

FINANCIAL RESEARCH ASSOCIATES LLC

Proudly Presents

FAMILY OFFICE BUSINESS OPERATIONS

MANAGING THE INCREASING DEPTH
AND COMPLEXITY OF SINGLE AND
MULTI-FAMILY OFFICES

July 25-26, 2005
Roosevelt Hotel
Midtown Manhattan

KEYNOTE ADDRESSES

- The Future of the Family Office
- Disruptive Change and the Family Office

STRUCTURAL CHALLENGES

- How to Structure Your MFO for Success
- Evaluating Your Family Office's Structure to Ensure it's Properly Serving Your Needs

REGULATORY CHALLENGES

- Hedge Funds, Sarbanes-Oxley, Shareholder Agreements and Effective Governance
- The Governance Audit – For Families of Wealth

TECHNOLOGY CHALLENGES AND SOLUTIONS

- Syncing Technology with Core Family Office Operations
- Data Aggregation from the Solution Providers' Perspective

OPERATIONAL BEST PRACTICES

- Mergers and Acquisitions
- Best Practices in Expense Management: A Case Study
- Risk Management and Insurance Selection
- Reporting to Family Members: A How-to Guide
- International Tax Accounting and Reporting
- Succession Planning
- Conflict Management

Pre-Conference Workshop:

Living the Dream: Outsourcing to Cut the Cost of Running the Family Office

- Consultant/advisor selection process
- What to outsource? What is currently being done?
- Pros/cons of outsourcing
- Transitioning to a paperless virtual family office
- And more!

To Register: Call 800-280-8440 or visit us at www.frallc.com

You Can't Afford to Miss this Event!

Are you leading the pack in managing significant personal wealth — or being left in the dust by the influx of firms offering family office services? Are your operations as robust as your competitors?

Learn to achieve more from your back office systems and operations at Financial Research Associates' **Family Office Business Operations** forum, July 25-26 in New York City. Building on the success of our annual Family Office Forum, this event is designed to specifically address the most pressing concerns of the operations side of running a single and multi-family office:

Being responsive to increasingly demanding clients

Managing the outside and inside talent

Controlling expenses

Dealing with fiduciary liability

At this conference, you will gain practical advice from industry leaders on the following topics:

- **The Future of the Family Office**
- **Disruptive Change** and the Family Office
- How to **Structure Your MFO** for Success
- **Evaluating Your Family Office's Structure** to Ensure it's Properly Serving Your Needs
- **Hedge Funds, Sarbanes-Oxley, Shareholder Agreements** and Effective Governance
- The **Governance Audit** – For Families of Wealth
- **Syncing Technology** with Core Family Office Operations
- **Data Aggregation** from the Solution Providers' Perspective
- **Mergers and Acquisitions**
- Best Practices in **Expense Management**: A Case Study
- **Risk Management** and Insurance Selection
- **Reporting to Family Members**: A How-to Guide
- **International Tax Accounting & Reporting**
- **Succession Planning**
- **Conflict Management**

Also, attend the pre-conference workshop:

Living the Dream: Outsourcing to Cut the Cost of Running the Family Office

An in-depth exploration of outsourcing pros/cons, best practices and real-life examples. Hear from Pepper International, Aston Pearl, Prince & Associates, Shelterwood Financial Services, and Greycourt & Co., Inc.

Regards,



April Johnson, Conference Director
FINANCIAL RESEARCH ASSOCIATES LLC

CONFERENCE CHAIRMAN

Marc J. Minker, CPA/PFS

Managing Director, Private Client & Family Office Services
MAHONEY COHEN & CO



Marc Minker specializes in providing family office, business advisory, tax, personal advisory and financial planning services to high net-worth individuals and families, corporate executives, and closely held business owners and has extensive professional experience spanning over 20 years.

