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4 NEW YORK CITY TEACHERS' RETIREMENT SYSTEM

5 INVESTMENT MEETING

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8 Held on Thursday, January 5, 2017, at 55 Water

9 Street, New York, New York

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11 ATTENDEES:

12 JOHN ADLER, Chairman, Trustee

13 DEBRA PENNY, Trustee

14 THOMAS BROWN, Trustee

15 SUSANNAH VICKERS, Trustee, Comptroller's Office

16 CHARLOTTE BEYER, Trustee

17 DAVID KAZANSKY, Trustee

18 RAYMOND ORLANDO, Trustee

19

20 REPORTED BY:

21 YAFFA KAPLAN

21 JOB NO. 0409982

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2 ATTENDEES (Continued):

3 SUSAN STANG, Teachers' Retirement System

4 DAVID MORTON, Rocaton

5 MICHAEL FULVIO, Rocaton

6 PATRICIA REILLY, Teachers' Retirement System

7 VALERIE BUDZIK, Teachers' Retirement System

8 LIZ SANCHEZ, Teachers' Retirement System

9 SHERRY CHAN, Office of the Actuary

10 THAD McTIGUE, Teachers' Retirement System

11 ANTONIO RODRIGUEZ, Mayor's Office

12 RON SWINGLE, Teachers' Retirement System

13 DAVID LEVINE, Groom Law Group

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2 MR. ADLER: Good morning. Welcome to  
3 the Teachers' Retirement System investment  
4 meeting for January 5, 2017. Happy New Year,  
5 everyone.

6 Patricia, will you please call the roll?

7 MS. REILLY: Yes. John Adler?

8 MR. ADLER: I am here.

9 MS. REILLY: Thomas Brown?

10 MR. BROWN: Here.

11 MS. REILLY: David Kazansky?

12 MR. KAZANKSY: Here.

13 MS. REILLY: Debra Penny?

14 MS. PENNY: Here.

15 MS. REILLY: Charlotte Beyer?

16 MS. BEYER: Here.

17 MS. REILLY: Susannah Vickers?

18 MS. VICKERS: Here.

19 MS. REILLY: We do have a quorum.

20 MR. ADLER: Thank you very much. So Mr.  
21 Fulvio, shall I turn it over to you?

22 MR. FULVIO: Great and Happy New Year,  
23 everyone. Before I dive in, I want to  
24 introduce, just for those of who you don't  
25 know him, David Morton is here with me today.

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2 He is Rocaton's chief market strategist, and  
3 later on in the agenda he will be presenting a  
4 capital market outlook for 2017.

5 With that, I am going to dive into some  
6 ancient history: November 2016. That's the  
7 report for the Passport Funds. Should be  
8 right behind your agenda. I will just paint a  
9 very quick backdrop. You will recall that  
10 with the election results in November, there  
11 was a strong rally in equity markets in the  
12 US. The Russell 3000 Index was up about 4 and  
13 a half percent. Abroad we saw somewhat  
14 different results. Developed nonUS markets,  
15 as measured by the EAFE Index, was down about  
16 2 percent, and the EM proxy that you have,  
17 which excludes Russia and China and Pakistan,  
18 was down about 6.4 percent. So we saw  
19 certainly some increased action in the  
20 markets, especially the US markets.

21 As with fixed income markets in the US,  
22 we saw treasuries sell off quite a bit. The  
23 10-year rose about 60 basis points alone in  
24 the month of November. So the rate rise that  
25 everyone was calling for or looking for,

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2 certainly we saw rates moving and perhaps this  
3 is the beginning of a longer term rise, but I  
4 will let David speak a little bit about that.

5 So as we look back at the Passport Fund  
6 performance during the month of November, you  
7 will note that the Diversified Equity Fund was  
8 up about 3 percent against the Russell 3000  
9 Index of about 4 and a half. The return of  
10 the Diversified Equity Fund, however, was in  
11 line with the hybrid benchmark which measures  
12 the passive representation of the market  
13 exposures in the fund, and what really drove  
14 the returns for the month of November was the  
15 somewhat negative return for the nonUS  
16 exposure within the fund.

17 As I mentioned earlier, the nonUS  
18 markets were down anywhere from a couple to 6  
19 percent for EM. Your benchmark, the composite  
20 of the international benchmarks was down about  
21 2.9 percent and your managers kept pace there.  
22 The active composite added value to the tune  
23 of about 50 basis points during the month for  
24 the US, exceeding the return of 3, returned  
25 about 5 percent, and the Defensive Strategies

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2           Composite, though positive, couldn't exactly  
3           keep pace with the Russell 3, up about 1.3  
4           percent. So the year-to-date through  
5           November, we saw a return for the Diversified  
6           Equity Fund about 8 percent. That trailed the  
7           Russell 3, which was up about 10.6 percent  
8           year-to-date. Again with softer returns  
9           abroad, holding back some of the absolute  
10          returns of the Diversified Equity Fund as well  
11          as the Defensive Composite not keeping pace  
12          with the broad US equity market which again  
13          ended November year-to-date up about 10.6  
14          percent.

