VENTURA COUNTY EMPLOYEES' RETIREMENT ASSOCIATION

BOARD OF RETIREMENT

BUSINESS MEETING

JUNE 20, 2011

MINUTES

DIRECTORS PRESENT:
Tracy Towner, Chair, Safety Employee Member
William W. Wilson, Vice Chair, Public Member
Steven Hintz, Treasurer – Tax Collector
Steve Bennett, Public Member
Albert G. Harris, Public Member
Joseph Henderson, Public Member
Robert Hansen, General Employee Member
Arthur E. Goulet, Retiree Member
Chris Johnston, Alternate Employee Member
Will Hoag, Alternate Retiree Member

DIRECTORS ABSENT:
Karen Anderson, General Employee Member

STAFF PRESENT:
Henry Solis, Interim Retirement Administrator
Brenda Cummings, Retirement Operations Manager
Lori Nemiroff, Assistant County Counsel

PLACE:
Ventura County Employees' Retirement Association
Second Floor Boardroom
1190 South Victoria Avenue
Ventura, CA 93003

TIME:
9:00 a.m.

ITEM:

I. INTRODUCTION OF MEETING

Chairman Towner called the Business Meeting of June 20, 2011, to order at 9:00 a.m.
II. **APPROVAL OF AGENDA**

Mr. Harris moved, seconded by Mr. Johnston, to approve the agenda.

Motion passed.

III. **APPROVAL OF MINUTES**

A. Disability Meeting of June 6, 2011.

Mr. Goulet stated that under Item XII. Public Comment, in the second paragraph in the next to the last line, the last word, "and," should be deleted.

The Board discussed a desire for more abbreviated Minutes and would agendize at a future date.

Mr. Goulet moved, seconded by Mr. Henderson, to approve the Minutes for the Disability Meeting of June 6, 2011, as amended.

Motion passed.

IV. **CONSENT AGENDA**

A. Regular and Deferred Retirements and Survivors’ Continuances for the Month of May 2011.


D. Budget Summary – Year to Date as of March 2011 and April 2011, Fiscal Year 2010-11.

E. Real Estate Managers Quarterly Information.

1. Guggenheim
   a. Investment Summary for Period Ended March 31, 2011

2. RREEF
   a. Statement of Account for Quarter Ended March 31, 2011
IV. CONSENT AGENDA (continued)


Mr. Harris moved, seconded by Mr. Wilson, to approve the Consent Agenda.

Motion passed.

V. INVESTMENT INFORMATION

A. Rogge Global Partners Plc. Investment Presentation, Olaf Rogge and Angela Ruane.

Angela Ruane and Olaf Rogge were present from Rogge Global Partners Plc. Investment to provide an overview of the firm, a review of the investment process and fee structure, and to identify the qualities that differentiate Rogge as an investment manager.

Mr. Rogge highlighted the facts that he started the firm twenty-seven years ago with the intent of being a global fixed income firm and it currently manages $46 billion of which $14.8 billion are in the Global Aggregate.

Mr. Rogge reviewed the breakdown and length of their relationship with their client population of 138 clients.

Mr. Wilson sought clarification regarding what percentage of Rogge's clients is in the United States.

Mr. Rogge stated that their offices in Tokyo, London, New York, and Singapore, are staffed by 115 people of which 46 are dedicated to global fixed income. He noted the longevity of the staff's employment history and that the staff represents fourteen different nationalities.

Mr. Rogge reviewed their overall investment philosophy which focuses on healthy countries which have healthy capital markets which in turn will deliver healthy currency. Mr. Rogge stated that based upon this philosophy the excess return produced is 3.05%, of which the currency contribution is 1.85%.

With regard to the organization's asset allocation model, Mr. Rogge commented that the senior partners meet frequently to discuss the global outlook, macro outlook, inflation outlook, and possible event risks, as well as developed markets allocations, credit allocations, high yield allocations, and emerging markets allocations. In addition, he noted that the six senior
V. INVESTMENT INFORMATION (continued)

A. Rogge Global Partners Plc. Investment Presentation, Olaf Rogge and Angela Ruane. (continued)

partners meet monthly to make a global assessment, and a risk budget. This information is provided to the implementation teams.

