed income will
23 generate their return and their volatility
24 independently so you can have equity returns

1 that are very low and fixed income returns
2 that are also very high.
3 Those are, you know, maybe both is
4 the 75th percentile equity output but a 98th
5 percentile fixed income output. You know,
6 this is an extremely rare event. That
7 doesn't happen in these simulations because
8 we include the correlation. So the
9 correlations are also a factor and that's
10 important because, you know, they inform how
11 specific asset classes move in relation to
12 one another.
13 And I use the fixed income equity
14 example there because they, you know,
15 typically -- while the economy is good they
16 both might appreciate, but appreciate in
17 equities might be significantly higher. Or
18 in periods like we saw last quarter when the
19 equity market was off sharply, the negative
20 correlation between equities and fixed
21 income comes into play. And so that's why
22 we include correlations.
23 For example, there's a high yield
24 -- a high correlation between high yield and

1 equities, you know, which are data shown
2 over time. That helped draw in the last
3 quarter. So it's not just that, you know,
4 in Monte Carlo where we -- the asset classes
5 can just do what they want. This is
6 designed to operate like the markets would
7 so the interplay between asset classes, you
8 know, is a factor.
9 So we ran a number of scenarios in
10 this. On page 6, you can see, you know, the
11 top of this chart, you know, the broad
12 allocations. So equity, fixed income cap,
13 and the suballocations within those. And
14 then the portfolio is moving across from
15 left to right. You know, the current --
16 there are your current targets reflected in
17 the investment policy statement. And
18 there's 5% higher and 5% lower equity.
19 Typically, the major weight of the
20 dial up or dial down risk and expected
21 return in the portfolio is to adjust the
22 equity of fixed ratio. And so that's why we
23 chose those names. And as you can
24 understand, it's increasing equity in these

1 kinds of fixed or decreasing equity at the
2 expense of fixed.
3 MS. RHYNHART: Did you run
4 the Monte Carlo -- I see the sufficient fund
5 here on the intermediate. Do you have that
6 on the long -- on the 10 year or 20 year?
7 MR. GOLDSMITH: So the
8 official frontier is not on a time horizon.
9 It's surveyed point and time output. These
10 --
11 MS. RHYNHART: Well, I was
12 thinking you're using the expected return
13 assumptions based on --
14 MR. GOLDSMITH: These are the
15 intermediate assumptions.
16 MS. RHYNHART: So that's
17 five-year, right?
18 MR. GOLDSMITH: It's using
19 the five-year assumptions, yes.
20 MS. RHYNHART: Right. So I
21 guess when we're -- when you're setting the
22 assumed rate of return at 7.3% for this fund
23 -- 'cause it's 7.3% currently, right?
24 MR. GOLDSMITH: Yes.

1 MS. RHYNHART: So this is
2 saying that in five years, we only have a
3 35% chance of actually hitting our rate of
4 return. On page 6, it's saying that?
5 MR. GOLDSMITH: Yes.
6 MS. RHYNHART: And that long
7 term over 30 years, we only have a 44.7%
8 chance of hitting our expected rate of
9 return?
10 MR. GOLDSMITH: Yes.
11 MS. RHYNHART: So my question
12 is through this efficient frontier process
13 through the Monte Carlo simulation, if
14 you're looking on average -- I mean, I would
15 think it would be 10 to 20 years but if it's
16 -- in your opinion, based on the Monte Carlo
17 simulations you run, what would be -- what
18 should be the assumed rate of return that
19 would be most reasonable that we should
20 expect to see?
21 MR. GOLDSMITH: Okay. You
22 know, so I can speak to this but we at PFM
23 don't set the return --
24 MS. RHYNHART: I just wanted

1 your opinion.
2 MR. GOLDSMITH: There's a
3 number of factors. I think the return goes
4 intangent with what the allocations could
5 be. So there's a number of other
6 allocations that we show on here that can
7 get you towards that 7.3% return without
8 significantly increasing, you know,
9 equities.
10 It's by inviting additional asset
11 classes, primarily alternatives that help
12 diversify the portfolio and can increase
13 returns without markedly increasing
14 volatility. And so I don't -- we don't feel
15 that 7.3% is unachievable taking into
16 account some of those portfolio alternatives
17 that we're going to talk about.
18 MS. RHYNHART: Is that what
19 you're going to be recommending?
20 MR. GOLDSMITH: I'm not sure
21 we're necessarily recommending anything.
22 You know, as Chris said, this is for
23 consideration and discussion.
24 MS. RHYNHART: Okay.