Prior to joining Mahoney Cohen, Marc was a partner with the international accounting and consulting firm of Ernst & Young. During his 16 years with Ernst & Young, Marc was responsible for Affluent Client Services in the New York metropolitan area as well as national leadership of the Executive Planning Services group. Marc has extensive experience in individual tax, family wealth transfer, investments, estate and retirement planning, and charitable giving.

Marc has lectured frequently on Family Office, Personal Tax and Financial Planning at public programs and private sponsored events. He has been quoted in publications by USA Today, Dow Jones, Kiplinger's and The Tribune Companies, has authored or co-authored articles for publication in professional journals, and has appeared on Bloomberg Personal Finance, CNN and CNBC and has hosted the "Barnes & Noble Tax Chat" and "USA Today's Personal Finance Q&A" via the internet.

Who Should Attend?

- Single and multi-family office executives, including: **Chief Executives, Chief Information Officers, Chief Operations Officers, Chief Technology Officers, Human Resource Directors**
- Family business owners and executives
- High net-worth individuals
- Technology solutions providers
- Consultants: Wealth management, human resources, technology
- Insurance executives
- Tax and accounting specialists

MEDIA PARTNERS

Trusts & Estates, the journal of wealth management, is the how-to manual for advisors to high-net-worth individuals, families, and foundations. Published since 1904, Trusts & Estates publishes the works of the top practitioners in estate planning, trusts, insurance and other wealth-management disciplines. Readers include estate-planning and probate lawyers, trust bankers and officers, accountants, investment and insurance advisors, financial planners and key decision-makers at non-profit institutions, foundations, government agencies and educational institutions.

The **Family Firm Institute** is an international professional membership organization dedicated to providing interdisciplinary education and networking opportunities for family business advisors, consultants, educators and researchers and to raising public awareness about trends and developments in the family business field.



The University of Pittsburgh **Family Enterprise Center's** mission is to protect, preserve and promote closely-held family-owned businesses by providing insights into pivotal issues that affect the family business through leading-edge educational programs and peer advisory activities. The Center provides a forum where several generations of family members, non-family professional managers, and family members not active in the business can all learn from each other. During core programs and personal advisory group sessions, participants maximize their ability to identify challenges, develop feasible strategies, and create realistic solutions for the family's future.



CONFERENCE EXHIBITOR



CONFERENCE ADVISORY BOARD

Richard Higgins, Co-CEO WEALTHTOUCH, INC.

Before establishing WealthTouch, Richard Higgins, CO-CEO, was employed by myCFO, Inc., a leader in the ultra high net worth market. He worked as a product manager on the investment reporting and data aggregation application, and continued on in a consultant capacity. His employment at myCFO Inc. followed the Fall of 1999 sale of his second startup company, Digital Partner, to the Silicon Valley-based wealth management firm.



Mr. Higgins has been successful in marrying technology, people and process within the family office industry to create unique solutions necessary in this ingenue field. His strong technology background coupled with his intimate exposure to the many aspects of successfully managing a family office, make him an expert in this growing area.

Michael Lenzner, COO MARKET STREET TRUST COMPANY

Michael's current responsibilities include managing the operations of Market Street Trust Company, a private trust company that provides financial, tax and charitable gift planning services to its clients. Michael is responsible for coordinating the tax, accounting, and systems departments, supervising a staff of ten. The tax services include income and estate tax planning for our clients as well as managing the tax issues related to our investment portfolios. A significant accomplishment is the successful installation of new client accounting and performance reporting systems.



Natasha Pearl, CEO, Founder ASTON PEARL

Natasha Pearl has over 15 years of unique global experience with the ultra-high-net-worth and family office marketplace. In 2001, she founded Aston Pearl, "the private bank for everything except money." Prior to that, she served as a Senior Vice President at Sotheby's, and as Chief Marketing Officer for Circline, a global art firm. She spent seven years in management consulting with Booz Allen and Mercer Management Consulting, and held various positions at American Express.



