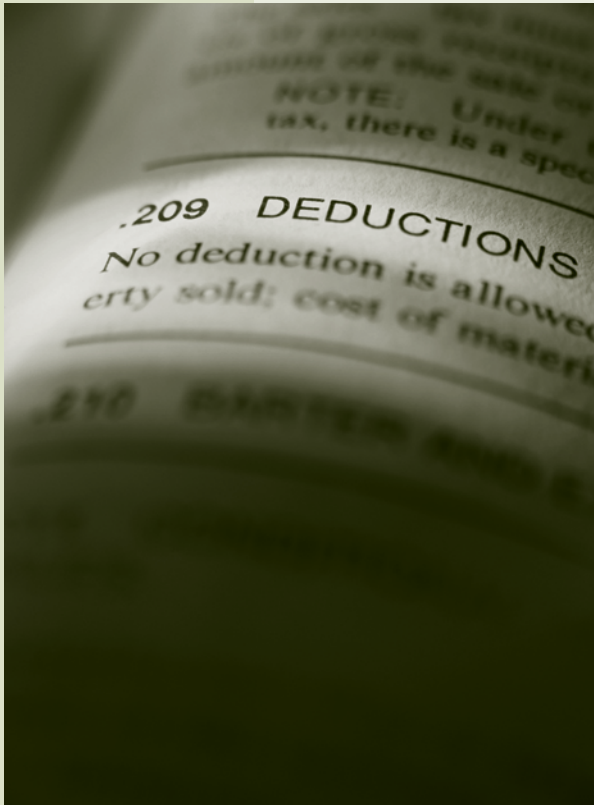


Family
OFFICE SERVICES



Finding the Optimal Mix of Planning Services and Tools



While implementing plans for hundreds of high net worth clients, we see that successful individuals want advisers who offer a comprehensive system for addressing balance sheet, cash flow, legal, tax, investment, and insurance issues while also uniting family members and the planning team around a heart-felt mission.

A typical modern client wants to work with advisers who can integrate any of 300+ tools and 200+ services to achieve any of 100+ goals and fulfill a compelling mission. In short, the 21st century adviser must know how to address 6,000,000+ (300 x 200 x 100) issues when developing an effective plan!

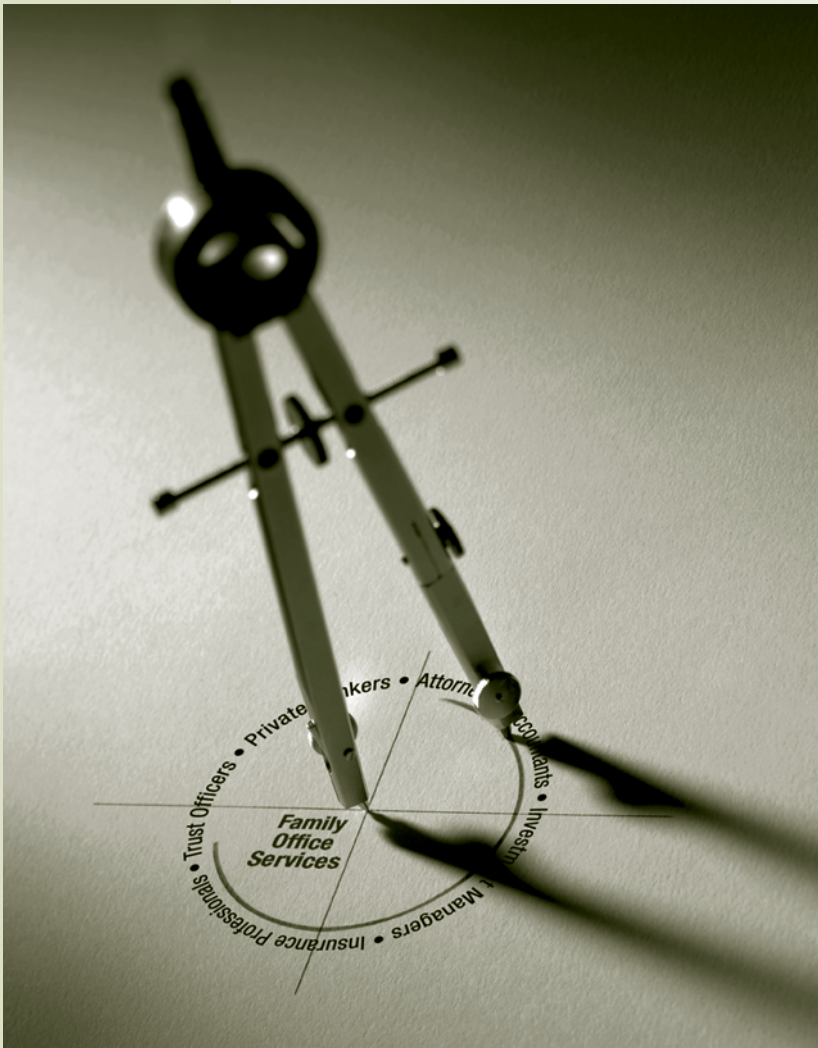
As planning becomes more complex, clients ask for more simplicity. The most effective advisers respond to this request by helping clients and their planning team members distill their heart's desires into a simple vision statement. Then planners develop a flow chart to integrate planning tools to fund realization of the vision with tax savings and other untapped sources of wealth.