Mr. Rogge reviewed the four step process they use to develop and implement, within the client’s guidelines, the optimal portfolio. He stated that they are interested in real rates of return as opposed to nominal rates. He opined that this will be difficult to do in the next few years because most central banks are interested in printing inflation or trading inflation.

In response to Mr. Vandolder’s request, Mr. Rogge addressed the issue of Greece. Mr. Rogge also stated that current global growth is 4.5% with most of the growth coming from emerging markets. He opined that the 6 billion new consumers will be driving the demand in the market in the future, and that the greatest demand will be for food. Mr. Rogge noted that corporate bonds of global companies are best suited to go where demand is and where the least expensive production is.

Mr. Towner received clarification regarding how the fiscal policy commitment figures are determined.

Mr. Hintz received clarification as to why Rogge did not meet the index in 2007.

Mr. Rogge stated, in response to Mr. Bennett’s query, that the policies that have been working for thirty years in the United States are being reversed with the current administration, which may have a negative effect on the U.S. bond market.

B. Loomis Sayles Investment Presentation, Lynda Schweitzer, CFA and Will Averill.

Will Averill and Lynda Schweitzer were present from Loomis Sayles to provide an overview of the firm, a review of the investment process and fee structure, and to identify the qualities that differentiate Loomis Sayles as an investment manager.

Mr. Averill stated that Loomis Sayles has been a manager for VCERA since July 2005. He noted that the Global Bond – Barclays Global Aggregate differs from the current mandate in that it is comprised of 70% non-US assets.
V. INVESTMENT INFORMATION (continued)

B. Loomis Sayles Investment Presentation, Lynda Schweitzer, CFA and Will Averill. (continued)

Mr. Averill provided an overview of the continuity and experience of their portfolio management team, process, and the resources to support this strategy. He highlighted the over 100 investment professionals, and $57 million that are committed to proprietary fixed income and equity research, and how active Loomis Sayles managers are within the public funds arena. He noted that they have sixteen public funds in California invested with them.

Ms. Schweitzer stated that they use five tools to add excess return to their portfolios. She stated that while country, currency, and duration are the typical global macro tools used by a global manager, their competitive advantage is derived from sector and security research and that approximately 60% of their excess returns are derived from this.

Ms. Schweitzer also commented that Loomis Sayles has a value style, they add to the portfolio when they think it is cheap, they are not trend driven. She also noted that they are opportunistic when they see value in it, but when they don’t see value in it they will be very much like the benchmark.

Ms. Schweitzer stated that their process is both top down and bottom up. They use the top down to set the overall strategy, and use the bottom up strategies to build to those targets. The product team makes all decisions as to what goes into the portfolios. Ms. Schweitzer provided an overview of the mechanics of the portfolio construction.

Ms. Schweitzer stated that they use derivatives, currency forwards, futures, and CDS on a hedging capacity, rather than as a primary way to get exposure to markets. They are currently running a short duration and quality bias, with a skew towards corporates and government related, and they also have a tendency to be in the BB and B instrument ratings, as opposed to a full spectrum, according to Ms. Schweitzer. She stated they are overweight in Industrials and underweight in Banks, they are favoring non-Japan Asia, and they are underweight in the Euro and the US dollar and overweight in peripheral markets due to the current fiscal policies. She stated that being underweight to benchmark to European countries has been a benefit to the portfolio.

Ms. Schweitzer highlighted the past excess returns over the benchmark, and commented that the current quarter is flat relative to the benchmark. She stated that of the excess return annualized of 2.44% the majority is in
V. INVESTMENT INFORMATION (continued)

B. Loomis Sayles Investment Presentation, Lynda Schweitzer, CFA and Will Averill. (continued)

security selection.

Ms. Schweitzer reflected back on the underperformance of 2008, and how the fund more than made up for those losses in 2009.

Mr. Averill stated that because of the existing relationship between VCERA and Loomis Sayles they are discounting their fees to 30bps on the first $100 million, and 20bps thereafter.

C. Pacific Investment Management Company (PIMCO) Presentation, David J. Blair, CFA, Kevin Gray, and Scott A. Mather.

Kevin Gray, Scott A. Mather, and David J. Blair, CFA, were present to provide an overview of the firm, a review of the investment process and fee structure, and to identify the qualities that differentiate PIMCO as an investment manager.