15                 And we will speak a little bit more  
16          about performance through the end of December,  
17          but we saw continued run in equity markets in  
18          December. The Bond Fund at the end of  
19          November was about 324 million dollars in  
20          assets. That fund was down about 1 percent  
21          for the month, bringing the year-to-date  
22          return to about 1.7 percent, just ahead of its  
23          1 to 5 years of credit benchmark. The  
24          International Equity Fund was down about 2.9  
25          percent during November in line with its

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2 benchmark, adding very slightly to the  
3 outperformance year to date for that fund,  
4 which was up about 1.7 percent through  
5 November versus the broad market which was 1  
6 percent. The Inflation Protection Fund was  
7 about 47 million dollars of assets, at the end  
8 of the month was relatively flat. I should  
9 say pretty flat on an absolute return basis up  
10 about a tenth of a percent. That was ahead of  
11 its benchmark, which was down about 50 basis  
12 points. The year-to-date return for that fund  
13 is up just shy of about 8 percent. It's 7.9  
14 percent, ahead of its custom benchmark as well  
15 as ahead of CPI which we saw through November  
16 to be up about 1.8 percent year-to-date. The  
17 Socially Responsive Equity Fund at about 136  
18 million dollars at the end of the month was up  
19 about 3.7 percent in line with the S & P.  
20 That fund was up about 8 and a half percent  
21 year-to-date just trailing the S & P by about  
22 a little bit more than a percent.

23 Were there any questions on November's  
24 performance for the Passport Funds? Okay. So  
25 I will make a very quick brief comment on

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2 December and how we ended the year and then  
3 David will dive into our 2017 outlook. The  
4 Russell 3 finished December up about 2  
5 percent, bringing the year-to-date return for  
6 the broad US market to about 12.7 percent.  
7 Abroad, we saw a strong month for developed  
8 nonUS markets with the EAFE Index about 3.4  
9 percent. We also saw some positive numbers  
10 across emerging markets in December. That  
11 custom benchmark TRS was up about 1 and a  
12 quarter percent. That brought the  
13 year-to-date return for that custom benchmark  
14 to positive 13 percent for emerging, positive  
15 1 and a half percent for nonUS developed  
16 markets, and the International Composite  
17 benchmark all in total was up about 4 percent  
18 last year. The underlying strategy for the  
19 Inflation Protection Fund you will see during  
20 December was up about 1 and a quarter percent,  
21 bringing the year-to-date to positive 9  
22 percent, and the underlying strategy for the  
23 Socially Responsive Equity Fund was also up in  
24 the month of December about 1 and 3/4 percent  
25 and the year-to-date for that fund is about



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2 10.4 percent versus the S & P with a return of  
3 about 12 percent. So with that, if there is  
4 no questions, we will look forward. Okay.

5 MR. MORTON: Good morning, everyone. I  
6 have the unenviable task of trying to make  
7 sense where we are today over this calendar  
8 year. The election is over. So I know many  
9 of you might feel like holding hands and  
10 commiserating, but it's done with at this  
11 point and we have the inauguration to look  
12 forward to relatively soon and we have a lot  
13 of different things to think about as far as  
14 politics, financial markets, economic growth,  
15 both here and overseas, and you know, even  
16 though this says our 2017 outlook, I would  
17 tell you that my crystal ball dropped on the  
18 way here so I have no idea what's actually  
19 going to happen. But we put quite a bit of  
20 thought throughout the year into where we are  
21 in the marketplace, what we might expect, what  
22 might be rational to think about in the  
23 marketplace, what the marketplace is pricing  
24 in to financial markets and we do this on an  
25 ongoing basis, and I think we try to sort of

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2 evaluate where perhaps the consensus might be  
3 wrong.

4 So for example, this time last year, we  
5 would have told you we didn't expect interest  
6 rates to go up for 2016, and for most of the  
7 year that was the correct statement. In fact,  
8 despite the run-off rates at the end of the  
9 year, they pretty much ended exactly where  
10 they are at the beginning of the year if you  
11 look at the 10-year treasury rate. So we try  
12 to be contrarian if we see there is a reason  
13 to be contrarian, but we don't have to be  
14 contrarian. So if we look perhaps -- we  
15 handed out these slides, and we can talk  
16 through all of these slides, none of these  
17 slides, and I am happy to just answer  
18 questions that any of you might have also. So  
19 we can go in any direction you really want to.  
20 I am thinking that we probably should start  
21 here, and we may not get beyond this page.

22 The very first point, I apologize. It's  
23 not really meant to be tongue-in-cheek, but  
24 political uncertainty is something that we  
25 certainly have to deal with in 2017 and just

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2 step away from the US for a second -- these  
3 books actually work really well if you push  
4 them all the way flat. Then they actually  
5 stay open instead of having to fight it for  
6 the next 20 minutes or so. I sit for a lot of  
7 meetings where people try to do this.