The planning system explained in this brochure can help you evaluate six million choices, overcome wealth management challenges, prioritize 100+ goals, access 200+ services, integrate any of 300+ planning tools, coordinate a qualified team of advisers, adapt deliverables to meet your needs, integrate planning ideas, clearly document ideas, access all resources through one wealth adviser, and ultimately, fund your vision with untapped sources of wealth.

Family
OFFICE SERVICES



“What Can Be So Hard About Managing Wealth?”



Entrepreneurs who have built a business, individuals who have inherited substantial wealth, or senior executives who have substantially benefited from their investments and stock options often ask, “What can be so hard about managing wealth?”

As wealth accumulates, so does the number of advisers...attorneys, accountants, investment managers, insurance professionals, trust officers, private bankers...to the point where they may lack coordinated expertise on your behalf.

The capabilities that enabled an individual to accumulate wealth may not be the same capabilities that are required to select, manage, and evaluate advisers who have diverse skills related to income tax, wealth transfer, business succession, retirement, risk management, and investment planning. Moreover, without a coordinated team of advisers, studies show that families often lose much of their wealth by the second or third generation.



Consequently, the family office has become one of the most effective means for America’s successful families to centralize and optimize the management of their financial affairs. A trained Wealth Counselor can coordinate a team to provide all necessary services. ▲

“It requires a great deal of boldness and a great deal of caution to make a fortune, and when you have got it, it requires ten times as much wit to keep it.”

Ralph Waldo Emerson:
Power from the Conduct of Life



Speaking directly to the planning concerns of wealthy families.

As adviser to hundreds of families with significant wealth, *Family Office Services* has encountered numerous concerns and issues among families relating to the planning process. These factors have been part of the impetus behind the philosophy and methodology that differentiate us from other wealth planning resources. As you evaluate your existing plan and team of advisers, consider the following issues encountered by others:

- ▼ Many are confused after reviewing a thick planning document that fails to integrate planning recommendations into a balance sheet that projects future wealth transfer amounts and an income statement that projects future cash flow and taxable income.
- ▼ Some say the planning process is painfully long, sometimes dragging on for months or even years without finalization.
- ▼ Others complain about receiving planning recommendations and products that seem too expensive, too risky, too complex, or are otherwise inconsistent with their objectives and the issues that concern them the most.
- ▼ Many are confused after reviewing a thick planning document that fails to summarize or translate projected planning results into clear concise balance sheets and income statements.
- ▼ Others wonder about the effectiveness of planning because they are not given the means to track the impact of their advisers' recommendations.





*While **Family Office Services** offers one of the most comprehensive arrays of services for families of wealth, how we help you use them sets us apart.*

In addition to providing high-level expertise and a comprehensive range of services, *Family Office Services* differentiates itself in the way that it holistically links the planning process with the client's vision and purpose...taking into account a family's aspirations as well as its assets. With Family Office Services' assistance and guidance, you can:

Control 100% of Your Wealth – by employing strategies that:

- ▼ Eliminate estate and/or gift taxes.
- ▼ Reduce or eliminate income taxes.
- ▼ Protect assets from creditors.
- ▼ Pass the full value of an estate to heirs.