Professional affiliations include the Family Advisory Council, Luxury Marketing Council, Art Table, Harvard Club, and Harvard Business School Club. She is frequently invited to speak on topics related to family offices, most recently at the Institute for Private Investors' Spring Forum and Metropolitan Circle. Ms. Pearl received her undergraduate and MBA degrees from Harvard University.

Paul Perez, Managing Member PEREZ ASSET MANAGEMENT

Mr. Perez is a senior partner of Spruce Private Investors, LLC, an investment advisor providing systematic investing for families, foundations and endowments. Prior to joining Spruce, he was Managing Member of Perez Asset Management, LLC, an investment advisor to wealthy families. Other positions held by Mr. Perez were Managing Member of Lyon Ventures, LLC (the investment office of a California-based family), Managing Director of U.S. Trust Company in New York, Chief Investment Strategist at The Scion Group LLC (an investment office serving a New York-based family), head of portfolio management at Credit Suisse Private Banking (New York), and portfolio manager at Bankers Trust Private Bank (New York).

James Reiss, CFO CARRUTH ASSOCIATES LLC

Jim is the CFO for Carruth Associates LLC, a private investment company and family office. Jim manages the tax, accounting, financing and technology aspects for the company. Jim has managed the growth in the company from 3 employees, 8 years ago, to its current size of 25 employees with a substantial asset base. Through his experiences Jim has been instrumental in the development of tax, financial and technology systems and strategies for the organization.



Prior to joining Carruth, Jim had 15 years combined public accounting experience at Price Waterhouse and with a regional accounting firm in Connecticut where he was the tax and technology partner. Jim is currently an Advisory Board member for Family Office Exchange LLC.

Jeffrey A. Roush, Senior Managing Principal CEG WORLDWIDE

Now senior managing principal with CEG Worldwide, Jeff Roush has held numerous executive-level positions over his 20 year career with financial services firms, primarily building institutional sales, family office, service, product and separate account platforms. His career positions also include trading, portfolio management, strategic account sales and executive management, mergers and acquisitions and product strategy and development for such firms as Charles Schwab & Co., Fidelity and Credit Suisse First Boston. Most recently he was a key member of the Bank of Montreal/Harris Private Bank/myCFO family office executive management team. Jeff came to CEG Worldwide in order to fulfill his professional passion for leveraging an extensive base of experience and knowledge in developing solutions that allow advisors and their affluent clients to achieve their own life ambitions.



Philip F. Strassler, Partner MARCUM & KLIEGMAN LLP

Phil has been a Partner at Marcum & Kliegman LLP for the past ten years. At Marcum & Kliegman LLP he co-heads the Private Client Tax & Financial Services and Hedge/Fund Investment Partnership practices. Prior to joining Marcum & Kliegman LLP, Phil was a Partner at a billion dollar mezzanine/leveraged buyout fund. In this capacity, he provided investment analysis and tax advice. Prior to that Phil spent ten years working on tax and investment analysis for a family office.

Phil has written articles for The Tax Advisor and The CPA Journal as well as other publications. He is the publisher of Private Investment Forum, a Marcum & Kliegman LLP's quarterly publication. Phil is a member of the AICPA and NYSSCPA and is a member of the Tax and Financial Products Committee for the New York State Society of CPAs.

THE DISTINGUISHED SPEAKING FACULTY

Jack Brister | MONTROSE ACCOUNTING

Jon Carroll | FAMILY OFFICE METRICS, LLC

Suzanne Currie | SHELTERWOOD FINANCIAL
SERVICES LLC

Gregory Curtis | GREYCOURT & CO, INC.

D. Fort Flowers, Jr. | SENTINEL TRUST COMPANY

Rob Francais | QUINTILE WEALTH MANAGEMENT

Hannah Shaw Grove | MERRILL LYNCH
INVESTMENT MANAGERS

Richard Higgins | WEALTHTOUCH, INC.