1 MR. GOLDSMITH: You know,
2 obviously, the actual data should be taken
3 into account when that figure is set.
4 There's also, you know, adjusting the
5 discount rate is a decision that doesn't
6 just affect, you know, this --
7 MS. RHYNHART: Oh, I know.
8 MR. GOLDSMITH: -- point. It
9 has the ability -- it affects the portfolio
10 recommendations.
11 MS. RHYNHART: I know.
12 MR. GOLDSMITH: So, you know,
13 I can make recommendations based purely on
14 my knowledge of the plan but there's no
15 ability to meet those other liabilities.
16 It's things I can't do.
17 MS. RHYNHART: Right. I
18 think the question is, and there's been a
19 lot of discussion around this topic outside
20 of this plan, but, you know, that if a
21 pension plan is setting assumed rate of
22 return too optimistically, it's a false
23 sense of security for them and for the union
24 members as well that are trying to depend on

1 the plan.
2 So that is my question of if we
3 kept the current asset allocation, is this
4 efficient frontier on page 7 saying that
5 really that what we should be assuming is
6 over around 6%, 6.4? Is that what it's
7 saying?
8 MR. GOLDSMITH: 6.4 for --
9 MS. RHYNHART: I'm just
10 looking at -- reading your efficient
11 frontier, page 7. PGW current. Isn't the
12 access --
13 MR. GOLDSMITH: The long term
14 expected return for the current plan is 7%
15 annualized over the long period of time.
16 MS. RHYNHART: But that's not
17 this chart.
18 MR. GOLDSMITH: This is the
19 intermediate efficient frontier you're
20 looking at. The long term efficient
21 frontier would be found on page 10.
22 MS. RHYNHART: Oh, okay.
23 MR. GOLDSMITH: And so you
24 can see where the current falls in there.

1 Now, that's an arithmetic figure, you know.
2 What's shown on the chart is geometric.
3 Geometric returns are what, you know,
4 applies to annualized long-term figures. So
5 it's not going to, you know, show higher
6 than 7.0 if you were to draw the line on
7 that chart. But, again, it's arithmetic
8 versus geometric.
9 You know, it's a 44% chance over
10 the long term. That's not above 50 percent.
11 I think, you know, 7 -- and we'll get to it
12 in a second here. I think 7.3% is
13 reasonable given if we allow this plan to
14 make some changes and allow for some asset
15 classes that aren't currently allowed within
16 the effects of the policy statement. You
17 know, again, primarily alternative asset
18 classes.
19 You know, there's been -- since
20 we've been here at PFM, you know, fees in
21 this plan have come down significantly and
22 so I think that there is the ability to sort
23 of add some active more expensive
24 alternative managers. If you consider doing

1 a fee budget, you know, we've reduced that
2 fee budget that traditional asset classes
3 are using for indexing and utilizing
4 managers with attractive fee proposals in
5 the active side.
6 You know, the alternative space,
7 things like real estate and private equity,
8 they do typically charge higher fees. But,
9 you know, as you can see, it's small
10 allocation. You know, we feel there's room
11 to take on some of that increased fee for
12 the, you know, for the benefit of increasing
13 the chance of making that discount rate.
14 MS. RHYNHART: Okay.
15 MR. GOLDSMITH: So, you know,
16 for illustrative purposes, that's what's
17 shown on page 6. You know, we can dial up
18 equity or dial down equity in trying to make
19 that return, but what that does is, you
20 know, pretty significantly increases the
21 volatility or decreases the volatility.
22 It's standard deviation only. And that's
23 going into the volatility of equities we've
24 seen over the last quarter.