Mr. Gray reviewed VCERA’s objectives and requirements. He stated that customization would include portfolio guidelines, reporting standards, and servicing efforts. He emphasized the priority PIMCO places on partnering with their clients and risk management. Mr. Mather stated that portfolio management is risk management, getting the same return with less risk.

Mr. Gray stated that PIMCO is a $1.2 trillion asset manager having 11 offices around the world and PIMCO’s dedicated public pension practice has $70 billion of assets under management, and 20 dedicated staff. He stated that absent this dedicated credit research they will not invest.

PIMCO has a portfolio with multiple concurrent strategies in place with low correlations to the existing fixed income managers which are domestically benchmarked, according to Mr. Gray. Mr. Mather stated that their focus on a variety of strategies is particularly important with a global mandate due to the wide range of bonds.

Mr. Mather commented on the move away from the US bonds and the US dollar to an asset that has some credit risk and the reasoning for the change. He noted the depth of experience they have; for the last twenty five years PIMCO has been using foreign bonds extensively throughout their portfolios.
V. INVESTMENT INFORMATION (continued)

C. Pacific Investment Management Company (PIMCO) Presentation, David J. Blair, CFA, Kevin Gray, and Scott A. Mather. (continued)

Mr. Bennett received clarification that they do not see an obvious reserve currency other than the US dollar in the next five years, but its relative use is declining.

Mr. Mather stated they believe in a long term orientation and that PIMCO is well known for their top down views, but in some years their bottom up process may drive half of their activity.

Mr. Mather described the various meetings and strategies employed by PIMCO. He also discussed the annual May meeting during which they debate the issues with speakers from outside the organization who disagree with their position.

In response to Mr. Goulet's inquiry regarding risk management, Mr. Mather clarified that Mr. El-Erian is the co-CIO and that there is a succession plan in place for when Mr. Gross is no longer with the organization.

Mr. Blair highlighted client educational and contact opportunities including PIMCO Institute, a traveling series, white papers, daily access to Mr. Blair, and frequent access to the portfolio management team.

Mr. Bennett received clarification on how PIMCO managed the fund during 2008. PIMCO explained that its emphasis on less liquid, high quality non-sovereigns resulted in the majority of those underperforming assets quickly coming back in 2009.
V. INVESTMENT INFORMATION (continued)

D. Hewitt EnnisKnupp, Kevin Vandolder and Eric Kuhl.


   a. Sprucegrove
   b. Artio
   c. Hexavest
   d. Walter Scott
   e. GMO
   f. Acadian
   g. Western
   h. Reams
   i. Loomis Sayles
   j. K2

Mr. Vandolder provided a brief review of the investment performance in May 2011, noting the 0.8% loss of the portfolio.

Mr. Johnston noted Artio's performance.

Mr. Wilson commented on the May performance of Hexavest and WalterScott.

Mr. Vandolder stated he plans to work with the staff in the month of September to deliver their research opinions on all the investment managers.

3. Highlights and Research, June 2011.

   a. Global Fixed Income Search

Mr. Henderson stated he would prefer that Mr. Vandolder make sure the presenters present what they are going to do for VCERA in plain English, rather than reading out of the materials.

Mr. Hansen stated that with regard to the monthly presentations he would prefer that they state who they are, why they are there, and what they are going to do and that they not read from the materials.

Mr. Vandolder reviewed the Relative Weaknesses/Issues and the Sector Characteristics and Fee Characteristics of Loomis Sayles, PIMCO, and
V. INVESTMENT INFORMATION (continued)

D. Hewitt EnnisKnupp (continued)

Rogge. He highlighted the key man risk, the fee discount, and VCERA’s confidence and existing contract with Loomis Sayles which would expedite the funding of the new mandate; the size and complexity of PIMCO’s portfolio; and the fact that while Rogge’s strategy is more understandable and less expensive, its performance is less compelling.