Terry Hunt | ARP RECOVERY

Karen Jandorf | HARRIS myCFO

Dirk Junge | PITCAIRN TRUST COMPANY

Sally S. Kleberg | FINANCIAL EDUCATION
CONSULTANT

Ed Lazar | THE THRESHOLD GROUP

Thomas R. Livergood, CFP | FAMILY WEALTH
ALLIANCE, LLC

Marc J. Minker | MAHONEY COHEN & CO.

Tania Neild | PRIVATE CLIENT RESOURCES LLC

Elizabeth Bloomer Nesvold | BERKSHIRE CAPITAL
SECURITIES LLC

Natasha Pearl | ASTON PEARL

Carol Pepper | PEPPER INTERNATIONAL

Russ Alan Prince | PRINCE & ASSOCIATES

Robert Puck | WLD ENTERPRISES

Christopher Quinn | LOWENHAUPT CHASNOFF

M.J. Rankin | THE RANKIN GROUP

James Reiss | CARRUTH ASSOCIATES LLC

Edward A. Renn | WITHERS BERGMAN LLP

Diane Roskies | STARR & COMPANY

Patricia M. Soldano | CYMRIC FAMILY OFFICE

Elaine Spang | FAMILY OFFICE METRICS, LLC

Philip F. Strassler | MARCUM & KLIEGMAN LLP

Steve Vetter | KOSUSKO LAHEY HARRIS LLP

Scott Welch | LYDIAN WEALTH MANAGEMENT

John Wunsch | HARRIS myCFO

Debbie Feinberg | ATLANTIC CAPITAL GROUP, LLC

Lynne Langseth | LAIRD NORTON TYEE

Susan R. Colpitts | SIGNATURE FINANCIAL
MANAGEMENT

AGENDA AND SPEAKING FACULTY

Day One: Monday July 25, 2005

7:30 – 8:30

Continental Breakfast & Workshop Registration

8:30 – 11:30

PRE-CONFERENCE WORKSHOP

Living the Dream: Outsourcing in Order to Cut the Cost of Running the Family Office

- Consultant/advisor selection process:
 - What to look for
 - Understanding of certificate programs
 - Resources
- What to outsource? What is currently being done?
- Pros/cons of outsourcing
- Finding the right people
- Coordination and management of information
- Managing the suppliers
- How to write a good contract
- Rates for suppliers
- How to evaluate your outsourced solution
- Transitioning to a paperless virtual office

WORKSHOP

Workshop Leaders:

Carol Pepper, President
PEPPER INTERNATIONAL

Natasha Pearl, CEO, Founder
ASTON PEARL

Russ Alan Prince, President
PRINCE & ASSOCIATES

Suzanne Currie, Chief Relationship Officer
SHELTERWOOD FINANCIAL SERVICES LLC

Gregory Curtis, Chairman
GREYCOURT & CO, INC.

11:30– 12:30

Luncheon for Workshop Leaders and Attendees
Conference Registration

12:30 – 12:40

Chair's Welcome

Marc J. Minker, CPA/PFS, Managing Director, Private Client & Family Office Services
MAHONEY COHEN & CO.

12:40 – 1:40

KEYNOTE ADDRESS

The Future of the Family Office

- The state of the market today
- The degree of wealth
- Motivations for being part of a family office
- Financial products and services used
- Qualifications of the executive directors who are in charge
- The future of the family office market:
 - The impact of the intense competition among financial services firms and advisors
 - Where is the industry headed?
 - What is necessary to keep up and/or stay ahead of the pack?
 - How will you make a profit and stay competitive?
 - Mergers and acquisitions – the options and pros/cons to weigh

Russ Alan Prince, President
PRINCE & ASSOCIATES

Hannah Shaw Grove, Managing Director, Chief Marketing Officer
MERRILL LYNCH INVESTMENT MANAGERS

Russ Alan Prince is President of Prince & Associates Inc., and a leading authority on the private wealth industry. Mr. Prince consults to high-net-worth families on accessing various family office and wealth management services. He also works with financial and legal experts who provide cutting-edge strategies and concepts to families with exceptional wealth. Mr. Prince is a columnist with various publications and is the author of more than 30 books focused on the high-net-worth market.