Move From Success To Significance

– through a “Purpose-Driven Plan” that addresses spiritual, emotional and social issues, and aligns financial and legal plans with personal values that may include:

- ▼ Making charitable gifts instead of paying taxes.
- ▼ Involving family members in benefiting the community.

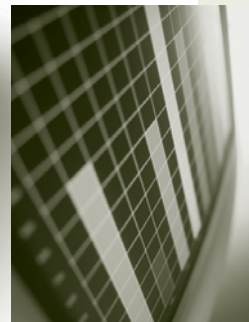


Assemble a Highly Skilled Planning Team – that enables you to:

- ▼ Engage nationally-respected attorneys through a simple process.
- ▼ Benefit from the depth of experience of advisers who specialize in unique strategies for families of wealth.
- ▼ Work with planners who understand the complexities of Multi-Disciplinary Planning.

Integrate Advanced Tools Into a Comprehensive Plan – that allows you to:

- ▼ Apply creative and cutting-edge ideas not widely available.
- ▼ Optimize both the portfolio and the estate plan to achieve true wealth optimization.
- ▼ Maintain financial and estate information in a format that keeps all of your advisers “on the same page”.
- ▼ Integrate the impact of all proposed strategies on cash flow, income taxes, charitable giving, estate taxes and wealth distribution.
- ▼ Understand the integrated planning effects through attractive and easy-to-follow graphs, tables, and text reports.
- ▼ Easily re-optimize the plan in response to changing goals, asset values, or tax laws.





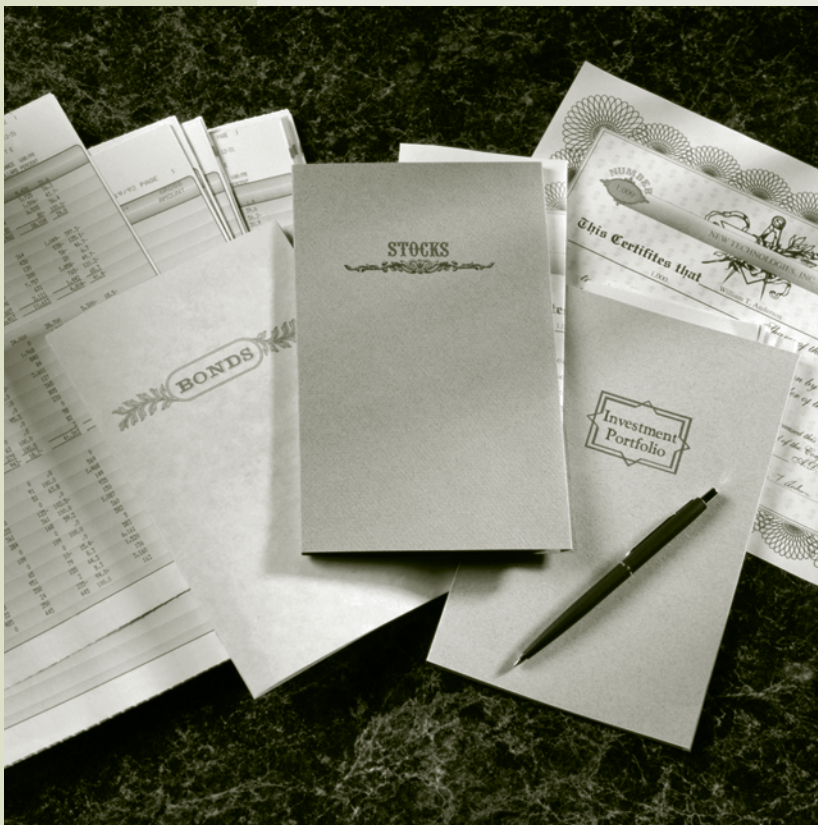
Every family is unique in its needs and desires for wealth management. Many families, however, share several of the following objectives for their family office services.

- ▼ Comprehensive financial management and financial education for family members.
- ▼ Integration of multiple financial disciplines to ensure optimal outcomes for strategic financial objectives.
- ▼ Coordination of advisers to achieve a common set of goals.
- ▼ Customized asset preservation and enhancement strategies for each family member.
- ▼ Financial oversight of assets designated for future generations.
- ▼ Risk management of family investment partnerships, directorships, and fiduciary responsibilities.
- ▼ Consolidation of financial record keeping for efficient compliance and reporting.
- ▼ Support of personal and family philanthropic goals.
- ▼ Protection of family privacy and confidentiality.
- ▼ Preservation of family values.

