

**Meeting Date:** 8/16/2016

**Report Type:** Consent

**Report ID:** 2016-00839

**Title:** Sacramento City Employees' Retirement System's Investment Policy

**Location:** Citywide

**Recommendation:** Pass a Resolution approving the investment policy governing the investments and management of the Sacramento City Employees' Retirement System Funds.

**Contact:** Bob Tokunaga, Chief Investment Officer, (916) 808-5340; John Colville, Interim City Treasurer, (916) 808-8297, Office of the City Treasurer

**Presenter:** None

**Department:** City Treasurer

**Division:** City Treasurer

**Dept ID:** 05001011

**Attachments:**

1-Description/Analysis

2-Background

3-Resolution

4-Exhibit A (SCERS Investment Policy 2016)

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**City Attorney Review**

Approved as to Form

Steve Itagaki

8/3/2016 10:14:41 AM

**Approvals/Acknowledgements**

Department Director or Designee: Brian Wong - 8/2/2016 2:19:36 PM

## Description/Analysis

**Issue Detail:** The Administration, Investment and Fiscal Management Board (“Board”) has adopted policies (“Investment Policy”) governing the investment of funds held in the Sacramento City Employees’ Retirement System (“SCERS” or “System”). The Investment Policy governs the investment practices of the Board and its investment managers. Pursuant to City Charter section 383, once the Board adopts the Investment Policy, it is to be delivered to the City Council for its review and approval.

**Policy Considerations:** Sound investment practices and transparency are facilitated by the preparation of written governing policy statements. Such policies should cover all substantive aspects of the investment of funds. The Board has adopted a comprehensive Investment Policy to guide and govern the Board and its investment managers in investing the System’s funds. Pursuant to City Charter section 383, the Investment Policy incorporates the “prudent person” standard as it is described in Probate Code section 16040.

**Economic Impacts:** None

**Environmental Considerations:** This action is not a project subject to CEQA because it involves only administrative activities, general policy and procedure making, and government fiscal activities that do not involve any commitment to any specific project that may result in a potentially significant physical impact on the environment. (CEQA Guidelines § 15378(b)(2), (b)(4), and (b)(5).)

**Sustainability:** None.

**Commission/Committee Action:** Pursuant to City Charter section 383, the Administration, Investment and Fiscal Management Board adopted the Investment Policy prior to review and approval by the City Council.

**Rationale for Recommendation:** The prudent and transparent management of funds held by SCERS on behalf of the beneficiaries of the System is enhanced by the adoption of an Investment Policy setting forth the parameters under which such funds are invested.

**Financial Considerations:** The investment of SCERS funds is within the exclusive purview of the Board. The System, acting through the Board, is responsible for all costs in implementing the SCERS investment program.

**Local Business Enterprise (LBE):** Not applicable.

## **BACKGROUND**

On July 25, 2016, the Administration, Investment and Fiscal Management Board (“Board”) adopted a set of investment policies (“Investment Policy”) that govern the investment and management of the funds of the Sacramento City Employees’ Retirement System (“SCERS” or “System”). Pursuant to City Charter section 383, once adopted by the Board, the Investment Policy shall be presented to the City Council for its approval or disapproval.

The System’s funds are under the exclusive control and management by the Board. The Board has elected to retain the City Treasurer’s Office as its primary Investment Manager. The Board and its Investment Managers are required to conform their actions to the provisions of the Investment Policy. The Investment Policy incorporates the “prudent person” standard mandated by Section 383 of the Sacramento City Charter. This standard is the foundation for all investment and management decisions made by the Board and its Investment Manager.

The Investment Policy sets forth key requirements relating to fundamental matters such as fiduciary duties, diversification, performance measurement and monitoring, liquidity requirements and risk management. The current practices of the Board and its Investment Manager are consistent with these fundamental principles.

The SCERS Investment Policy differs substantially from the investment policies the City Council has adopted for the management of the City’s treasury funds, which policies are grounded in the requirements of the Government Code. The priorities of the investment of the treasury emphasize preservation of principal and liquidity (availability of cash to pay the City’s obligations when due). The rate of return on the investment of treasury funds is the third and less critical investment objective. In contrast, the rate of return on the investment of the System’s funds is an overriding priority as it is important to achieve as close to, if not exceed, the actuarial rate of return imposed on the System (currently, 6.5% annually) to maintain a high funded status of the System. The System has a funded status of approximately 80% of anticipated liabilities, which is a high funded level compared to many other pension funds. Historically, equities (stocks and exchange traded funds) generate higher rates of total return than fixed income instruments (bonds, notes, etc). Accordingly, in order to maintain a high level of funded status, it is necessary that the Board be allowed to invest in equities. In contrast, state statutes limit the investment of the City’s treasury funds in certain types of relatively lower yielding fixed income instruments.