Hannah Shaw Grove is Managing Director and Chief Marketing Officer of Merrill Lynch Investment Managers, a global asset manager with more than \$500 billion in client assets under management. She has more than 15 years of experience with tenure at leading financial services firms including Fidelity Investments, Prudential Financial, Financial Research Corporation and Allmerica Financial. She is an authority on investments and related solutions for institutional and high-net-worth investors, and works regularly with wealth managers on sophisticated planning and servicing techniques. She is the co-author of five books on private wealth management, a noted columnist and speaker, and a cum laude graduate of Harvard University.

1:40 – 2:10

Fitting the Family to the Model: An Overview of Family Office Models

- Overview of the four family office models in use today
- Challenges and advantages of each model
- Picking the right model for the family
- Picking the right family office once the model is chosen
- Future trends and latest innovations in family office models

Carol Pepper, President
PEPPER INTERNATIONAL

2:10 – 2:55 PRACTITIONERS' ROUNDTABLE

Executives' Perspectives on Overcoming Operational and Technological Issues

ROUND TABLE

- What are you most concerned about?
- Where do you think the biggest opportunities are to achieve more scale?
- Where do you see the most errors?
 - What do you do to address them?
- Building a family office from the ground up, from a technology standpoint
- Virtual tax paper works

Moderator:

Christopher Quinn, Chief Operating Officer
LOWENHAUPT CHASNOFF

Panelists:

James Reiss, Chief Financial Officer
CARRUTH ASSOCIATES LLC

Karen Jandorf, Managing Director, Operations
HARRIS myCFO

Marc J. Minker, CPA/PFS, Managing Director, Private Client & Family Office Services
MAHONEY COHEN & CO.

2:55 – 3:10

Mid-Afternoon Refreshment Break

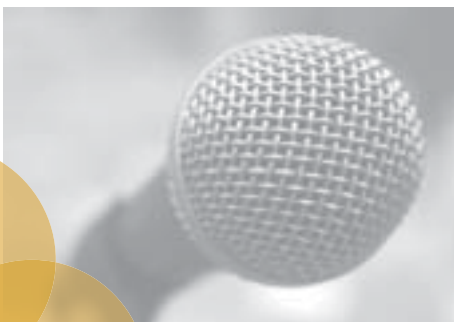
3:10 – 3:55

Streamlining the Financial Management of the Family Office

- Build enterprise value through organic and alternative growth
- Partner for success and profitability
- Using technology and outsourcing to enhance margins
- Considerations for streamlining when alternatives are present

Elizabeth Bloomer Nesvold, Managing Director
BERKSHIRE CAPITAL SECURITIES LLC

Scott Welch, CIMA, Managing Director
LYDIAN WEALTH MANAGEMENT



STRUCTURAL CHALLENGES

3:55 – 4:40

How to Structure Your MFO for Success

- Establishing roles and responsibilities for the family office
- Determining the function of the family office
- Resource management
- Salary compensation
- Incentive programs
- Multi-generational office environment
- Smaller offices: How to put it together and keep it going
- What role will the family play in the office?