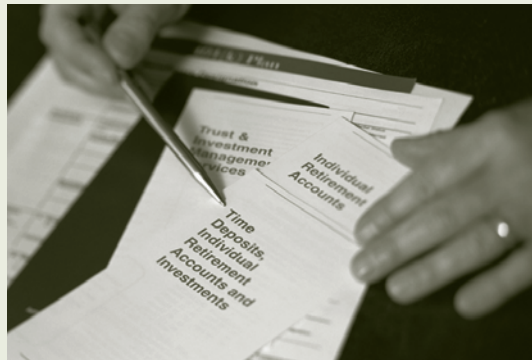




The following is a representation of the breadth and sophistication of over 200 services and strategies provided by *Family Office Services* professionals – for achieving the desired objectives of your family.



- ▼ Revocable Trusts
- ▼ Irrevocable Trusts
- ▼ Incentive Trusts
- ▼ DSPAs
- ▼ Health Powers
- ▼ Long Term Care
- ▼ Business Continuity Planning
- ▼ Compensation Planning
- ▼ Costless Collars
- ▼ TCLAT
- ▼ Leveraged ESOP
- ▼ Synthetic Equity
- ▼ Tax-free Sale of S-Corp
- ▼ Conversion of Paper Profits
- ▼ Advanced Asset Allocation
- ▼ LLC
- ▼ Private Equity
- ▼ 402(e) Rollover
- ▼ ESO Foundation
- ▼ Portfolio Design
- ▼ Exchange Traded Funds
- ▼ Contingent
- ▼ Deferred Swap
- ▼ Dynasty Trusts
- ▼ Offshore Investments
- ▼ GRAT
- ▼ QPRT
- ▼ CLAT
- ▼ Multiclass FLP
- ▼ ILIT
- ▼ CRT
- ▼ ULP
- ▼ Short Term CRT
- ▼ QDOT
- ▼ NIMCRUT
- ▼ IRA Access Strategy
- ▼ Family Bank
- ▼ Stock Option Strategy
- ▼ Private Foundations
- ▼ SERP Exchange
- ▼ Fractional Ownership Discounts
- ▼ Non-taxable Installment Sales
- ▼ Value Transference
- ▼ CRT Rollover
- ▼ Wealth Responsibility Retreat
- ▼ Junior Advisory Board
- ▼ Education Trusts
- ▼ Never Too Late Trust
- ▼ Performance Trusts
- ▼ Tundra Trusts
- ▼ ESOP



Composed of an integrated team of professionals with highly specialized educational credentials and backgrounds, *Family Office Services* works in conjunction

with your Wealth Adviser (as well as your other advisers) to provide the critical central coordination that focuses on **all** aspects of your family and the ongoing management of its wealth.

Together, these professionals provide an integrated approach that encompasses financial, estate, philanthropic, insurance, investment, and life planning. At the helm is your Wealth Adviser who oversees these professionals and your other advisers in developing, implementing, and maintaining your family's Wealth Blueprint. ▲

Our experience advising families with significant wealth and special requirements gives us the wisdom and insight to counsel you and your future generations.

The Seven Levels of Services Provided by a Capable Planning Team

7 Levels	7 Roles	7 Deliverables
C	COUNSELOR	Family Wealth Statement
A	ANALYST	Financial Check-up and/or Value Proposition Letter
P	PLANNERS	
A	ADVISER COORDINATOR	Tactical Plan and/or Comprehensive Plan
B	BINDER/PUBLISHER	
L	LICENSED IMPLEMENTERS	Legal Documents
E	EVALUATOR/EDUCATOR	Annual Updates





These seven groups of professionals work in tandem with your Wealth Adviser to serve you in the following roles:

The Wealth Counselor – helps you clarify your vision, purpose, and values in a *Family Wealth Statement*.

The Analyst – reviews your current financial, legal, insurance, investment, tax, retirement, and compensation plans in a *Financial Checkup* that evaluates how well your current plan fulfills goals articulated in your Family Wealth Statement.