Mr. Vandolder reviewed the Return Summary, and opined that all three candidates are equally attractive for different reasons. He then reviewed page 39 of the Highlights and Research titled Risk Profile – Current and stated that VCERA can expect a 1.6% point deviation from the policy portfolio, and that the fees are 22bps, which is very favorable relative to VCERA’s peers. If VCERA modestly moves to an allocation of 20% global fixed income of the total fixed income allocation, fees will modestly go up, while benchmark risk would go down.

Mr. Wilson stated he is uncomfortable with VCERA’s large exposure to US debt, and he would be in favor of putting 20% into the global debt instruments. He stated his preference for Loomis Sayles due to its good track record, past performance, and the great job they have done in the past.

Mr. Wilson moved, seconded by Mr. Hintz, to allocate 20% of VCERA’s bond portfolio to global debt and non-U.S instruments.

Mr. Vandolder stated that HEK’s best thinking is the 20% allocation for right now, and that this is consistent with his other clients.

Mr. Henderson commented that a global allocation would include U.S. debt, and questioned whether the motion was limited to global, non-U.S. debt.

Mr. Wilson amended the motion to allocate 20% of VCERA’s bond portfolio to global debt instruments, Mr. Hintz seconded the amended motion.

Motion passed.

Mr. Bennett received clarification from Mr. Vandolder that Rogge had a lot of depth, and, like PIMCO, while the founder is the face of the organization, the organization can function without him.

Mr. Vandolder summarized the organizations’ strengths and weaknesses, in response to Mr. Goulet’s question. He stated that Loomis Sayles would
D. Hewitt EnnisKnupp (continued)

be the best choice if they were to fund up slowly because of VCERA's existing relationship, however, PIMCO would be the safer choice in terms of being in California and the prominence in the California public environment, and Rogge would be more boutique oriented, with a high degree of probability of success but still some potential challenges.

Mr. Goulet stated his concern regarding Rogge's headquarters being in London and the Trustee's responsibility to perform due diligence. While Mr. Vandolder validated his concerns, he reminded the Board that Hexavest and Sprucegrove are in Canada, and Walter Scott is in the UK.

Mr. Hansen stated he preferred PIMCO but would be comfortable with Loomis Sayles. He stated that he was satisfied with PIMCO's succession plan, and he reminded the Board that 12 of the other 19 counties have hired PIMCO.

Mr. Johnston stated his preference for PIMCO, because of their risk/return characteristics, when compared to Loomis Sayles.

Mr. Wilson stated he does not see Loomis Sayles as being riskier, and that he would like to go with both PIMCO and Loomis. He stated that Rogge does not have the performance or the track record, and they are less accessible.

Mr. Vandolder discussed the relative risk of Loomis Sayles and PIMCO, and noted that Loomis Sayles is less sensitive to the benchmark.

Mr. Johnston noted that PIMCO is a little more risk adverse, and yet with regard to their returns they are always in the middle or above.

Mr. Vandolder stated that to the extent that VCERA has success with the global mandate the Board could have Loomis return, and with an efficient due diligence process the Board could escalate the 20%.

Mr. Johnston stated his concern whether the Board should proceed at this time in light of the weak dollar. Mr. Vandolder opined that the contract negotiations with PIMCO will delay funding until September or October which would be long enough so that, relative to the medium term market views, it will be fully expressed in the governance process. Mr. Vandolder stated since there is only one more meeting before September the Board allow the governance process to play out and enter the non-US market at that time.
V. INVESTMENT INFORMATION (continued)

D. Hewitt EnnisKnupp (continued)

Mr. Wilson stated while it is unknown where the dollar will be in the next few months, all the managers agree the dollar will devalue in the next few years, and that this is a major driver.

Mr. Johnston reminded the Board that these are the same managers that stated interest rates would be going up and inflation would be skyrocketing. Mr. Vandolder opined that they are usually early.

Mr. Bennett received clarification that because PIMCO is so large it uses derivatives to mask what their decisions are, but offsetting this is their secular forum which is their true edge.

Mr. Bennett stated his preference to make an allocation to PIMCO and his desire to monitor Rogge.

Mr. Vandolder stated that the Board could direct Mr. Solis, with consultation with Mr. Vandolder, to come back to the Board with various funding scenarios for the July meeting. Mr. Vandolder stated that he had various scenarios already available.