8 If we just step away from the US, come  
9 back to the US in a couple of minutes.

10 Elsewhere in the world, we clearly have a lot  
11 of problems in the Middle East. We have the  
12 whole Syria issues and sort of US and allied  
13 nations facing Russia, and then you also have  
14 the Sunni-Shiite sort of rising tensions  
15 across the entire region there. You have  
16 rising political polarity in Europe. We saw  
17 that last year with Brexit. We are seeing it  
18 with France right now. We see sort of the  
19 pressures with Germany. There is a German  
20 election later this year. Actually, this says  
21 it's coming up next month. It's not; it's  
22 August to October sometime. The German  
23 election is much further out this year, but we  
24 have the German election.

25 Perhaps if Brexit and the US election

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2 were the both most important political events  
3 of 2016, the German election is probably the  
4 most important political event in 2017.

5 Certainly as far as schedule goes because  
6 should it happen that Angela Merkel not win  
7 the German election, that really opens up the  
8 question of -- if you would like, a Pandora's  
9 box of what the political range of outcomes  
10 might be in Europe gets wider. You will see  
11 increasing pressures on the euro. You will  
12 see increasing pressures on the periphery of  
13 Europe so we will see perhaps sort of Europe  
14 will come back to the agenda in ways it hasn't  
15 been for years since 2011, 2012. It wouldn't  
16 be our prediction at this point that that's  
17 necessarily going to happen. Just that we  
18 might get there and there is going to be a lot  
19 of question marks. Germans have a lot of  
20 issues to deal with. Most countries in the  
21 world outside of the Middle East complain  
22 about the influx of immigrants. Germany  
23 accepted 800,000. That's huge. Far, far in  
24 excess than any country in the world having to  
25 deal with, again, outside of the Middle East,

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2 and that's going to have ramifications.

3 Already has ramifications. Will continue to  
4 do so.

5 So Germany aside, effects in the US.  
6 What's going to happen here. Who knows? I  
7 can't tell you that we have a really strong  
8 view of -- you know, so we have Steve Mnuchin  
9 going to enter the Treasury if he gets  
10 approved obviously, confirmed. He will become  
11 the Treasury Secretary. We are not exactly  
12 sure of what the mandate will be. We know  
13 some things about how he is going to run the  
14 Treasury. We don't know too much.

15 Rex Tillerson running the State  
16 Department. Who knows anything about Rex  
17 Tillerson other than he ran the world's  
18 largest oil company for a long period of time  
19 relatively successfully. We don't know  
20 anything about his foreign policy views, his  
21 degree of understanding of international  
22 relations. We know he got along with Putin  
23 reasonably well, and that was good for Exxon.  
24 That doesn't tell us really how he is going to  
25 run the diplomatic service or international

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2 foreign relations. I can tell you from a  
3 personal point of view, I am really glad it's  
4 not John Bolton who is running the State  
5 Department. I did have some nightmares about  
6 that sort of over the holidays.

7 But all of these things are sort of  
8 really big range of outcomes just to how this  
9 is all going to work out, and that's not  
10 mentioning Donald Trump himself. Which Donald  
11 is it? Is it the Donald Trump that tweets,  
12 and he tweets some extreme things at times and  
13 some things you shake your head at and maybe  
14 you shake your head at everything he tweets.  
15 Is it the Donald Trump who stepped away from  
16 John Bolton and went to somebody like Rex  
17 Tillerson? As much as he is an unknown to us,  
18 maybe he is a much more moderate and sensible  
19 choice. We don't know yet.

20 Steve Mnuchin was his fundraiser. Does  
21 Steve Mnuchin have a lot of understanding of  
22 how to run the Treasury Department? Steve  
23 Mnuchin was a successful Goldman Sachs  
24 partner, less successful when he formed a  
25 hedge fund and made a lot of money in OneWest.

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2               What does he know about running the Treasury  
3               Department? We don't really know in that  
4               regard. How is Congress going to deal with  
5               Trump? Well, we sort of saw a little bit the  
6               other day. Congress went in one direction.  
7               It was their first opening gambit of the year.  
8               How everybody feels about what they tried to  
9               do as far as ethics, slightly insulting that  
10              they start to feel that way but they quickly  
11              changed, quickly reversed direction in  
12              response to a Trump tweet.

13              You know, so there is a conversation I  
14              walked in about sort of tweets and it is a  
15              negative. Well, it might be but it's just a  
16              tool for communication. So it's really what  
17              you are communicating through tweets, the  
18              matter. So these are -- I told my kids --  
19              they are 17 and 14 -- to keep watching the  
20              nightly news on PBS because this is going to  
21              be fascinating.