The Planners – initially prepare a *Value Proposition Letter* that details the specific benefits and costs of creating a *Tactical or Comprehensive Plan* based on your situation and objectives. Once a decision is reached, the Planners prepare the plan documents.

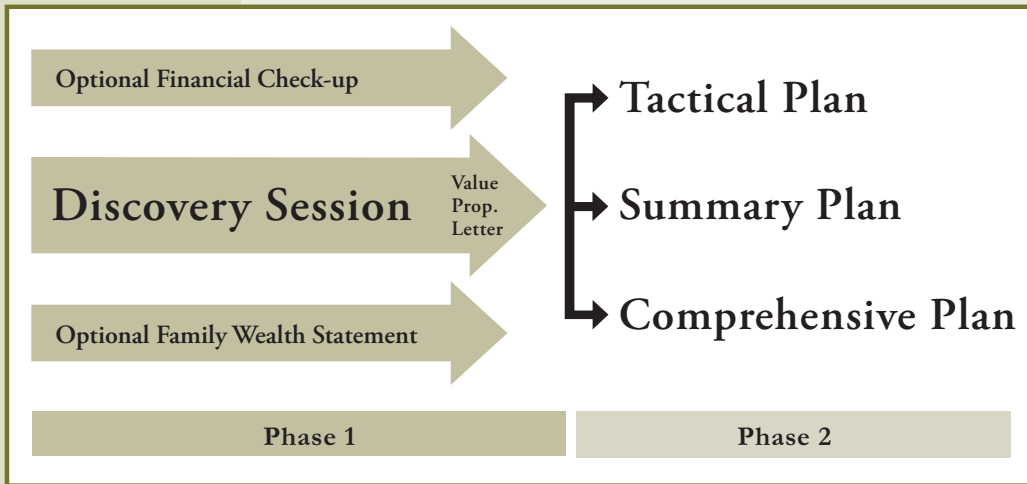
The Adviser Coordinator – orchestrates the combined efforts of your CPA, lawyer, and other professionals involved in creating and implementing your plan.

The Binder/Publisher – creates the graphic content that illustrates the strategies and recommendations contained in the plan.

Licensed Implementers – Following your approval of the plan, the attorney drafts the necessary documents; the insurance professional prepares the applications; the investment professional implements money management strategies; and the CPA coordinates the tax-related decisions.

Evaluator/Educator – Any plan should be updated at least annually to evaluate the impact of tax law changes, market conditions, or changes in financial philosophies. The Evaluator assists in this regard and also educates family members and the planning team on new strategies.





The *Family Office Services* process begins with a free Discovery Session. During this session, we identify issues, review alternatives, recommend solutions, educate family members so they can make decisions, and assist you and your advisers in clarifying the selected course of action.

The business of wealth management demands a disciplined professional approach with clear objectives.

ing the selected course of action.

At the end of the Discovery Session, we prepare a Value Proposition Letter (“VPL”) to show you which services and deliverables can best help you achieve your goals. The VPL quantifies the costs and benefits of engaging us for different levels of planning.

By communicating through a disciplined process, we make certain that information, needs, and values are shared in an accurate, timely, and convenient manner that revolves around the following planning stages and tools. ▲



Phase 1	1. Family Wealth Statement (Family Retreat)*
	2. Financial Check-Up*
	3. Value Proposition Letter*
Phase 2	4. Tactical Plans*
	5. Comprehensive Wealth Blueprint*
Phase 3	6. Implementation Documents
Phase 4	7. Annual Updates

*Certain planning instruments are offered individually so that you and your Advisers may select, tailor and integrate those that are most appropriate.





Principals at *Family Office Services* have pioneered a multi-disciplinary planning process since the 1970s. The company specializes in working with the nation's

leading CPA, legal, and wealth advisory firms.

Family Office Services was formed by an elite group of planning firms as a resource for delivering highly specialized services to affluent families. The combined talent and resources comprising Family Office Services allow you to benefit from the highest level of expertise and services available to families wanting one-stop access to financial, risk management, legal, and tax expertise.