In order to earn additional income on investments (as well as to partially hedge stock price declines), the Investment Policy allows the Board and Investment Managers to utilize options in its investments on a limited basis. The Investment Managers may

write (sell) call options against existing stock holdings (that allow the option purchaser the right to purchase SCERS stock holdings should the market price exceed the strike price of the option) that generate a revenue stream particularly in flat or declining markets. The Investment Managers may also purchase put options that act as a hedge against stock price declines as the purchased put options increase in value as the stock prices fall. Options activity is limited to 30% of the investment portfolio.

One of the most important actions taken annually by the Board is the allocation of the System's funds to various asset classes. The Investment Policy requires the Board to allocate investments to various asset classes on an annual basis in order to establish an acceptable and prudent risk profile for the portfolio and to earn, at minimum, the actuarial rate of return. For example, for the current fiscal year, the Board approved an allocation favoring equities as follows: 40% of the portfolio shall be invested in fixed income assets and 60% in stock holdings. Stock holdings are further divided between stock in domestic large capitalization corporations (35% of the portfolio), dividend-earning stocks (20%), and stocks of international corporations (5%). The Policy allows for fluctuations in the allocations of up to 5% to allow the Board and its Investment Manager flexibility to shift investment emphasis to or from any of the asset classes beyond the stated percentages in order to achieve as much of a portfolio-wide return as prudence allows.

Regardless of the investment assets utilized by the Board and its Investment Managers, all investment activity is governed by the "prudent person" standard as mandated by the City Charter, which standard is described in Probate Code section 16040.

In sum, the Board found that the Investment Policy provides it and the Investment Managers with the authority and flexibility to adequately support the System's financial objectives, and approved the document for Fiscal Year 2016-2017.

## **PROPOSED INVESTMENT POLICY**

The proposed Investment Policy is attached as Exhibit A to the accompanying Resolution. The City Council last approved the SCERS Investment Policy on November 24, 2015 by Resolution 2015-0357. The proposed Investment Policy contains only minor revisions to the Investment Policy last approved pursuant to Resolution 2015-0357.

The Investment Policy proposed herein contains several revisions to clarify two aspects of the investment vehicles available to the Board and Investment Managers. Section V of the policy relating to Suitable and Authorized Investments, has been revised in two ways. First, the policy is revised to allow the purchase of exchange traded funds ("ETF's") that invest in domestic fixed income instruments. The policy authorized the use of ETF's to invest in domestic and international equities and international fixed

income instruments, but, through oversight, failed to authorize the use of ETF's to invest in domestic fixed income instruments. This revision corrects that prior oversight.

Second, the policy makes express the Board's and Investment Managers' authorization to invest in commodities, including, without limitation, precious metals, agricultural products, oil and natural gas, and allows the use of ETF's in order to accomplish such investments. The SCERS domestic equity portfolios held commodity-related ETF's in the past and currently holds a position in gold, all purchased under the broad prudent person standard established by the Investment Policy. The commodity revision to the policy clarifies the investment parameters imposed on the Board and Investment Managers, and provides express authority to engage in investments in commodities.

In all other respects, the proposed Investment Policy contains no other substantive changes to the version last approved by the Board and City in October, 2015 and November, 2015, respectively.

## **RESOLUTION NO. 2016-XXXX**

Adopted by the Sacramento City Council

**August 16, 2016**

### **APPROVING THE INVESTMENT POLICY GOVERNING THE INVESTMENT AND MANAGEMENT OF THE SACRAMENTO CITY EMPLOYEES' RETIREMENT SYSTEM'S FUNDS**

#### **BACKGROUND**

- A. Sound investment practices and transparency are facilitated by the preparation of written governing policy statements. Such policies should cover all substantive aspects of the investment of funds.
- B. On July 25, 2016, the Administration, Investment and Fiscal Management Board ("Board") adopted a comprehensive Investment Policy document pursuant to which the Board and its Investment Managers will conduct investments of the Sacramento City Employees' Retirement System's ("System's") funds. The adopted Investment Policy is attached hereto as Exhibit A.
- C. Pursuant to City Charter section 383, once the Investment Policy is adopted by the Board, it is to be presented to the City Council for its approval or disapproval.
- D. Pursuant to City Charter section 383, the overarching standard governing the investment and management of the System's funds is the "prudent person" standard as described in Probate Code section 16040. The Investment Policy provisions are consistent with said standard.