1 And, you know, getting back to the
2 alternative proposal, if you want to flip
3 ahead to page 14, for example -- well, not
4 for example but to look at, you can see here
5 the current -- you know, the same allocation
6 we had earlier on the far left. But then
7 there's, you know, that allocation with 5%
8 to alternatives, 10% to alternatives, 15,
9 and 20%.
10 And you see here the impact, you
11 know, on the expected return and the risk of
12 the portfolio, both on the intermediate term
13 and the long term adding to alternatives,
14 essentially adding diversity; diversified
15 asset classes. It not only increases the
16 expected return but also does so while not
17 increasing volatility but lowering
18 volatility.
19 MS. RHYNHART: That seems
20 counterintuitive that it wouldn't increase
21 the standard deviation with it increasing
22 alternatives.
23 MR. GOLDSMITH: It seems
24 intuitive?

1 MS. RHYNHART: It seems
2 counterintuitive. You would think that with
3 alternative investments that the volatility
4 would rise.
5 MR. GOLDSMITH: It does seem
6 counterintuitive. It's almost entirely
7 related to diversification and the fact that
8 different asset classes perform very
9 differently -- well, differently in
10 different markets. And alternatives
11 typically have, you know, private equity
12 might correlate to the equity market
13 somewhat but they will not perform exactly
14 the same certainly in real estate, certainly
15 in private debt, things like infrastructure
16 and timber.
17 And so when you add more asset
18 classes, assuming that you're rebalancing
19 back to your targets on a fairly relative
20 basis, you know, let's say one asset class
21 overperforms while one underperforms, you go
22 back to targets and then different asset
23 classes outperform, it is the case that
24 adding more asset classes reduces

1 volatility. I'm not sure if I'm explaining
2 that in the best way.
3 MS. RHYNHART: So you're
4 saying the alternative investment by itself
5 has increased volatility but partner, the
6 correlation, is lower?
7 MR. GOLDSMITH: Yes. And if
8 you were to look at the total portfolio
9 level, it does reduce volatility. You know,
10 you can even do this by just taking domestic
11 equities and adding international equity.
12 If you look at the return of the S&P and
13 then the volatility and then you're adding
14 in, you know, taking -- doing 50/50 S&P,
15 50/50 international index, that portfolio
16 will be less volatile than either of those
17 two indices combined simply because they're
18 moving in different directions at different
19 times.
20 And assuming that you are
21 rebalancing that, you're not letting one
22 investment appreciate, appreciate,
23 appreciate instead of depreciating.
24 MS. RHYNHART: Okay.

1 MR. GOLDSMITH: And so I
2 agree. I mean, I asked the same question
3 several years ago when I came. This doesn't
4 seem to make sense but it gets back to, you
5 know, one of the core tenants of a long-term
6 portfolio manager is diversification. So
7 looking at the hard numbers, you know,
8 adding in just a small amount of
9 alternatives, 5% over the long term, you
10 know, your expected return goes up to 7.2%
11 and 48 or 49% chance of achieving the 7.3%.
12 Going up to 10% alternatives, you
13 know, which is not an unreasonable target by
14 any means, many pension plans both that we
15 manage and we don't revise on or that, you
16 know, we have allocations to all, you know,
17 above 5%, above 10%. And certainly within
18 that 5 to 10% range it's not unreasonable
19 for a plan like this which is highly liquid,
20 very exposed to liquidity, you know. And I
21 wouldn't say liquidity but liquidity in the
22 markets and the volatility that goes along
23 with that.
24 But, again, also it has a fairly

1 low all-in cost. It's come down over the
2 last several years. And so, again, you
3 know, knowing that, sure, the discount rate
4 could be changed but that has other
5 challenges that go along with it. These
6 represent some alternatives to not change
7 the discount rate but increasing the chance
8 of missing that number and having unfunded,
9 you know, portions for down the road. So
10 you can see that there's the intermediate
11 CMAs, efficient frontier on 15 and on 18 is
12 the long term.
13 And you can kind of see how really
14 just adding asset classes moves the return
15 boxes up and even slightly to the left, you
16 know, left being lower standard deviation.
17 That's kind of the realm you want to be in.
18 You know, the floating bar charts here
19 throughout this exhibit, and it shows the
20 various cortiles, you can think of this as
21 sort of the stress testing element. You
22 know, the top box represents the top 25th
23 percentile of returns. The outsides to the
24 tail end, bottom similarly represent the