22              From a purely intellectual point of  
23              view, this is going to be fascinating because  
24              we have never seen it before. I don't think  
25              we ever saw this before, this degree about the

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2 uncertainty of what the agenda is going to be,  
3 how things are going to get done, how this  
4 particular person is going to lead the  
5 country. Is he going to lead the whole  
6 country? Is he going to lead a small part of  
7 the country? Really difficult to understand  
8 and appreciate what's going to happen. But  
9 again, it's going to be somewhat historic.  
10 Good or bad. Quite different from what we  
11 experienced before. Certainly from the Obama  
12 administration but quite different what we  
13 experienced the previous eight years from the  
14 Bush administration as well. So watch this  
15 face. We will see what happens. So unless  
16 there is any questions --

17 MR. ADLER: I want to ask a question.

18 MS. STANG: You thought you were going  
19 to get away with it.

20 MR. ADLER: So as you know, in our asset  
21 allocation that we did last year, we had -- at  
22 Rocaton's strong suggestion, we increased the  
23 duration of our fixed income portfolio which  
24 is not implemented or completely implemented  
25 yet, but you know, looking at the market



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2 outlook here on the first page of page 2,  
3 where you say, you know, you are basically  
4 looking at faster economic growth in the US  
5 and you think there is still room for the  
6 equity markets to increase. What do you think  
7 about that duration -- you know, again, I  
8 don't want to call it a bet but that duration  
9 direction of our fixed income portfolio and  
10 you still think it's a good idea?

11 MR. MORTON: Yes because I think you are  
12 taking off interest rate risk. You are taking  
13 interest rate risk off the table partly by  
14 adding duration versus your liabilities. And  
15 also I think you are hedging some of the  
16 equity risk. You have a lot of equity risk in  
17 the portfolio, and I think having a long  
18 duration exposure is probably the best thing  
19 that you can do and the size you need to do it  
20 to hedge that equity risk.

21 So I think implying the question of what  
22 you think is going to happen with interest  
23 rates -- so let me just go straight there. We  
24 continue to -- we continue to think that  
25 interest rates, the rise that we have just

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2 seen, we think -- just scan a lot of news that  
3 we have already appreciated in the last sort  
4 of two months, we had a big increase in deals  
5 since the election. We don't see that that  
6 increase in yields necessarily follows through  
7 to further increases in yield going forward  
8 into this year. Now, it might. The only way  
9 it might is if we get surprised on the  
10 inflation side. So right now we have rising  
11 inflation expectations, but those can plateau  
12 from here and not keep rising, and if they  
13 don't keep rising, we would expect that  
14 interest rates not only don't rise but it's  
15 somewhat more likely that they could even fall  
16 if we don't see a rise in inflation  
17 expectations.

18 If we have much faster growth and there  
19 is pressure on prices, that could lead to  
20 higher interest rates. But just before the  
21 holidays and post-election, I was on the West  
22 Coast. I visited three large fixed income  
23 firms who all spend a lot of time thinking  
24 about interest rates and what's likely to  
25 happen. A couple of them have a very good

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2 record. Doesn't mean that anybody is right.  
3 We don't actually believe it's possible to  
4 consistently predict interest rates, but I  
5 believe DoubleLine, PIMCO, Guggenheim, all  
6 three of which have very good thinking long  
7 term about interest rates, where they might  
8 go, not one of them felt like interest rates  
9 were going to continue to rise from where we  
10 are today. In fact, Guggenheim has gone on  
11 saying and has written in public that they  
12 think the terminal yield for the 30-year --  
13 not for the 10-year but the 30-year is around  
14 3 percent. So post-economic expansion peak  
15 interest rates for the cycle, 3 percent, which  
16 is where we already are at. So they think  
17 long term from here, three, five years out  
18 into the future, the 30-year rate is not going  
19 any higher than from here. Ten-year rate may  
20 rise a little bit but not that much more from  
21 here. So that's their view.

22 Both PIMCO and DoubleLine saw interest  
23 rates as having moved a lot and likely not  
24 going to continue to do that in short term.  
25 Longer term some pressure may be to increase

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2 rates from these levels, but again, not  
3 materially from where we have already risen  
4 to.

5 So they could all be wrong, right,  
6 entirely, and that wouldn't be anything new in  
7 the bond market, for bond managers to have  
8 gotten interest rates wrong. I think it's  
9 very, very difficult to predict interest  
10 rates. I think we come back to what's  
11 different today versus previous cycles is  
12 there is so much debt. Massive amounts. More  
13 debt today than there was pre-credit crisis  
14 both here and globally. The global economic  
15 system could not stand much higher interest  
16 rates and continue to grow rapidly. So you  
17 have got this great big -- you mentioned a  
18 great, big, heavy blanket pushing down on the  
19 global economy, stopping it from getting too  
20 excited. The amount of debt that we have here  
21 in the US is significantly greater and you  
22 know, treasury debt. A lot of short terms so  
23 you will see higher interest rate there. In  
24 Europe, even greater amount of debt. In  
25 Japan, massive amounts of debt, rising debt

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2 level, and emerging markets in general and big  
3 increase in debt in the last few years in  
4 China. All of that, when you see interest  
5 rates rise, it's going to take money out of  
6 the pockets of consumer businesses,  
7 governments, and be suppressive of growth at  
8 some point. So we see reasons why there would  
9 be outward pressure on rates and a lot of  
10 reasons why once they have risen, there is  
11 going to be big pressure that is going to put  
12 a lid on it. Doesn't mean rates won't push  
13 through it but need a lot of economic positive  
14 news and growth in order to keep pushing rates  
15 higher. Yes.