#### **BASED ON THE FACTS SET FORTH IN THE BACKGROUND, THE CITY COUNCIL RESOLVES AS FOLLOWS:**

Section 1. The Investment Policy attached hereto as Exhibit A is hereby approved.

Section 2. Exhibit A is part of this resolution.

# **Sacramento City Employees' Retirement System**

## **Investment Policy**

### **I. INTRODUCTION**

This Investment Policy encompasses the investment goals, objectives and policies of the Sacramento City Employees' Retirement System ("SCERS" or "System"). The purpose of the Investment Policy is to assist the Administration, Investment and Fiscal Management Board ("AIFM Board" or "Board") and its Investment Managers<sup>1</sup> to effectively supervise and monitor SCERS' investment program.

Pursuant to Section 383 of the Sacramento City Charter ("Charter"), the AIFM Board is charged with the exclusive responsibility of managing and investing the System's funds. Also, pursuant to Section 383 of the Charter, the Board has adopted, and the Sacramento City Council has approved, this Investment Policy, which governs the investment activity undertaken by the Board.

This Investment Policy addresses the following issues:

- The investment goals of SCERS' investment program; and
- The general investment policies for the management of funds of the System.

The Investment Policy is designed to provide sufficient flexibility to capture investment opportunities as they may occur, while setting forth reasonable parameters to ensure prudence and care in the execution of the investment program.

### **II. INVESTMENT PHILOSOPHY**

The Board believes that its investment policies, in aggregate, are to be the most important determinants of its investment success. Compliance with investment policies should therefore be monitored rigorously. The Board also believes that performance of the total portfolio and individual asset classes, as well as the performance of any retained Investment Manager, should be monitored and compared to appropriate, predetermined performance benchmarks.

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<sup>1</sup> "Investment Managers" are financial or investment advisers and consultants retained by the Board to assist in the management and investment of the System's funds.

The Board believes that prudent management of risk is a central element of the investment function. Toward this end, the Board believes that diversification among asset classes will reduce risk and enhance returns of the overall investment portfolio in the long term.

The Board believes that market efficiency and opportunities vary among asset classes and may change over extended periods of time. Therefore, the Board believes that SCERS' portfolio management strategies should adapt over time to reflect the changing nature of capital markets.

### **AIFM BOARD'S MISSION STATEMENT**

The Board's primary mission in managing the System's funds is described as follows:

- To ensure that sufficient funds will be available to provide participants and their beneficiaries with all benefits due as specified in SCERS' retirement plan documents
- To give priority to the financial interests of participants and beneficiaries over all other financial interests;
- To comply with all applicable fiduciary standards; and,
- To reduce the cost of funding benefits for both the City of Sacramento, as the participating employer, and the individual participants of SCERS.

### **III. INVESTMENT GOALS AND OBJECTIVES**

In accordance with Board's Mission Statement, the overarching goal of SCERS' investment program is to generate adequate long-term returns that, when combined with employer and employee contributions, will result in sufficient assets to pay the present and future obligations of SCERS.

The following objectives are intended to assist in achieving this goal:

- SCERS should earn, on a long-term average basis, a total real rate of return in excess of SCERS' actuarial assumed rate of real return
- SCERS' assets will be managed on a total return basis, which takes into account the considerable importance of the preservation of capital. Additionally, SCERS follows the principle that different degrees of investment risk exist and each generally is rewarded with a varying degree of return.
- The Board will operate in an efficient manner that fulfills its fiduciary responsibility and contributes to the overall effectiveness of the System.

It is the purpose of the SCERS' investment program to assure that sufficient financial assets are available to provide SCERS' participants and their beneficiaries with all benefits due as specified in the System's governing provisions set forth in the Charter. Therefore, the participants' and beneficiaries' financial interests shall take precedence over all other financial interests.

To achieve these objectives, SCERS allocates its assets (asset allocation) with a strategic, long-term perspective of the capital markets.