1 tail risk for the downside.
2 You know, those I think, you know,
3 it's interesting to see here that, you know,
4 adding alternatives really does not, you
5 know, expand the bottom box any lower than
6 it can. You know, due to printing, the
7 white boxes here should be ignored. It's,
8 you know, the lighter -- the bottom lighter
9 red-shaded box at the bottom is 25th
10 percent. And you can see that as
11 alternatives are added, you know,
12 theoretically, you know, having some risk
13 but we talked about correlation to
14 volatility.
15 You know, the bottom box, it
16 acually doesn't go any lower than what it
17 was for the PGW current allocation. And
18 actually, the whole box is on its own
19 shifted upwards. So in general, it's a more
20 efficient portfolio. You know, if you want
21 to flip back for a counterpoint to that to
22 page 11, so this is without alternatives
23 again.
24 And so, again, the current

1 portfolio on the left, you know, higher
2 equity in the middle, lower equity on the
3 right. For all these time periods, when
4 you, you know, go to a higher equity
5 portfolio, sure the top box, you know, goes
6 up but so does the bottom box. And so
7 you're adding the chance for higher risk but
8 also higher volatility, particularly so in,
9 you know, these tail risk periods of the
10 upside or the downside.
11 So, again, sort of the -- we're not
12 just -- in alternatives, we're not just
13 expanding the box but expanding it and sort
14 of moving the whole thing upwards. You
15 know, there are cash flows included in this
16 assumption. You can see those on page 20.
17 We're just assuming, you know, what we have
18 two million or so per month coming out.
19 You know, the difference in market
20 value between over 30 years between the
21 current portfolio and the 10% alternatives
22 portfolio is roughly, you know, 160 million
23 or so, you know, in real dollar terms. I
24 don't know what the liability growth would

1 be over here. That's a question for the
2 actuary.
3 But ultimately, we do think 7.3% is
4 reasonable. We do think that adding some
5 alternatives in the 5 to 10% range is
6 reasonable that this plan, you know, could
7 take that on. So, again, this is designed
8 to facilitate some discussion. We've
9 already had a little bit. I don't know if
10 there are any other questions?
11 (No response).
12 MR. DIFUSCO: And just to add
13 a little bit of color to Alex's -- and I
14 know Rebecca and maybe Kellan had asked
15 about this recently. To Alex's point about
16 the fees, they have come down fairly
17 substantially over the last five fiscal
18 years. So in fiscal year '14, we were
19 around 49.5 basis points. The most recent
20 complete fiscal year, we were down to 36
21 basis points and change. That represents
22 over $400,000 a year in fee savings.
23 I would expect that to get a little
24 bit bigger in terms of fee savings based on

1 the fact that, you know, we'll have another
2 index manager that was just approved today,
3 and the fact that two international managers
4 that were recently approved, Curtis and
5 Acadia, they're cheaper than two of the
6 three mutual funds that we're getting ready
7 to exit the portfolio. So that should add,
8 you know, savings.
9 Copeland was the active small cap
10 manager, significantly cheaper than both of
11 the two small cap managers we currently have
12 in the lineup. So I would expect the fee
13 savings to grow even a little bit more from
14 where it is now once we have all that in
15 place.
16 MS. RHYNHART: I think it's
17 interesting that the modeling at 10%
18 alternatives gets to 7.3 with the same goal.
19 I mean, I find that interesting. I would be
20 interested to have Matt from my staff who's
21 right behind us and I have someone else on
22 staff in my policy and data group who did
23 the Monte Carlo simulation for the City's
24 main public pension plan.