Mr. Henderson received clarification that as the Trustees hire more managers it will become more complex, they will be adding more line items, there will be more managers to meet with and monitor, and they will have less negotiating power.

Mr. Goulet stated that if they approved PIMCO and Loomis Sayles the Board would only be adding one manager. Mr. Vandolder concurred and noted that they were already negotiating down the fees.

Mr. Hansen received clarification that PIMCO is less interested in negotiating fees because of their size.

Mr. Hintz moved, seconded by Mr. Hansen, to authorize HEK to engage in contract negotiations with PIMCO and for Mr. Vandolder to return to the Board with various PIMCO and Loomis Sayles scenarios in July.

Motion passed. Mr. Towner opposed the motion stating he would prefer scenarios with all three managers.

Mr. Johnston received clarification that there are mandates for emerging market debt only, but they are rare, more customized, and costly. Mr. Vandolder stated that they prefer a broader mandate, and that most
V. INVESTMENT INFORMATION (continued)

D. Hewitt EnnisKnupp (continued)

emerging markets are raising debt through the US or through their banks.

In response to Mr. Bennett’s query regarding which Board members did not want to continue to investigate Rogge, Mr. Wilson stated that he was concerned about the administrative burden to VCERA.

b. Annual Retreat Agenda

Mr. Vandolder stated that the Board of Retirement Retreat will be a day and a half, and suggested October 6th and 7th, 2011.

A discussion ensued regarding the Rebalancing Revisited retreat agenda item.

Mr. Vandolder stated that Clifton will be at the July Board Meeting, as part of governance, to discuss more fine tuning of the Clifton portfolio investment mandate.

Mr. Bennett stated that there is lack of clarity with regard to rebalancing, and he would like to discuss, after the July meetings, whether the Board requires more time and education on rebalancing. Mr. Bennett also indicated his interest in investment options that meet the targeted returns and sacrificing the potential for returns in excess of 8% in order to minimize the down side.

In response, Mr. Vandolder stated the focus was on total return with minimum guaranteed results and significant exit strategies, to the extent that VCERA’s strategies are not turning out well. He stated from an educational standpoint that this would be a significant topic over the next three years.

Mr. Harris asked if the retreat discussion could include alternative investments.

Mr. Vandolder stated that the credit basket concept and private equity can be part of a discussion on alternative investments; and that commodities should be part of a much larger mandate. He stated that the portfolio insurance concept and a broad creative solutions set that includes gold, commodities, and S&P 500 futures contracts are part of the broad mandate.

Mr. Johnston requested that a glide path topic be added so that the Board
V. INVESTMENT INFORMATION (continued)

D. Hewitt EnnisKnupp (continued)

has another method of derisking the portfolio as the portfolio increases.

Mr. Vandolder stated that they can add that to the second day, but they are not close to that level of funding.

Mr. Vandolder, in response to Mr. Towner's comment, stated that he was sure the actuary would be willing to speak. Mr. Vandolder reminded the Board that the proposed agenda was a means to stimulate discussion regarding what the Board would like, and that the Board could have a working lunch during which time capital market assumptions could be addressed.

Mr. Vandolder stated he would return to the Board in July with an updated Retreat Agenda.

c. RREEF Memorandum
d. Rebalancing Memorandum

4. Securities Lending Compensation Memo

Mr. Vandolder reviewed the rebalancing spreadsheet, highlighting the $14 million that should be moved from Loomis Sayles to the index fund. He stated that moving the funds may result in the Board buying high and selling low.

Mr. Vandolder proposed that staff update the spreadsheet, confer with HEK, and rebalance the portfolio monthly; this would be a reportable event that would not require any Board action.

Mr. Hintz stated that the memo and spreadsheet were both clear and useful.

Mr. Wilson moved, seconded by Mr. Harris, to receive and file items 1, 2, and 4.

Motion passed.

Mr. Henderson moved, seconded by Mr. Harris, to receive and file items 3.c. and 3.d.

Motion passed.
VI. OLD BUSINESS

A. Update on Retirement Administrator Recruitment Process.

Mr. Towner provided an update to the Board on the Retirement Administrator recruitment process.