## **IV. GENERAL INVESTMENT POLICIES**

### **FIDUCIARY DUTIES**

The Board's investment activity on behalf of SCERS is mandated by the Sacramento City Charter. Section 383 of the Charter establishes the broad requirement that all investments must be permissible by law for investment of trust funds pursuant to Section 16040 of the California Probate Code. Accordingly, the Board, in discharging its duties to the System, acts as a fiduciary governed by requirements imposed on trustees. In the context of the System, the Board is required to model and manage the System's investment program based on principals outlined under the prudent person standard.

Pursuant to the "prudent person" standard, the Board and its Investment Managers shall act with care, skill, prudence, and diligence under the circumstances then prevailing, including, but not limited to, the general economic conditions and the anticipated needs of the System, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims, to safeguard the principal and maintain the liquidity needs of the System. Funds shall be managed not for speculation, but for investment intended to earn a reasonable rate of return on invested funds, considering the probable safety of their capital as well as the probable income or return to be derived. Despite that investment transactions are undertaken with care pursuant to the "prudent person" standard, it is recognized that invested funds are subject to the vagrancies of the markets beyond the control of the investment officers.

The fiduciary duties of the Board shall be carried forward by retained Investment Managers. The policies expressed in this Investment Policy shall be as applicable to and binding upon the Investment Managers as they are to the Board.

### **AUTHORITY TO INVEST AND DELEGATION THEREOF**

Pursuant to Section 383 of the Charter, the AIFM Board is charged with the exclusive responsibility of managing and investing the System's funds. The Board is authorized by Sections 382 and 383 of the Charter to engage the services of one or more financial or investment advisors and consultants to assist it in the management and investment of the System's funds, collectively referenced herein as the "Investment Managers." As such, the

Board from time to time may select and retain professionals within the investment and financial field to implement the SCERS investment program. Once retained, such professionals must acknowledge in writing their fiduciary responsibility to the System and agree that SCERS' investment objectives and policies as expressed in this Investment Policy will be followed. It is expected that such professionals will at all times conduct themselves as fiduciaries in the same manner as does the Board.

## **PERFORMANCE MEASUREMENT**

The performance of professionals retained to implement the SCERS investment program shall be reported and measured against, on an absolute basis, the actuarial assumed rate of return, and, on a relative basis, one or more market benchmarks customized as appropriate to the nature, type and extent of the investments held by the System pursuant to these policies. To the extent the Board retains Investment Managers to execute specific objectives (as opposed to broad investment objectives), such benchmarks shall be appropriate to the stated objectives.

The Board shall retain the services of a consultant to determine appropriate performance benchmarks and to report on the investment performance of the System's funds against such benchmarks. Such reports shall be made not less than a quarterly basis and shall cover varying time periods as directed by the Board, e.g. performance over the current fiscal year, the past 12-months, one or more past calendar or fiscal years, or since inception, as appropriate with the long-range investment goals of the System's funds.

## **DIVERSIFICATION**

The Board shall diversify holdings in the investment portfolio so that the impact of potential losses from any one type of security or from any one individual issuer will be minimized. In addition, the diversity of the portfolio among various sectors of the marketplace will minimize the impact of potential losses from any one sector. Such sectors may be demarked by market capitalization of issuers (e.g. small, middle and large capitalization corporations), by location (e.g. domestic vs. foreign corporations), by industry, and by public or private issuers of debt.

## **LIQUIDITY REQUIREMENTS OF THE SYSTEM**

SCERS' funds shall be managed and invested in a manner to provide liquidity sufficient to pay the ongoing expenses of the System and the payment of benefits to retirees when due. To the extent feasible, the Board shall raise funds to cover expenses and benefits in an orderly and efficient manner, while minimizing adverse effects on investment strategies implemented by the Board from the untimely forced liquidation of investments.

As part of the SCERS investment program, the liquidity needs of the System shall be addressed in accordance with the following practices:

- (a) Setting aside cash generated from (i) the liquidation of securities to accomplish Board-approved asset allocations or other Board directive; (ii) the liquidation of securities in the normal course of managing the investment portfolios pursuant to this policy; and (iii) the maturity or redemption of securities as may occur from time to time within the investment portfolios; and (iv) the receipt of dividends and interest.
- (b) Structuring the investment portfolio so that securities mature to meet cash requirements of the System, thereby avoiding disadvantageous sales of fixed income securities prior to maturity.
- (c) Investing liquid funds required to pay current expenses and benefits in the City's Pool A treasury pool to be managed in accordance with investment policies adopted by the City Council.