1 I would just like to have them take
2 a look at what you've done just to better
3 understand it 'cause I find it really
4 interesting that you're able to get to 7.3
5 with volatility only at 10.7. So I just --
6 that would be helpful, Chris, if that's okay
7 to do?
8 MR. DIFUSCO: Yes. And we
9 have no -- yeah, we've worked with them, as
10 you know, so that's not a problem. And,
11 again, we don't expect to see a decision to
12 be made today. I mean, next steps in my
13 mind would be taking a closer look, you
14 know, Alex and I and the IPS, just in terms
15 of what would need to be amended if we went
16 down this road. There would clearly need to
17 be some changes.
18 And then what I think would also be
19 helpful at either the next meeting or the
20 meeting after depending on where we're at to
21 just talk about if we went down this road
22 what type of alternatives we would start
23 with, you know, what that would look like.
24 Would we start with real estate? Would we

1 start with private equity? Where do we
2 start? What would the cost look like? How
3 would we scale in?
4 You know, one of the challenges,
5 and I know Alex and I have talked about it,
6 is that with a smaller plan, sometimes your
7 options are more limited in terms of they
8 can become more expensive which I'm not in
9 favor of. So you can have a little -- you
10 don't have the economies of scale. One
11 option that we've talked about and it can be
12 tricky is in certain situations we could
13 potentially partner when it makes sense with
14 somebody that the large funds do to keep the
15 fees down.
16 Now, that's tricky because we have
17 a much more robust private equity, right,
18 portfolio. With the big plan, we only have
19 one or two relationships here. We have to
20 be a little bit more concerned about diverse
21 -- just because it's a little bit more
22 tricky. And so I just want to make sure
23 that -- and I'm not saying any of you or me
24 or Alex won't be, we just have to be

1 thoughtful and prudent about how we do that.
2 So I think in my mind, those would
3 be the next steps in terms of looking at the
4 IPS, you know, taking a look at any of the
5 additional research Alex does or that Matt
6 and Nick, you know, provide in terms of any
7 of the things they do, and then maybe just
8 talking about a discussion as to where we
9 think we would start on alternatives if we
10 went down that road.
11 MR. GOLDSMITH: On page 14,
12 this is kind of the most current 5, 10, 15,
13 20. That's generally along the lines. If
14 we were to scale in, we would scale in in
15 that order from 5 to 10, for example.
16 MR. DIFUSCO: I just mean
17 with regards to the order.
18 MR. GOLDSMITH: Yeah. There
19 would be specifics and there is education on
20 the elements of the proposal.
21 MS. RHYNHART: Sounds good.
22 MR. DIFUSCO: Thank you.
23 MR. SCOTT: All right. Next
24 on the agenda is investment performance

1 management.

2 MR. GOLDSMITH: So today I

3 think we'll cover -- on the last tab in the

4 book, in the folder, you can see the full

5 report for the quarter end, December 31st,

6 the fourth quarter. We covered performance

7 here in the January meeting so there's

8 really nothing new. I'm not going to go

9 through this. But, again, this does

10 include, you know, your full performance

11 report.

12 You know, page 2.5 shows the cash

13 flows over the quarter of the year and, you

14 know, contributions, distributions, fees,

15 and expenses, you know, investment return.

16 If actually, if you want, you can flip ahead

17 to page 2.5 in the lower left. So, you

18 know, on the box on the bottom is the full

19 year. You can see the market value as of

20 January 1st.

21 Last year, it was 543 million.

22 About 27 million, 26.5 million, came into

23 the plan, 51 million in distributions over

24 the full year. You know, fees and expenses

1 are now -- and then, you know, the
2 investment return which reflects negative
3 26.3 million reflects a minus 5.4 return for
4 the full year. And so that's, you know, how
5 you get that 543 to 491,000.
6 On page 2.6, the asset allocations,
7 this is where we were for most of the year.
8 You know, even more overweight to equities
9 typically around 2.9 to 3% underweight to
10 fixed income and then in line with
11 international equity. It's important to
12 take that at this time because that's really
13 the reason why the plan had outperformed for
14 most of the year and then underperformed in
15 the fourth quarter when the equities were
16 off sharply. It's also the reason
17 explaining why the plan has performed fairly
18 well year to date in 2019.
19 MS. RHYNHART: I'm sorry. On
20 this page 2.5, this is showing the cash
21 flow, right?
22 MR. GOLDSMITH: Yes.
23 MS. RHYNHART: Okay. So on
24 the bottom, one year. You have