16 MS. BEYER: I have a couple of questions  
17 and one I am not sure is fair to ask you, but  
18 in your improving global growth prospects, if  
19 you could defend that in light of saying that  
20 simply a change in perception of global growth  
21 can trigger things, how much weight do you put  
22 on the whole market psychology? This last six  
23 weeks or eight weeks, whatever it is is  
24 phenomenal, the way everybody is so excited,  
25 and you watch CNBC and everybody is jumping

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2 around. How much of it is psychology, and how  
3 hard a fall can you anticipate coming from  
4 that?

5 MR. MORTON: So I think a huge amount of  
6 economics is psychology. I think, you know,  
7 there is a entire field of behavioral finance  
8 that looks at sort of individual decisions,  
9 and it's understood that people aren't  
10 actually all that rational when making  
11 economic decisions. There is lot of failures  
12 about that. But what we are talking about  
13 here is the total economy, not talking about  
14 the individual. Talk about the collective. I  
15 think a massive amount is psychology, and you  
16 know -- and I want to be careful in how I  
17 phrase this because I woke up the next morning  
18 after the election feeling like I had woken up  
19 in a Game of Thrones episode where all the  
20 characters that I previously loved and gotten  
21 attached to had just been murdered. So --

22 MR. ORLANDO: Spoiler alert, those of  
23 you who are still on Season One. Or have  
24 never seen it.

25 MR. MORTON: So I want to be very

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2 careful with how I phrase this. So if you  
3 don't listen to any of the pundits that they  
4 get on CNBC or the actual people who present  
5 on CNBC, but if you listen to people who own a  
6 business, whether that be a CEO of a business  
7 or people who own their own small business,  
8 their psychology has changed. And I can't  
9 tell you I know exactly why that is but  
10 everybody that I have seen or heard or talked  
11 to has changed in their psychology about their  
12 outlook for their business, and I think that's  
13 really powerful. It's really powerful because  
14 it means that they are going to invest more,  
15 they are going to borrow more, they might be  
16 more willing to hire people. So just in and  
17 of itself, it's a psychological change that  
18 can make a big difference in the economy, and  
19 I would suggest to you perhaps the lack of  
20 growth over the last eight years, despite  
21 everything that the Federal Reserve has done,  
22 zero interest rates, massive amount of  
23 multiple times, none of that ever touched  
24 confidence, and the psychology never really  
25 sort of improved during that period of time.

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2 And yet here we are in sort of a few weeks'  
3 time, and we have seen a material change.

4 And now I would say that it's also -- if  
5 it can change for positive that quickly, it  
6 can change for the negative that quickly also.  
7 So you know bad trade policy or a Twitter war  
8 with China or pick your favorite sort of fear  
9 of the new administration. There is lots of  
10 ways that you can harm that, but right at this  
11 moment in time, there seems like a lot of  
12 positive psychology.

13 MS. BEYER: So part 2 which follows on  
14 what you just said is if the CEOs of  
15 companies, small and large, have a much more  
16 confident outlook, and yet the labor  
17 participation is low, lowest and Macy's, you  
18 know, laying off 10,000 people, which dwarfs  
19 the jobs created by people changing their mind  
20 about offshoring and robotics and all that  
21 coming in and how many jobs really will there  
22 be, so can you weigh those factors into your  
23 forecast because could it not be that we  
24 really -- when all this money comes back to  
25 our shores, will they really do that versus



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2 share buybacks and all the other things?

3 MR. MORTON: So there is a couple of  
4 different questions in that.

5 MS. BEYER: I know. Sorry.

6 MR. MORTON: So I heard somebody say on  
7 the radio yesterday there was a big positive  
8 for the economy if they change the tax rules  
9 and all the corporations, all the tax money  
10 comes back, that's a big positive. I think  
11 that's completely false because they can  
12 borrow at virtually nothing for the last  
13 seven, eight, nine years --

14 MS. BEYER: -- and haven't done it.

15 MR. ADLER: Except for share buybacks.

16 MR. MORTON: Except for share buybacks.  
17 But you can borrow all day long to buy shares  
18 back for the last seven, eight years, so I  
19 think this money coming back is completely  
20 false in that regard. What I do think changes  
21 things materially, however, is an  
22 infrastructure plan and a material one. I  
23 have been here many, many years ago talking  
24 about infrastructure, and it's -- you know,  
25 you only have to drive to work or take a train

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2 to work in New York. You know, the greatest  
3 city in the world as we like to say, probably  
4 the worst roads in the developed world of any  
5 major city. We have a lot of work to do on  
6 infrastructure. That's going to be a really  
7 fascinating sort of battle between the new  
8 administration and Congress because there is  
9 lots of fiscal hawks in Congress that don't  
10 want to increase the debt load to the extent  
11 that Trump I think would likely want to  
12 increase the debt load in order to invest in  
13 infrastructure.