## **ASSET ALLOCATION AND RISK MANAGEMENT OF INVESTMENTS**

### **Strategic Asset Allocation**

The Board annually shall review and determine the allocation of investments to various broad asset classes. The asset allocation policy shall be structured for not less than a one-year period. The asset allocation policy shall be developed with the assistance of the Investment Manager, and shall address the following considerations:

- Historical and anticipated capital market performance (returns and risks) of various asset classes;
- The expected correlation of returns among various asset classes;
- Inflation, interest rates, and other economic assumptions;
- The difference between the current and the projected asset values of the Plan; and,
- The actuarial rate of return.

The allocation of investments to various asset classes shall be reviewed annually and reflected in duly adopted resolutions of the Board. The objective of the Board's annual review of the overall asset allocation policy for the System's funds is to provide a sound, fiduciary structure to the investment process. The asset allocation target exposures are established after thorough review and analysis of the System's fund's expected rates of return opportunities and the associated risk of attempting to achieve the targeted return. The asset allocation policy identifies the asset classes to be used and designates the percentage allocation to each asset class in the System's investment portfolio. If

necessary to fulfill its fiduciary obligations to the System, the Board may revise the asset allocation policy at any time it determines that circumstances justify such revision.

As its primary risk management tool, the Board shall allocate the investment portfolio between broad asset classes, such as between fixed income assets (notes, bonds, other debt instruments, and secured real estate mortgages) and equity assets (such as stocks) (“First Tier Allocations”). Within each broad asset class, the Board may also provide allocations between investments within those broad classes of assets (“Second Tier Allocations”). An example of this is the allocation of equity investments amongst shares of foreign corporations, shares of large capitalization corporations and the selection of shares of corporations providing attractive dividend yields.

The Board formulates the overall risk profile of the investment pool by considering the above factors and establishing the First Tier Allocations. However, at any point in time, the actual First Tier Allocations may vary from the Board-approved percentage allocations by plus or minus 5.0% without altering the intended risk profile. In establishing any Second Tier Allocations, the Board, by resolution, may establish variances of allocations to allow the Board and Investment Managers greater flexibility in making advantageous investments that otherwise are consistent with the requirements of this Investment Policy. The discretion to shift funds within the limits of such variances in First and Second Tier Allocations may be exercised in order to take advantage of market dynamics, to preserve capital, to avoid liquidating investments at inopportune times, or for such other reason as to further the prudent investment of the System’s funds.

In the selection of specific investments, the Board and its Investment Managers shall adhere to the asset allocations and variances duly established by the Board, while adhering to the overriding prudent person standard.

### **Rebalancing of Portfolios**

The target allocations and variances will guide the decision as to which asset class should receive contributions when available and how the investments are rebalanced from time to time. Rebalancing is an effective tool used to maintain the risk profile of the total fund and to potentially enhance returns. Risk is controlled by calling cash to reduce portfolio values in over-allocated asset categories and providing cash to increase portfolio values to under-allocated asset categories to maintain target asset allocation policy weights. This rebalancing shall be performed periodically, as necessary, but not less than biannually, to redistribute assets to achieve the target allocations within any established variance.

## **V. SUITABLE AND AUTHORIZED INVESTMENTS**

### **AUTHORIZED INVESTMENTS**

Allowable investments of SCERS' funds shall be consistent with the requirements of this Investment Policy and Sacramento City Charter Section 383. Specific allowable investment types are set forth below. As used in this Section V, exchange traded funds ("ETF's") may include (a) leveraged ETF's that result in enhanced price movements over that generated by the underlying assets held by the ETF's, (b) inverse ETF's that incorporates a contrary or short position in the underlying assets, and (c) ETF's that combine both leveraged and inverse strategies.

### **INVESTMENT TYPES**

#### **Domestic Equity**

Investments may include equity investments provided the equity is a common or preferred stock of a domestic corporation and sold on a public or registered stock exchange within the United States. At the discretion of the Board and Investment Managers, investments may be made in mutual funds and exchange traded funds whose assets consist of such domestic equities.