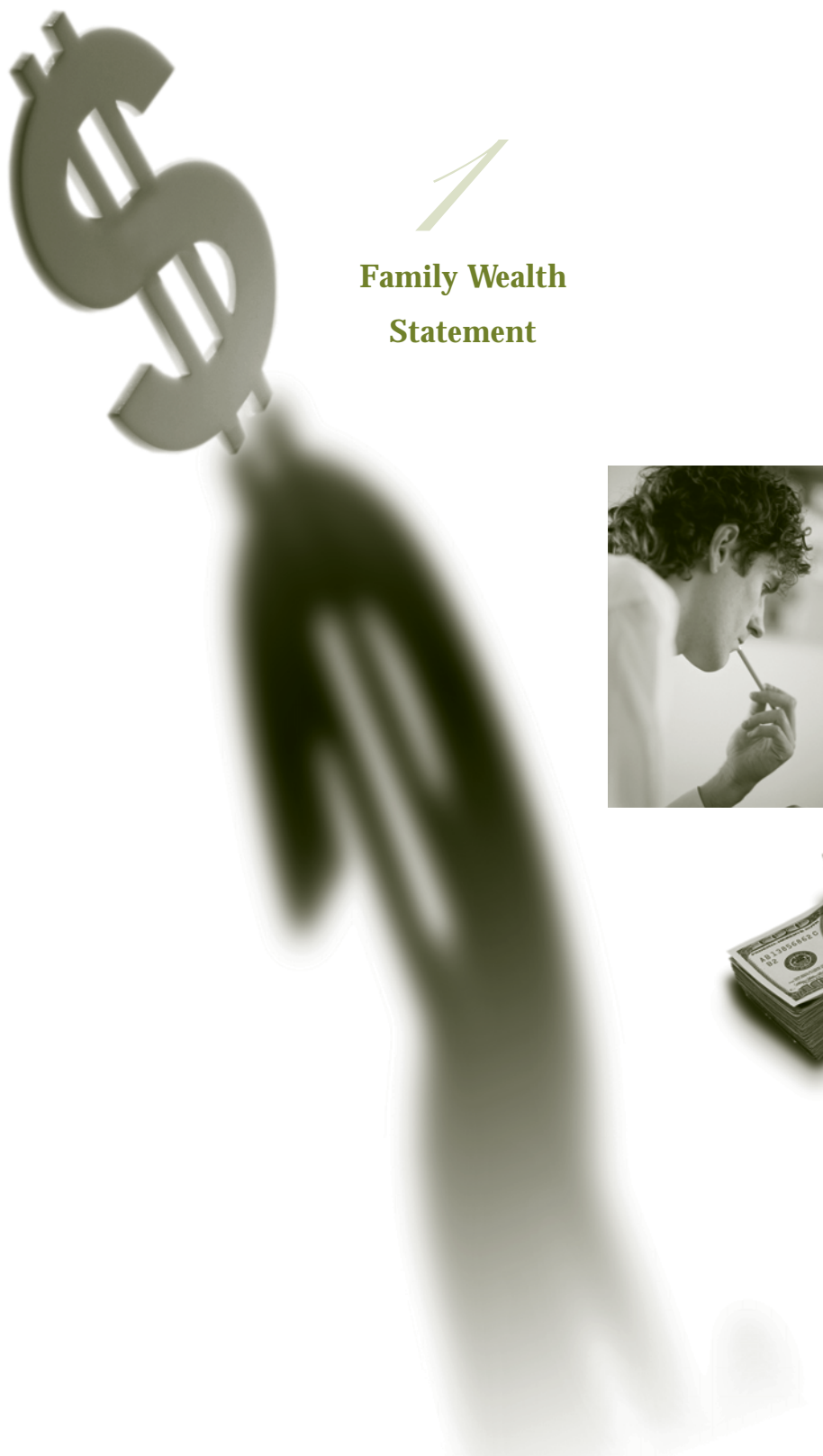
Services are offered individually so that you and your advisers may select, tailor, and integrate those that are most appropriate. By sharing the costs of these highly specialized resources, your Wealth Adviser can offer you all of the advantages of a family office – without the significant expense of establishing one. ▲

The distinctions offered by *Family Office Services* are grounded in the establishment of value and results for our clients: impeccable quality achieved cost effectively.