14 If we get a material infrastructure  
15 program, I think that really changes things  
16 from an employment picture. Not only in the  
17 direct impact is a lot of more construction  
18 jobs and then lots more jobs serving the  
19 construction industry, but all of those people  
20 who go then to work in construction, which is  
21 relatively highly compensated for blue-collar  
22 workers, all those people who go to work in  
23 construction have to be replaced in the jobs  
24 that they previously had. So you get sort of  
25 a multiplier effect I think from doing that.

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2 So I think that can certainly change the jobs  
3 picture. I think it would be interesting to  
4 see what happens, the rising minimum wages  
5 that we are seeing as of the first business  
6 day of the year. You know, your average  
7 economist will tell you that's a really bad  
8 idea. And your average economist missed the  
9 greatest credit crisis almost entirely so they  
10 could be wrong, and I would say every  
11 economist that you talk to or writes in  
12 Financial Times or Wall Street Journal says  
13 the US economy is supposed to be weakening and  
14 it's not post-Brexit. So take economists with  
15 a grain of salt I guess.

16 So I would say to you that offsetting  
17 the rising cost of those workers who now have  
18 a much higher pay packet each week is their  
19 spending ability, and I think that one of the  
20 really negative things about polarization in  
21 wealth that the people who spend all of their  
22 income, the lower income people, who spend all  
23 of their income and more have had less to play  
24 with and -- or to live on I should say, and  
25 with a rising sort of wage rate for them, I

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2 think that is a positive for consumption in  
3 the economy and again has a more positive  
4 multiplier effect than the tax cut for the  
5 wealthy does. Much higher multiplier effect.

6 MS. BEYER: Thank you.

7 MR. MORTON: So I didn't get very far.  
8 But so just staying with the global growth  
9 theme, so I am sure investment managers have  
10 been in here in the last 12 months and told  
11 you that Japan was still in possession and  
12 things of that nature. They are not anymore.  
13 They have got some growth. I don't know if  
14 they managed to keep that going. I don't  
15 know. To be quite honest, we don't spend a  
16 lot of time predicting Japanese growth.  
17 European growth, though, has picked up from  
18 recession levels. US growth picked up last  
19 year. Started the year very weak and then  
20 ended the year reasonable, and today as we  
21 talked about already, we have some rising  
22 confidence.

23 Emerging markets are still growing.  
24 China appears to be growing at a reasonable  
25 clip. You know, I would tell you there is

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2 sort of rising warning signs about China.  
3 Both their debt level that I mentioned  
4 earlier, their currency has been falling up  
5 until sort of the last 24 hours when I think  
6 they made some administrative measures to get  
7 it to turn around, and it turned around a  
8 couple of percents. So I think those rising  
9 sort of pressures in that regard, but  
10 generally the growth picture is better today  
11 than it was 12 months ago with some I wouldn't  
12 say -- call it wind at the back. More sort of  
13 a gentle breeze perhaps here in the US and  
14 maybe in Europe.

15 There is a lot of problems in Europe.  
16 We touched on just one of them, immigration  
17 issue. If you look at the euro, euro has  
18 fallen a lot and that's really good for their  
19 growth, not bad. It's good for their growth  
20 prospectively. So I would sort of focus on  
21 that as being sort of an early warning signal  
22 that their prospects should actually be  
23 better, and also the UK's currency has fallen  
24 materially after Brexit and continues to be  
25 under pressure. It's also positive for

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2 successful growth and maybe what the  
3 economists have been saying in that regard.

4 So what could sort of get in the way of  
5 these positive signs or maybe come along with  
6 this is this issue of inflation. We have seen  
7 no inflation for a long period of time. Maybe  
8 somebody as young as Mike has never seen  
9 inflation in his entire lifetime.

10 MR. ADLER: Poor Mike.

11 MR. MORTON: So we don't -- and clearly  
12 the Federal Reservists tried to create  
13 inflation. The Japanese Central Bank tried to  
14 create inflation, and ECV tried to create  
15 inflation, which hasn't worked yet, so I think  
16 one of the things we are hyperfocused on this  
17 year is watching all signs of inflation and  
18 all of them have ticked up and that's -- I  
19 wouldn't say that's anything to worry about.  
20 I think it's consistent with sort of a  
21 moderate increase in growth, but it's  
22 something that we are very focused on because  
23 I think that could change sort of the relative  
24 value of asset classes. It's the one reason  
25 why you would be concerned about extending

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2 your duration to the extent that you have the  
3 prospect for interest rates, but I think we  
4 need to see a material increase in interest  
5 rates to be worried about the long duration.