Moderator:

Susan R. Colpitts, Executive Vice-President and Principal
SIGNATURE FINANCIAL MANAGEMENT

Panelists:

D. Fort Flowers, Jr., President and Chief Executive Officer
SENTINEL TRUST COMPANY

Patricia Soldano, President
CYMRIC FAMILY OFFICE

Ed Lazar, President
THE THRESHOLD GROUP

Lynne Langseth, Executive Director
LAIRD NORTON TYEE

4:40 – 5:25

Evaluating Your Family Office's Structure to Ensure it's Properly Serving Your Needs

- Determining the needs of your family, and services you'd like the family office to provide
- Creating a mission statement that your family will actually use
- Revising your goals to include attainable targets
- Setting up and working within a family office structure to best accomplish your main objectives
- Identifying the procedures for making changes to your family office structure
- Timelines to consider for constructing a family office

Kathryn McCarthy
INDEPENDENT CONSULTANT (invited)

Thomas R. Livergood, CFP, CEO
FAMILY WEALTH ALLIANCE, LLC

5:25 – 6:30

Day One Sessions
Adjourn

Please join us
for a special
Cocktail Reception

Day Two: Tuesday, July 26, 2005

7:30 – 8:30

Continental Breakfast

8:30 – 8:40

Chair's Welcome

Marc J. Minker, CPA/PFS, Managing Director, Private Client & Family Office Services

MAHONEY COHEN & CO.

REGULATORY CHALLENGES IMPACTING FAMILY OFFICES

8:40 – 9:40

Regulatory Challenges: Hedge Funds, Sarbanes-Oxley, Shareholder Agreements and Effective Governance

- How will Sarbanes-Oxley affect family offices?
- Now that hedge funds must register with the SEC, do family offices also need to register?
- Managing the exposure and risk
- The operational issues associated with hedge fund investing:
 - Managing the information flow
 - Demand of increase in services
- Developing effective shareholder agreements and governance:
 - Outlining the fiduciary responsibilities of the owners
 - Ethics and values

Philip F. Strassler, Partner
MARCUR & KLIEGMAN

9:40 – 10:25

The Governance Audit: A Multi-Generational Family Office Perspective

- The effectiveness of mission
- Strategic planning
- Risk management
- Measuring and monitoring performance
- Capital deployment
- Management evaluation and compensation
- Succession planning
- Board dynamics

Dirk Junge, Chairman and CEO
PITCAIRN TRUST

10:25 – 10:40

Mid-Afternoon Refreshment Break

TECHNOLOGY CHALLENGES AND SOLUTIONS

10:40 – 11:25

Syncing Technology with Core Family Office Operations

- Taking advantage of new technologies and services:
 - Multi-generation communications
 - Remote access versus security
 - Wealth education
- In-house versus outsourcing services
- Best of breed versus full-services solutions: Functional role-cash management versus estate management versus investment management
- Legacy system and people compatibility
- Integrating outside service companies with security and privacy concerns
- Conversion costs – staff training, historical records, cost analysis
- Case studies

Moderator:

Tania Neild
PRIVATE CLIENT RESOURCES

Panelists:

Jon Carroll, Co-Founder, Managing Director
FAMILY OFFICE METRICS, LLC

Suzanne Currie, Chief Relationship Officer
SHELTERWOOD FINANCIAL SERVICES, LLC

Debbie Feinberg, Chief Operating Officer
ATLANTIC CAPITAL GROUP, LLC

11:25 – 12:20 PANEL DISCUSSION

Data Aggregation from the Solution Providers' Perspective

- Individual approaches to data aggregation
- Breadth of access to different banks
- Pitfalls to avoid

Moderators:

Richard Higgins, Co-CEO
WEALTHTOUCH, INC.

Karen Jandorf, Managing Director, Operations
HARRIS myCFO, INC.

Panelists:

Data Aggregation Panelists TBA

12:20 – 1:30

Luncheon

12:20 – 1:30 KEYNOTE

Disruptive Change and the Family Office

Clayton M. Christensen, Professor
HARVARD BUSINESS SCHOOL
and Author, THE INNOVATOR'S DILEMMA
(invited)

AGENDA AND SPEAKING FACULTY (CONTINUED)

OPERATIONAL BEST PRACTICES TRACK A

OPERATIONAL BEST PRACTICES

TRACK A

1:30 – 2:15

Mergers & Acquisitions

To acquire or not to acquire? – To be acquired or not? – These are important questions today, and not simple ones. For most family offices, the last thing they want is to be totally absorbed by another organization. Rather, the goal is to ensure the viability of the office through partnerships. Picking and working with the partnering firm is crucial in order to preserve the family office's personalized service and entrepreneurial spirit and culture. This session will explore different options for successful mergers and acquisitions, from both sides of the merger or acquisition.