1 contributions of 27 million, distributions
2 51.8, fees 1.6. I mean, so a common method
3 of looking at cash flow in a pension plan is
4 to take out the return on investment and
5 just look at contributions and
6 distributions. The fact that it's so
7 negative, are we comfortable with that
8 because it's close to fully funded?
9 MR. GOLDSMITH: So you're
10 talking about, let's say a net basis, you
11 know, 24, 25 million or so net outflows for
12 the plan for the full year. You know, I
13 think that's -- again, on a year when we're
14 achieving the right or getting close to it
15 or over long periods of time, that is an
16 appropriate amount of distributions, again,
17 assuming you're making the rate of return.
18 This is a little -- Chris, maybe you know
19 better than I do.
20 This plan doesn't really receive
21 contributions in the traditional sense so
22 most of the money -- you know, when we look
23 at it, we look at about 24 million coming
24 out per year, like I said. And, again, if

1 you take that number on its own over long
2 periods of time, you know, we've shown it in
3 the asset allocation number, you know, your
4 market value in the median will grow, you
5 know, assuming you're making -- you're
6 getting close to making those assumptions.
7 MR. DIFUSCO: I would also
8 say I think that -- I know that's part of
9 the reason why when the finance director set
10 the rate at 7.3 a couple years ago, we also
11 made changes which required PGW to start
12 making greater contributions.
13 MS. RHYNHART: Yes.
14 MR. DIFUSCO: And Tom, the
15 actuary, gets mad because I always flip
16 this. It's the greater of the 20-year
17 closed or the 30-year open annualization and
18 I may have flipped the open and close. But
19 it's the greater of those two things so over
20 time requiring PGW contributing more to the
21 plan, more to the benefits should improve
22 cash flow and help to pay down the unfunded
23 piece more quickly. But that definitely was
24 part of the rationale when that change was

1 made in addition to lowering the rate down
2 about 30 or 35 basis points at the time.
3 MR. GOLDSMITH: And over the
4 last several years, the plan, even with
5 those outflows, have been cash flow
6 positive. You know, we have an update as of
7 March 8th. It's not quite back to the
8 market value where things were but, you
9 know, it's getting that close. And also
10 Medicare payments have continued to be made,
11 you know, over this period as well so we're
12 still -- we've made, what, 15 months of
13 active payments since January 1st last year.
14 So with 15 months of payments, a very
15 volatile quarter, you know, and close to
16 where things were.
17 The rest of this book contains a
18 lot of supplemental information. Let's see
19 here. You know, it included allocated, you
20 know, managers, et cetera. I'm not going to
21 go through all of that. It includes the
22 number of alerts that I think we sent out
23 and discussed in previous meetings; our
24 alert from October that addressed market

1 volatility at the time, our alert from
2 January 7th that addressed the market
3 volatility towards the end of that period,
4 and then, you know, a short version of our
5 capital markets assumptions.
6 I have a long version that I'll
7 leave everyone with. But at the very end,
8 there's a green page. If you flip beyond
9 that, you can see the performance as of
10 January 31st. So this was not -- I can't
11 recall. I don't think we had this at the
12 January meeting. It was a little too early.
13 Back on January 31st, the market value of
14 the plan was back up to 520 million,
15 520,736,000, a one-month return of January
16 of nearly 6% net of fees, outperforming the
17 benchmark on overweight to equities.
18 You'll see most of the active
19 managers working close to their benchmarks
20 or underperformance slightly with the
21 exception of fixed income. But, you know,
22 it was the allocation not overreacting to a
23 volatile quarter, not getting out of
24 equities but remaining slightly overweight

1 to equities that allowed that performance to
2 be the way it was. February performance
3 will be released by the end of the day
4 tomorrow or so.
5 It was a similar month in February.
6 The markets were up to similar amounts.
7 Outperformance was similar. And that trend
8 has generally continued into March. We've
9 seen a little bit more volatility but so
10 far, you know, most equity markets are flat
11 to up slightly here in March. You know,
12 again, I mentioned within equities, a lot of
13 the active managers were, you know, fairly
14 close to their benchmarks, you know, net of
15 fees.
16 The international managers, you
17 know, get close, a mixed bag, hopefully
18 rolling off variances soon when we have the
19 new international managers. But then on the
20 next page, page 2, the fixed income, you
21 know, this is one where the whole fixed
22 income segment outperformed the benchmark by
23 about half a percent. This one was largely
24 on active management so it's nice to see