6 Equity market uncertainty is sort of --  
7 again, it's not tongue-in-cheek. We are  
8 always concerned what happens in the equity  
9 market. I think what we mean, what the  
10 research team at Roca-ton means is that we have  
11 very high valuations. The US stock market has  
12 only been this expensive twice before, so that  
13 to us is we shouldn't get excited about the  
14 stock market looking forward into 2017.  
15 However, if we have deregulation for the  
16 banks, we have rising confidence and some, you  
17 know, fiscal infrastructure plan, it's hard to  
18 be -- it's hard to be that negative about the  
19 prospects of the stock market in the face of  
20 those things, and I think it would be foolish  
21 for us to say that 2017 isn't going to be a  
22 good year for the stock market. All those  
23 previously -- if you look back at history, all  
24 those things have been positive for stock  
25 market over time. Yet we are still at really

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2 elevated valuation levels, so we really need  
3 profits to rise to support these valuation  
4 levels that we have going forward from here.

5 Then one sector within the stock market  
6 has really responded post-election. We expect  
7 will continue to respond for a number of years  
8 here, and that's not necessarily focused on  
9 the stock price increasing but the level of  
10 profitability for banks. I think this  
11 probably is a complete regime change for the  
12 banking system, and I don't know that that  
13 means we get back to the excesses and abuses  
14 of the pre-credit crisis period, but I think  
15 it means that a major part of the US economy,  
16 which is a highly levered economy, demands and  
17 needs an efficient, well-oiled banking system  
18 in order to grow.

19 I think the unshackling the banks to a  
20 degree -- and it's only to a degree. Even if  
21 we do away with Dodd-Frank, there is still a  
22 lot of things that are different about the  
23 banking system today that are different than  
24 ten years ago that feel like a positive growth  
25 for the banks, but it feels like a positive



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2 for economic growth. If consumer businesses  
3 can get financing more efficiently and  
4 effectively from the banking system, again  
5 that supports economic growth, it supports  
6 confidence, it leads to higher bank profits,  
7 it leads to more bank lending and more bank  
8 employment and so on and so forth. So for us  
9 that might be, you know, one of the elements  
10 that supports the -- this improvement in  
11 psychology and increase in confidence as we go  
12 forward.

13 So I covered all the themes that we want  
14 to talk about. I want to just pause for a  
15 second and see if there are any questions on  
16 anything or anything that I haven't covered.  
17 There is lot of things that we didn't put into  
18 here for issues of brevity that I haven't  
19 talked about but I am happy to talk about.

20 MR. KAZANSKY: So do you believe I guess  
21 the mantra that these repeals for regulation  
22 in the banking industry are going to actually  
23 help the smaller banking institutions as  
24 worded? Do you think that might or might not  
25 happen?

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2 MR. MORTON: So I made a presentation  
3 about a month ago to a client. I had -- it's  
4 a big audience similar to this, and one of the  
5 audience members was CEO of a community bank  
6 who lambasted me because I said I wasn't sure  
7 that Dodd-Frank would get repealed. I got  
8 lambasted after that by all of the things that  
9 Dodd-Frank had done to the community banking  
10 system and been negative for the community  
11 banking system and no banker would ever trust  
12 the regulators ever again and I was like okay.  
13 So I think so. It's -- I think it's a big  
14 positive for the small bank, the medium-size  
15 bank, the large bank out there, and I don't  
16 think that that's negative for all of us. You  
17 know, clearly we went through, you know,  
18 unique -- I think a unique period in financial  
19 history with banking excesses and consumer  
20 finance excesses of the pre-credit crisis  
21 period.

22 Today the banks and this isn't going --  
23 -- I don't believe this is going away. There  
24 is a reason why this could go away, but the  
25 amount of capital that they have got to have

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2 is not a Dodd-Frank issue; it's a Basel III  
3 issue. Completely different regulation.

4 So the amount of capital they have to  
5 have, the safety of the system is sort of  
6 enshrined in having that higher capital base,  
7 so I don't see that, you know, consumers are  
8 going to be on the hook at any point for, you  
9 know, maybe a generation if they have to hold  
10 on to that amount of capital. So to me it  
11 seems more likely that it's a significant  
12 positive to us. We are trying to see where  
13 there might be a negative of the banks being  
14 pushed out of so many businesses. So far I  
15 haven't really seen it.

16 You know, one of the things that -- you  
17 know, one of the things that Dodd-Frank, you  
18 know, stopped banks from doing is trading in  
19 bonds and other securities and those are --  
20 that has an impact on your portfolio. That's  
21 not a positive impact. It's harder to get --  
22 certainly the size the entire -- both the New  
23 York City Teachers' pension and other pensions  
24 in the system, it's hard to buy bonds and  
25 trade bonds as a result of Dodd-Frank, and

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2 that has a material cost over time as well.

3 So you know, will that come back? Will banks  
4 be able to trade? We will see. I think there  
5 is -- I think it's more likely eventually  
6 might just take some time in order to do it.