Acquirer's Perspective:

John Wunsch, President
HARRIS myCFO, INC.

Acquired's Perspective:

Dave Beatty
CALIBRE (invited)

2:15 – 3:00

Best Practices in Expense Management: A Case Study

- In house versus outsourcing expense management
- What works
- Pitfalls to avoid
- Where is the value add?

Rob Francais, Co-Founder
QUINTILE WEALTH MANAGEMENT

3:00 – 3:15

Mid-Afternoon Refreshment Break

3:15 – 4:00

Risk Management and Insurance Selection

- Continuing to do business when disaster strikes: What you can do to be prepared
- Safeguarding your information
- Insurance: What types of coverages are appropriate?

Steve Vetter, Partner
KOSUSKO LAHEY HARRIS LLP

Insurance Broker, TBA

4:00 – 4:45

Reporting to Family Members: A How-To Guide

- Who wants to know? Who needs to know? What one can and cannot do about it
- What they need to know and why
- What is a family counsel? Is one necessary for reporting purposes? How often should they meet?
- Reporting to family members in the Information Age
- Discover why you need a formal communication/reporting plan
- When is written communication not enough?
- Financial reporting – How much and how often?

Sally S. Kleberg, Owner-Manager of Single Family Office
FINANCIAL EDUCATION CONSULTANT

Robert Puck, Executive VP, COO
WLD ENTERPRISES

4:45

Conference Adjourns

OPERATIONAL BEST PRACTICES TRACK B

OPERATIONAL BEST PRACTICES

TRACK B

1:30 – 2:15

Staffing the Family Office: What You Need to Know

- Determining who is the director of the family office – should it be a family member or a professional? An accountant or an investment manager?
- Does the person who writes the checks also reconcile the monthly bank statements?
- Pros and cons of employing an in-house attorney
- If the family office is housed in an accounting firm or in a law firm, are the professionals in the family office dedicated to the family members, or do they also do work for the clients of the accounting and law firm?

Diane Roskies, Esq., Attorney
STARR & COMPANY

2:15 – 3:00

International Tax Accounting & Reporting

- Foreign trusts and foundations
- Non-resident alien estates
- Foreign investment companies
- Non-resident aliens owning US real property
- Technology considerations for accounting and reporting

Jack Brister, Director of Tax Services
MONTROSE ACCOUNTING

Elaine Spang, Co-Founder, Principal
FAMILY OFFICE METRICS, LLC

3:00 – 3:15

Mid-Afternoon Refreshment Break

3:15 – 4:00

Succession Planning

- Transfer of ownership
- Transfer of leadership

Edward A. Renn, Partner
WITHERS BERGMAN LLP

Elizabeth Bloomer Nesvold, Managing Director
BERKSHIRE CAPITAL SECURITIES LLC

4:00 – 4:45

Riding the Dragon: Managing Conflict for a Thriving Family Culture

- The Family Story: managing competing narratives and agendas
- The nuts & bolts of efficient consensus decision-making
- The Name: belonging, in-laws, and out-laws
- Intervention: assisting an individual family member in need without shaming or reprisal