Mr. Bennett moved, seconded by Mr. Hansen, to authorize the Chairman to make an offer for a base salary of $160,000, with the understanding that the Retirement Administrator's position will include all of the prior Retirement Administrator's duties.

Motion passed. Mr. Johnston, Mr. Goulet, Mr. Hintz, and Mr. Wilson against the motion.

B. Letter from Staff Regarding Authorization to Purchase Office Furnishings.

Staff stated that, per Board request, staff reduced the furnishings request to only those essential items, with the balance of purchases to be requested and made by the future Retirement Administrator. Staff stated, based upon an ergonomics evaluation, there were seven task chairs that needed replacement. Staff will return and seek approval for the necessary remaining furnishings when the appointed Administrator has had an opportunity to review.

Mr. Bennett moved, seconded by Mr. Hansen, to authorize the Interim Retirement Administrator to purchase the identified office furnishings.

Motion passed.

C. 2011-12 Administrative Budget

Mr. Towner excused himself from the meeting; Mr. Wilson took over as chair for the Meeting.

Mr. Goulet stated that he understood the Contingency was to be ten percent of the total budget prior to the addition of $25,000 to the extra-help line item.

Mr. Goulet moved, seconded by Mr. Wilson, to approve the 2011-12 Administrative Budget, with an amendment to the Contingency consistent with his stated understanding.

Motion passed.
VI. **OLD BUSINESS** (continued)

D. 2011-12 Board Travel Policy

Mr. Goulet moved, seconded by Mr. Harris, to approve the 2011-12 Board Travel Policy.

Motion passed.

VII. **NEW BUSINESS**

A. General and Safety Board Member Elections Update.

Mr. Towner returned and continued to chair the meeting.

Staff stated that there had been a mail sorting error with the ballots. Staff reported they met with County of Ventura Elections, GSA, Counsel and CEO, and determined that the appropriate course of action was to do a new mailing. The elections will be certified in a timely manner.

Mr. Hintz moved, seconded by Mr. Harris, to receive and file Staff’s letter.

Motion passed.

B. Renewal of Hearing Officer Contracts.

Mr. Hintz moved, seconded by Mr. Henderson, to renew the Hearing Officers contracts for 2011-12.

Motion passed.


Staff highlighted the inclusion of an additional 580 hours to assist with the new Pension Administration System, programming changes with payroll interface and cross training; and, an hourly increase in the rate to $145. Staff conferred with VCERA’s IT consultant, Linea with regard to the reasonableness of the rate increase and was advised that for the contractor’s level of expertise and background the rate was typically $150 to $225 per hour. Staff recommended the approval of the contract.

Mr. Goulet received clarification that CMP & Associates, Inc. did not prepare the annual statements. Staff stated that Towers Watson receives the raw data from VCERA and produces the statements and that it is
VII. **NEW BUSINESS** (continued)

Renewal of Professional Service Contract with CMP & Associates, Inc. (continued)

anticipated that with the new pension system VCERA will be able to produce these statements in-house. Staff noted that part of the Towers Watson contract is reimbursed by the County.

Mr. Johnston moved, seconded by Mr. Henderson, to approve the CMP & Associates, Inc. contract for 2011-12.

Motion passed.

VIII. **CLOSED SESSION**

There was no closed session.

IX. **INFORMATIONAL**


B. Publications (Available in Retirement Office)

1. Institutional Investor
2. Pensions and Investments
3. Benefits Magazine
4. CalAPRS Update

X. **PUBLIC COMMENT**

Staff stated that both CPAS and VCERA had agreed to terminate the contract without cause and have certified that all confidential and proprietary information has been erased and eliminated.
XI. BOARD MEMBER COMMENT

Mr. Goulet stated that he handed out to the Board a conference report from the CalAPRS Trustee Round Table.

Mr. Towner stated that he had contacted the Retirement Administrator candidate and that the candidate will advise the Chair of his decision either June 20th, or June 21st, 2011.

XII. ADJOURNMENT

There being no further items of business before the Board, Chairman Towner adjourned the meeting at 12:35 p.m., upon motion of Mr. Wilson, seconded by Mr. Henderson.

Respectfully submitted,

HENRY C. SOLIS, Interim Retirement Administrator

Approved,

TRACY TOWNER, Chairman