#### **International Equity**

Investments may include equity investments provided the equity is a common or preferred stock of a foreign corporation provided (a) the resident country of the corporation has an operative financial exchange or over-the-counter market, a convertible currency, and a political, economic and investment structure which facilitates the availability of securities to foreign investors, and (b) the ownership of such shares are represented by American Depository Receipts (ADR) sold on a public or registered stock exchange within the United States. At the discretion of the Board and Investment Managers, investments in foreign corporations may be made in dollar-denominated mutual funds and exchange traded funds whose assets consist of such foreign equities.

#### **Domestic Fixed Income**

SCERS' funds may be invested in debt securities, including convertible bonds, issued by solvent domestic corporations or by local, state or federal governments, political subdivisions, or public agencies, including, without limitation, the City of Sacramento and Sacramento Redevelopment Agency through the City of Sacramento Financing Authority. At the discretion of the Board and Investment Managers, investments in the debt of domestic corporations may be made in individual issues and dollar-denominated mutual funds and/or exchange traded funds whose assets consist of such domestic debt securities.

## **International Fixed Income**

SCERS' funds may be invested in investment grade foreign debt securities issued by a solvent foreign corporation or by foreign sovereignties. At the discretion of the Board and Investment Managers, investments in the debt of foreign corporations may be made in individual issues and dollar-denominated mutual funds and/or exchange traded funds whose assets consist of such foreign debt securities.

## **Commodities**

SCERS' funds may be invested in commodities, including, without limitation, precious metals, agricultural products, oil and natural gas. Such investments may be in the form of dollar-denominated exchange traded funds that track the price changes of targeted commodities.

## **SECURITIES LENDING**

The Board may engage in a securities lending program to provide the System with an opportunity to earn incremental income and offset administrative expenses. The program may be managed by the custodian (see Section VII.B), and/or a qualified third-party securities lending agent. The lending program should remain transparent to the Board and should not impede the SCERS investment program.

The securities lending program consists of two separate functions. The first function is the lending of SCERS' eligible portfolio securities (domestic and international equities and bonds) to approved and qualified borrowers through an agent, subject to the terms and conditions specified in SCERS' securities lending contract. Domestic loans must have a minimum initial collateralization level of 102% and international loans must have an initial collateralization level of at least 105%.

The second function is the reinvestment of cash proceeds generated by the lending of SCERS' portfolio securities. This function is an investment management function, and as a result is governed by the same prudent person rules employed by the Board and its Investment Manager. Accordingly, the investment of cash collateral shall be in securities permitted by the Board as satisfying the prudent person standard. Cash and non-cash collateral may be invested in commingled funds or in separately managed accounts.

## **OPTION STRATEGIES**

Utilization of options is allowed as a prudent way to take advantage of certain market dynamics in order to increase the overall returns of the investment portfolio without incurring undue risk, and/or to protect positions in a declining market. By Board Resolution 09-003, dated October 26, 2009, the Board has authorized the writing and selling of call options on existing security positions and the purchase of put options to protect existing security positions. Pursuant to Resolution 09-003, the following limitations are placed on

the use of such authorized options: (1) The fair market value of securities underlying existing and proposed option contracts may not exceed 30 percent of the market value of the investment portfolio measured at the time each new option contract is evaluated, and (2) the time from the inception of an option position to its expiration date shall not exceed 90 days.

## **REAL ESTATE MORTGAGES**

SCERS' funds may be lent to owners of real property provided the Board is satisfied with the credit worthiness of the borrower, the attributes of the real property, the suitability of the loan-to-value ratio, the interest rate on the loan, the reliability of the source of debt service funds, among other factors bearing on the desirability of the loan. No loans shall be made unless it is secured by a first position deed of trust, junior only to taxes and assessments entitled to priority by state statute, and supported by appropriate title insurance.

## **VI. AUTHORIZED FINANCIAL INSTITUTIONS, DEPOSITORIES, BROKER/DEALERS**

### **SELECTION**

Financial institutions and depositories involved in implementing the Board's investment activities are selected on a competitive basis in order to obtain high quality services by reliable, reputable and stable entities. The competitive process may be formal or informal, as determined by the Board in its discretion, with the objective of obtaining the quality of services necessary to serve the best interests of SCERS and its members, with services performed at competitive fees and rates.