1 that we're underweight to fixed income, you
2 know, not relativity out of that
3 less-performing asset class but also taking
4 advantage of active management, you know,
5 pretty much across the board.
6 There are some exceptions; Logan
7 Circle investment grade credit. There's a
8 slightly missed benchmark, 2.35 to 2.48, but
9 that 2.35 was still, you know, 1.3% part of
10 its aggregate which this whole set is trying
11 to beat. Logan Circle's credit is a credit
12 overweight that we've had in these plans
13 since last June when we were added.
14 Skyhard, we're at the bottom, 4.33, lacks
15 high-yield benchmark slightly but still the
16 decision to be in high yield when it's not
17 in the benchmark.
18 The benefit of this plan has
19 benefited most of last year. It detracted
20 during the fourth quarter both in investment
21 grade credit and high yield but that trend
22 has, you know, as much of the equity markets
23 flipped back here in 2019. So we expect,
24 you know, when February comes out, similar

1 performance. You can see what was handed
2 out as of March 8th.
3 The handout, the top left, market
4 value is 530.9 million. And, again, this is
5 after another month. I think you used it to
6 pay the benefits from cash, I believe. It's
7 also after the March benefits have been
8 paid.
9 MS. RHYNHART: Can you talk a
10 little bit about Von Nelson? So under small
11 cap on -- I'm looking at January 31st. I
12 mean, Von Nelson looks like they've
13 underperformed year to date one year and
14 three years. They also have one of the
15 highest fees at 100 basis points. Why don't
16 we get rid of them, I guess is the question?
17 MR. DIFUSCO: They are.
18 Their contract is done.
19 MS. RHYNHART: Oh, wonderful.
20 MR. DIFUSCO: And so is
21 Eagle. They'll be replaced by -- Von and
22 Eagle will be replaced by Drumline who you
23 hired today. And Copeland --
24 MS. RHYNHART: Oh, perfect.

1 MR. GOLDSMITH: And that's
2 what Chris was saying too. If you're going
3 from 100% active management to 50% active
4 management --
5 MS. RHYNHART: Can we always
6 do this? So I ask when --
7 MR. WHITE: I think Chris is
8 just happy that you asked a question and he
9 can say yes.
10 MR. DIFUSCO: I think I say
11 yes a lot.
12 MR. GOLDSMITH: And the same
13 thing is like, as we've said, it's underway
14 at international too. The contract is
15 pretty close there so they'll be, you know,
16 inactive in the effects and approach there
17 if that's what we're -- fees will be
18 lowered.
19 You know, the Von Nelson, their
20 underperformance, you know, they were
21 actually doing, you know, fairly well for
22 most of the calendar year in '18 and then I
23 think it just suffered in the fourth
24 quarter. And they've had issues with

1 utilizing the direct broker so, you know,
2 there's no --
3 MS. RHYNHART: No positives?
4 MR. GOLDSMITH: No loss or
5 anything.
6 MS. RHYNHART: Okay.
7 MR. DIFUSCO: So both of
8 those will be out once we have the contracts
9 done.
10 MS. RHYNHART: Okay, great.
11 MR. GOLDSMITH: So that's
12 the end of my comments. I think next time
13 we'll probably take another look at the
14 mechanics of the investment portfolio and
15 maybe look at the IPS language and look at
16 some specifics of the individual alternative
17 asset classes that we would consider adding,
18 and then where they would be sourced from.
19 MR. SCOTT: All right. Thank
20 you. Is there any new business for us to
21 consider this morning?
22 MR. DIFUSCO: No. Just the
23 next meeting is May 15th and then a reminder
24 that the July meeting got moved to the 11th.

1 I sent that out to everyone and to
2 scheduling assistants but just so you know.
3 It's on a Thursday on July 11th so those are
4 the next two meetings. But I didn't have
5 any other new business.
6 MR. SCOTT: All right. Is
7 there a motion for us to adjourn?
8 MS. JOHNSON: Yes.
9 MR. SCOTT: So moved. Thank
10 you very much.
11 - - -
12 (This concludes the hearing
13 at 10:50 a.m.)
14 - - -
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1 C E R T I F I C A T I O N
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