Terry Hunt, Ed.D.
ARP CONSULTING GROUP

4:45

Conference Adjourns



The Roosevelt Hotel Midtown Manhattan

A prominent landmark situated on Madison Avenue and 45th Street in midtown New York City, The Roosevelt Hotel was named in honor of President Theodore Roosevelt. The New York City hotel opened September 22, 1924. Its historic heritage is reflected in the meticulously restored interiors, designed to capture the original architecture and offer modern-day amenities. With 1,013 well-appointed New York City accommodations, including 52 luxurious suites, The Roosevelt Hotel combines the classic styling of yesteryear with the modern conveniences of today. Convenient to Grand Central Station, JFK and Newark Liberty International and LaGuardia airports and many other New York City attractions and businesses, The Roosevelt Hotel's ideal New York City location is a dream come true. Nestled among the Empire State Building, 5th Avenue shopping and the world-famous shows on Broadway, guests are only steps away from the action found within the heart of the city that never sleeps.*

*Taken from www.theroosevelthotel.com



CPE Credits

Financial Research Associates is registered with the National Associates of State Boards of Accountancy (NASBA), as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Ave. North, Suite 700, Nashville, TN 37219-2417. Web site: www.nasba.org.



Sponsored learning activities are measured by program length, with one 50-minute period equal to one CPE credit. One-half CPE credit increments (equal to 25 minutes) are permitted after the first credit has been earned in a given learning activity. Please note that not all state boards adopted this rule. Some participants may not be able to use one-half credit increments. This course is offered as a group-live course and does not require prerequisites or advance preparation. It is an intermediate level course. The recommended CPE credit for this course is 15 credits including the workshop or 11.5 credits for attending the conference only. For more information regarding administrative policies such as complaint and refund, please contact our offices at 800-280-8440.

Important Information

To Register:

Fax: 704-889-1292
Mail: Financial Research Associates
18705 NE Cedar Drive
Battle Ground, WA 98604
Phone: 800-280-8440
Online: www.frallc.com

Date & Venue:

Family Office Business Operations
July 25-26, 2005

The Roosevelt Hotel
Madison at 45th
New York, NY 10017

212-661-9600
www.theroosevelthotel.com

Note: In order to receive the discounted conference room rate, please be sure to mention the conference by name when reserving your room. All reservations must be made by June 25, 2005 for the discounted rate.

Fees and Payments:

The fees for attendance at the **Family Office Business Operations** conference are:

Forum and Pre-Conference Workshop.....\$1995
Forum Only.....\$1695

Please make checks payable to Financial Research Associates, and write code B277 on your check. You may also pay by Visa, MasterCard, or American Express. Purchase orders are also accepted. Payments must be received no later than July 18, 2005.

Group discounts are available; for more information, please call Stacey Evans at 704-889-1291 or sevens@frallc.com.

For more information on exhibit opportunities or to learn more about sponsoring this event, please contact Christy Tester at 704-889-1286 or ctester@frallc.com.

Cancellations:

If you cancel four weeks or more in advance of the conference, you can expect a full refund or voucher. Cancellations occurring two to four weeks prior to the conference date receive a \$200 refund or a full voucher to another FRA event. If you cancel any time after July 9, 2005, you will receive a voucher, which can be used at any FRA event within the calendar year.

Please Note: For reasons beyond our control it is occasionally necessary to alter the content and timing of the program or to substitute speakers. Thus, the speakers and agenda are subject to change without notice. In the event of a speaker cancellation, every effort to find a replacement speaker will be made.

THE CONFERENCE SPONSOR

Financial Research Associates

provides the financial community with access to vital business information and networking opportunities.

Offering highly targeted conferences, FRA is a preferred resource for executives and managers seeking cutting-edge information on the next wave of business opportunities. Point your browser to frallc.com for more information on upcoming events.



Enhance Your Marketing Efforts by Sponsoring this Event!

Maximize your firm's exposure at this event by sponsoring a cocktail reception or custom-designed networking event. We can design custom sponsorship packages tailored to your marketing needs.

To learn more about exhibit and sponsorship opportunities, please contact **Christy Tester** at 704-889-1286 or ctester@frallc.com.

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MANAGING THE INCREASING DEPTH AND
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Family Office Business Operations

Managing the Increasing Depth and Complexity of Single and Multi-Family Offices

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