Among the factors that the Board may consider in obtaining such services are (i) minimum qualifications pertaining to capacity, satisfaction of requirements to conduct required business, i.e. licenses, permits, registrations, certifications, etc.; (ii) capitalization; (iii) insurance and bonding; (iv) safekeeping and custodial experience; (v) status in good standing; (vi) ability and capacity of the firm to provide a full range of services as may be required by the Board; (vii) extent of the value added by an entity over the services provided by firms then-providing investment-related services to the Board; and (viii) other attributes as may be determined by the Board from time to time. The Board may determine the number and nature of firms to be retained to provide investment-related services based upon the volume of existing and projected investment work. Those firms that are selected to execute transactions on behalf of the System shall do so in a good faith manner and in the best interests of the System, and shall disclose to and advise the Board of material facts that bear upon the pricing of a given transaction order given by investment officers.

In lieu of conducting its own competitive process for the selection of supporting financial institutions, the Board may utilize the custodians, banks, brokers, dealers and other

financial institutions utilized by the City in the management and investment of its funds. Such institutions must be duly selected and approved by the City Council. Prior to engaging any City-approved institution, the Board must be satisfied with the selection process used by the City.

## **PERFORMANCE REVIEW**

All financial institutions and depositories shall maintain the qualifications and attributes deemed appropriate by the Board, including, but not limited to those enumerated in subsection A above, and shall perform their duties in a satisfactory manner. The Board, in its discretion, shall conduct periodic performance reviews to ensure the institutions and depositories are providing services in the best interests of the System.

## **VII. SAFEKEEPING AND CUSTODY**

### **DELIVERY VS. PAYMENT**

All trades of marketable securities will be executed by delivery vs. payment (DVP) to ensure that securities are deposited in an eligible financial institution prior to the release of funds.

### **CUSTODY OF SYSTEM ASSETS**

SCERS shall contract to utilize the services of a master custodian that shall transfer assets to and from the System's funds as directed by the Board and/or the Investment Managers. Also, the custodian shall settle purchases and sales of securities, collect income, and disperse funds for approved expenditures or investments. Other services provided by the custodian include, but are not limited to, cash management, portfolio transition services, securities lending services, compliance monitoring services and information/accounting services. The inventory and value of cash and securities held by the custodian will be reconciled on a daily basis. The custodial institution shall annually provide a copy of their most recent report on internal controls in accordance with Statement on Standards of Attestation Engagements, No. 16 (SSAE No. 16).

### **INTERNAL CONTROLS**

The Investment Managers shall establish and maintain an internal control structure designed to guide the activities of investment officers to ensure that the assets of the System are protected from loss, theft or misuse. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that (1) the cost of a control should not exceed the benefits likely to be derived and (2) the valuation of costs and benefits requires estimates

and judgments by management. The internal controls structure shall address the following points:

- Prevention of collusion
- Separation of transaction authority from accounting and recordkeeping
- Custodial safekeeping
- Avoidance of physical delivery securities
- Clear delegation of authority to subordinate staff members
- Written confirmation of transactions for investments and wire transfers
- Development of a wire transfer agreement with the lead bank and third-party custodian

## **VIII. REPORTING**

### **INVESTMENT REPORTS**

The Investment Manager shall present to the Board monthly investment transaction reports and quarterly performance reports.

### **MARKING TO MARKET**

For purposes of preparation of the investment reports, the market value of the portfolio shall be calculated.

## **IX. POLICY CONSIDERATIONS**

### **ETHICS AND CONFLICTS OF INTEREST**

Board members, the Investment Manager, and all other persons materially involved in the selection of investments (collectively, "Involved Persons") shall refrain from personal business activity that could conflict with the proper execution and management of the SCERS investment program, or that could impair their ability to make impartial decisions. All Involved Persons shall disclose any material interests in financial institutions with which they conduct business or invest in. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. All Involved Persons shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the System.

All Involved Persons shall file State Fair Political Practices Commission's Statement of Economic Interests and make the disclosures required by the City's conflict of interest policies.

### **EXEMPTION**

Any investment held at the time these policies are duly adopted that does not meet the guidelines of this policy shall be exempted from the requirements of this policy, provided that as soon as practicable the Board and its Investment Manager shall take appropriate steps to address non-compliant investments in the best interest of the System. At maturity or liquidation, such monies shall be reinvested only as provided by this policy.

### **AMENDMENTS**

This policy shall be reviewed annually by the Board. The Investment Managers may recommend changes to the Board for its consideration. Any changes adopted by the Board must be approved by the City Council.

### **CITY COUNCIL CONSIDERATION OF INVESTMENT POLICY**

This policy shall be reviewed and approved by the City Council pursuant to Section 383 of the Charter.