THE COST EFFECTIVE FAMILY OFFICE

The Family Office



**Family Wealth
Statement**



We encourage the family to begin by articulating a personal and family wealth philosophy and mission statement. This statement will guide everything we do and will stand as a legacy to current and future generations. It will outline the philosophies and principles that have guided the creation and preservation of the family wealth: the risk tolerances; lifestyle objectives; charitable giving policy; and missions in life. In addition, it will articulate the responsibilities that accompany the ownership of wealth. ▲



2

Financial Checkup

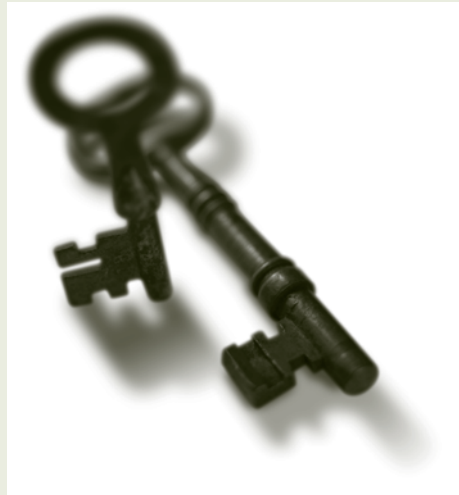
Does your current plan fulfill the objectives in your Family Wealth Statement? *Family Office Services* helps you answer this question by reviewing your current financial, legal, insurance, investment, tax, retirement, and compensation plans. After the *Financial Checkup* is completed, we develop a report card that summarizes your success in realizing goals in each financial area. The Financial Checkup:

- ▼ Includes a Current Plan Analysis & Report Card.
- ▼ Can be easily upgraded into a Comprehensive Plan.
- ▼ Includes a summary of income tax, insurance, investment, estate tax, retirement, and/or business succession issues.





Value Proposition Letter



Value Proposition Letter Grid

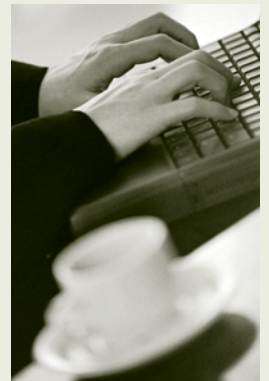
	EXISTING PLAN	PROPOSED PLAN
Current Year Corporate Income Tax	\$480,000	\$255,000
Current Year Personal Income Tax	\$140,000	\$95,000
Inheritance to Heirs	\$ 3,000,000	\$ 8,000,000
Estate Tax	\$ 2,000,000	\$ 1,500,000
Legacy to Charity	\$ 0	\$ 1,000,000
Projected After-Tax Retirement Income	\$ 170,000	\$ 267,000
Business Goes to Children	No	Yes
PROPOSED PLAN SUMMARY		
Reduced Corporate Income Taxes		\$ 225,000 for 10 years
Reduced Personal Income Taxes		\$87,000 over 2-6 years
Increased Annual After-Tax Personal Income Pre-Retirement		\$ 30,000
Increased Annual After-Tax Retirement Income		\$ 88,000
Eliminated Capital Gains Taxes on Sale of Business		\$ 750,000
Reduced Estate Taxes		\$ 500,000
Increased Net to Heirs		\$ 5,000,000
Increased to Charity		\$ 1,000,000



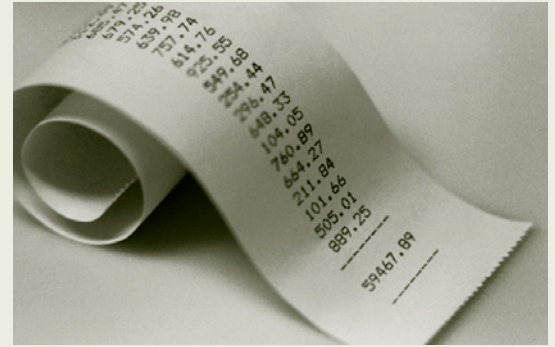
At the culmination of Phase 1, *Family Office Services* prepares a *Value Proposition Letter* that quantifies the benefits of planning before you engage us, and determines your cost of moving forward in the planning process.

Drawing upon our experience in developing hundreds of plans for wealthy individuals, we are able to show you specifically how proper planning will lower your estate and income taxes, increase transfers to your heirs, improve lifetime income, enhance your charitable giving potential, and achieve other goals. You will see how tax savings typically exceed our fees by a factor of 200 to 1. The Value Proposition Letter:

- ▼ Summarizes results of current plan.
- ▼ Estimates potential benefits of planning.
- ▼ Recommends a course of action.
- ▼ Estimates fees.