7 MR. ADLER: Antonio has a question.

8 MR. RODRIGUEZ: So on that note, another  
9 thing recommended within our asset allocation  
10 was increasing allocations or finishing our  
11 allocation to private debt, and in many ways a  
12 lot of the private debt managers talked about  
13 an opportunity, regulatory opportunities that  
14 are taking place because of regulations on  
15 banks. If Dodd-Frank were to be repealed or  
16 there is some type of regulatory changes, what  
17 are the feeling on those opportunities, kind  
18 of those opportunistic opportunities  
19 disappearing for a lot of those?

20 MR. MORTON: It's a really good  
21 question. I think those opportunities  
22 eventually will change, but I think it would  
23 take years to repeal Dodd-Frank to change the  
24 banks back to doing all the things that the  
25 investment management industry is trying to

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2 take over from them, and so I think for the  
3 next three, five years I think there is going  
4 to be plenty of opportunities for those types.  
5 Looking further out, I think we would have to  
6 see, you know, there is still the -- the banks  
7 still have this big significant capital  
8 requirement that they need to maintain which  
9 is going to stop them from doing a lot of the  
10 things that they used to do.

11 So perhaps the banks will originate the  
12 loan, but they might sell to your OFI managers  
13 the junior piece of that so that they  
14 maintain -- they keep the origination fees and  
15 maintain that business, but they don't have to  
16 have quite the same capital set aside for that  
17 particular business. So maybe there is a role  
18 for the banks to do more, get more involved in  
19 the economy but for this junior slice of risk  
20 to still sit in private investment management  
21 industry.

22 MR. ADLER: Other questions?

23 MR. FULVIO: Be mindful of time.

24 Obviously people have questions but --

25 MR. ADLER: Okay, David. Thank you very

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2 much for your informative and provocative  
3 presentation.

4 MR. FULVIO: So that concluded the  
5 agenda that we have for the public session.

6 MR. ADLER: Okay. Anyone have anything  
7 else for the public session? All right. I  
8 think a motion would be in order to exit  
9 public session. Is there such a motion?

10 MS. PENNY: I move pursuant to Public  
11 Officers Law Section 105 to go into executive  
12 session for discussion regarding specific  
13 investment matters.

14 MR. ADLER: Is there a second?

15 MS. VICKERS: Second.

16 MR. ADLER: Okay. Motion made and  
17 seconded. Any discussion? All in favor of  
18 the motion to exit public session, please say  
19 aye. Aye.

20 MR. BROWN: Aye.

21 MR. KAZANKSY: Aye.

22 MS. PENNY: Aye.

23 MS. BEYER: Aye.

24 MS. VICKERS: Aye.

25 MR. ADLER: All opposed, please say nay.

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2 Any abstentions? Good. That concludes our  
3 public session and let's just wait a moment.  
4 (Whereupon, the meeting went into executive  
5 session.)

6 MR. ADLER: So do we have a motion to  
7 exit executive session and go back into  
8 public?

9 MR. BROWN: So moved.

10 MR. ADLER: Is there a second?

11 MS. PENNY: Second.

12 MR. ADLER: Motion made and seconded.  
13 Any discussion? All in favor of the motion to  
14 exit executive session and go back into public  
15 session, please say aye. Aye.

16 MR. BROWN: Aye.

17 MR. KAZANKSY: Aye.

18 MS. PENNY: Aye.

19 MS. BEYER: Aye.

20 MS. VICKERS: Aye.

21 MR. ADLER: Any opposed, please say nay.  
22 Any abstentions? So when Liz tells us we are  
23 back in public session, and Susan, you are  
24 ready to do your report.

25 Okay. Back in public session. Susan?

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2 MS. STANG: Okay. In executive session  
3 a manager update was presented, and a policy  
4 matter with respect to investment issues and  
5 guidelines was discussed.

6 MR. ADLER: Thank you very much. I  
7 think that concludes our business for today.  
8 Can we have a motion to adjourn?

9 MR. KAZANSKY: So moved.

10 MR. ADLER: Is there a second?

11 MS. BEYER: Second.

12 MR. ADLER: Motion made and seconded.  
13 Any discussion? All in favor of the motion to  
14 adjourn, please say aye. Aye.

15 MR. BROWN: Aye.

16 MR. KAZANKSY: Aye.

17 MS. PENNY: Aye.

18 MS. BEYER: Aye.

19 MS. VICKERS: Aye.

20 MR. ADLER: All opposed, please say  
21 nay. Any abstentions? Motion carries. The  
22 meeting is adjourned.

23 (Time noted: 11:37 a.m.)

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4 : ss.

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6

7 I, YAFFA KAPLAN, a Notary Public  
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11 transcript of the stenographic notes taken  
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13 IN WITNESS WHEREOF, I have hereunto  
14 set my hand this 17th day of January,  
15 2017.

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YAFFA KAPLAN

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