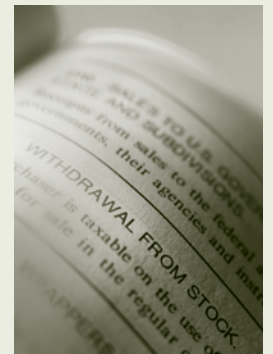
4

Tactical Plans

In situations that require a focus on a specific issue, a singular *Tactical Plan* can achieve significant planning benefits. After we identify your key planning goals, we evaluate the appropriate strategy or combination of strategies to address your objectives. *Family Office Services* works with more than 200 available wealth strategies to produce the desired results for clients.

Each Tactical Plan includes instructive charts and implement-able steps showing how we can help you achieve your desired goals. A Tactical Plan:

- ▼ Focuses on a specific strategy.
- ▼ Illustrates how the proposed plan improves your current situation.
- ▼ Achieves the goals most important to you – cost effectively.
- ▼ Can be easily upgraded into a comprehensive plan.



5

Comprehensive Plan

The Comprehensive Plan or “Wealth Blueprint” summarizes how you can integrate several planning instruments to achieve all of your most important planning goals. Using advanced technology, we follow an efficient and disciplined process for identifying the best mix of planning tools to achieve your goals. This technology permits us to summarize all planning concepts on a single flow chart that is supported with extensive numerical and text documentation. We also integrate the tax benefits and cash flows of each tool in the plan to create a year-by-year cash flow summary. By doing so, you can see how the plan achieves your income goals even after you pay taxes, make charitable gifts, or fund an insurance policy. A Comprehensive Plan:

- ▼ Addresses all major components of planning.
- ▼ Recommends multiple strategies.
- ▼ Fully integrates cash flows, tax impact, and estate distribution.
- ▼ Provides extensive documentation.

6

Implementation

During Phase 3, *Family Office Services* oversees the implementation of your plan and coordinates with your attorney, CPA, and other licensed professionals to draft and execute the appropriate documents.

This critical central coordination ensures that all aspects of your plan are completed within required time frames and that each tool is integrated with the objectives specified in the plan. By using a centralized approach, all advisers are able to “work off the same page” efficiently and effectively . ▲



7

Annual Updates



After implementing your plan, your portfolio may grow, your goals may change, or you may add new family members or business partners. To help you respond to new opportunities and challenges, we recommend quarterly or annual evaluations of your plan.

During our reviews, we will suggest new ideas to help you effectively reduce taxes, increase transfers to heirs, enhance retirement income potential, maximize control over charitable giving, or achieve other important personal goals.

We are also available to help educate you, your advisers, your children, or members



of your family foundation board about any recommended action. ▲



Going Beyond The Traditional.



Family Office Services is a wealth planning company that goes beyond the traditional scope of services in providing integrated advisory, planning, and wealth management services to families with substantial assets. By uniting a team of experienced planners and equipping them with state-of-the-art technology, *Family Office Services* can effectively and efficiently address a comprehensive array of issues stemming from the needs of the family and its individual members. Not only are financial, legal, philanthropic, and relational needs addressed, but also the emotional, spiritual, and social issues surrounding families of wealth.

This intense client orientation is in the tradition of the old line European private banks that attended to all aspects of managing a family's wealth. Thus, investment management services, estate planning and trusts, tax services, and the like were all furnished through a centralized resource. Along the same lines, *Family Office Services* provides a central resource of coordinated and highly specialized personal services for families with extremely complex financial needs. ▲



Our mission is to help you realize your vision for minimizing taxes and maximizing benefits – for you, your family, your business, and your favorite charities.

We work with you to realize your vision through a carefully-crafted plan based on your emotional, spiritual, intellectual, physical, social, professional, and financial resources. We then develop a Wealth Blueprint that integrates the proper planning instruments to achieve the purpose for which you were put on this earth.



“As you move through the days and years of your life, you do not go unnoticed. You leave a trail, an impression, footprints...unquestionable proof that you existed...in the lives of those around you.”

Lee Ann Womack:
Something Worth Leaving Behind



FUNDING YOUR VISION WITH UNTAPPED SOURCES OF WEALTH

Family
OFFICE SERVICES