

The
F a m i l y W e a l t h
Alliance

Dear Colleague:

We invite your participation in our Second Annual Single-Family Office Study, the leading annual survey of its kind. This groundbreaking research project is intended to explore the strategic issues facing today's family offices and to help them chart their course for the future. How does your family office measure up to others in terms of governance, expense levels and compensation? How do your concerns compare with theirs? You can find out by participating in this unique study.

The Family Wealth Alliance is an independent advocate and objective resource for private families and the firms that serve them. Our annual Multifamily Office Study, now in its sixth year, has been widely acclaimed as the leading source of information and data on the multifamily office industry. We believe the Single-Family Office Study will also become an industry standard.

Please Note: All survey responses for this study will be kept completely confidential, and no names of participating family offices will be released. (This is a departure from our annual Multifamily Office Study, which lists these "commercial family office" firms). Only aggregate data will be presented in the study report. Our Privacy Policy on page two guarantees complete confidentiality for all information provided by participating family offices. **Questionnaires are due on/before July 10.**

There is no charge for single-family offices to participate in this pioneering research, nor are participants required to be members of The Family Wealth Alliance. Participants will each receive a complete report of the study's findings and analysis. They are also invited to attend our MFO/SFO Forum September 30-October 2 at the James Hotel in Chicago where the research will be presented and discussed, and family office executives will have a unique opportunity for peer networking. If you have any questions about the study, please contact Kathy Harbke at The Family Wealth Alliance by calling our office at 630-684-2210 or by email at Kathy@FWAlliance.com.

Sincerely,



Thomas R. Livergood
Chief Executive Officer

The
Family Wealth
Alliance

PRIVACY POLICY
2009 (2ND ANNUAL) SINGLE-FAMILY OFFICE STUDY & FORUM

The following is our privacy policy pertaining to all single-family offices, their executives, and the private families they serve:

1. Single-family offices participating in this research are assured of complete anonymity and confidentiality. No list of the single-family offices participating in this research will be published in the written SFO Study report, nor will their names be made available to any outside parties.
2. Only aggregate information or peer group comparisons will be made of firms participating in our Single-Family Office study.
3. A list of attendees of the 2009 SFO Forum will be made available only to our sponsoring partner firms of the 2009 SFO Study. After hearing these firms' white paper presentations and meeting their executives, attendees who do not wish to be contacted should inform an Alliance staff member.
4. On behalf of our sponsoring partners, The Alliance may from time-to-time, conduct a blind mailing or broadcast email to executives of participating and attending SFOs. If at any time, an executive wishes to opt out of these communications, they can inform The Alliance of their wishes.
5. Certain introductions of a sponsoring partner to an SFO executive may be initiated by The Alliance—via e-mail, phone call or in person—for purposes of doing business together. These one-way introductions will not disclose the identity of the SFO executive to the sponsoring partner—unless authorized otherwise.

Respectfully submitted,



Thomas R. Livergood
Chief Executive Officer



2009 SINGLE-FAMILY OFFICE SURVEY

No one other than the staff of the Family Wealth Alliance will have access to response information. Family offices participating in this study will receive at no charge a comprehensive report on the study findings.

Completed questionnaires should be returned by July 10. They can be faxed to 866-410-5532, or mailed to The Family Wealth Alliance, The Peironnet Building, 101½ E. Front St., Suite 105, Wheaton, IL 60187-5334.

See back page for instructions on completing and returning questionnaire.

If you have any questions regarding this questionnaire or the study, please call the Family Wealth Alliance at 630-684-2210. Thank you.

FAMILY OFFICE NAME AND CONTACT INFORMATION

1a. Name of family office

1b. Street address/P.O. box

1c-e. City, state, ZIP code

1f-g. Telephone number and email address

1h. Name of chief or top officer

1i. Title

1j. Is chief executive or top officer a family member? Yes No

1k. Name of person completing this questionnaire

1l-m. Telephone number and email of person completing this questionnaire

FAMILY OFFICE BACKGROUND

2. Year family office was established

3. Number of family generations served today

4. Number of separate family households served in each generation

No. of households in:

4a. Generation 1 _____

4b. Generation 2 _____

4c. Generation 3 _____

4d. Generation 4 _____

4e. Generation 5 _____

4f. Generation 6 _____

4g. Generation 7 _____

4h. Total households _____

5. Approximate total number of family members in households on Line 4h. _____

6. Number of separate family households who are not being served by the family office. _____

6a. Number of households not being served _____

6b. Please describe primary reason(s) why these family households are not being served by the family office.



2009 SINGLE-FAMILY OFFICE SURVEY

All responses will be kept strictly confidential.

Where family office functions originated

7. Family office function originated inside a (check one only):

- 7a. Operating family business
- 7b. Law firm
- 7c. Accounting firm
- 7d. Bank
- 7e. Other

7f. (Please describe)

Circumstances of family office formation

8. Why was the family office established and/or what role was it expected to play? (Please describe.)

Source of wealth

9. What was the original source of the family's wealth? (Please describe.)

Legal structure of family office today

10. Family office is structured as a (check all that apply):

- 10a. Limited partnership
- 10b. C Corporation
- 10c. S Corporation or LLC
- 10d. Corporate division or subsidiary
- 10e. Holding company
- 10f. Private trust company
- 10g. Registered investment advisor
- 10h. Other

10i. (Please describe)

Governance of family office

11. Family office is governed by a (check one only):

- 11a. Board of directors or council of family members only
- 11b. Board of directors or council including family members and nonmembers
- 11c. Patriarch or matriarch without a board of directors or council
- 11d. Senior family members without a board of directors or council
- 11e. Trustee(s) of one or more family trusts
- 11f. Other

11g. (Please describe)

Ownership of family office

12. How is the ownership of the family office structured? (Please describe.)

Ties to operating businesses

13. Family office:

- 13a. Is part of an operating business
- 13b. Is independent of any operating businesses
- 13c. Manages or administers one or more operating businesses

Orientation of family office

14. Family office is considered a:

- 14a. Cost center
- 14b. Profit center
- 14c. Neither (Please explain.)

Evolution of family office

15. How has the family office changed or evolved over the years? (Please describe.)



2009 SINGLE-FAMILY OFFICE SURVEY

All responses will be kept strictly confidential.

SCOPE OF FAMILY OFFICE FUNCTIONS AND SERVICES

Overview of family office functions and services

16. Which most closely describes the scope of services of your family office? Family office provides (check one only):

- 16a.** A narrow range of administrative functions such as bookkeeping and bill payment
- 16b.** A wider range of functions such as consolidated financial reporting, tax return preparation or property management
- 16c.** Higher-level services including the coordination and monitoring of outside professionals such as attorneys, CPAs, and trustees

- 16d.** Comprehensive planning and financial management services using outsourced providers such as money managers and estate planning attorneys
- 16e.** Comprehensive planning and financial management services using in-house staff professionals such as attorneys, CPAs, and investment managers
- 16f.** None of the above describes family office's scope of services
- 16g.** (Describe here.)

17. Please indicate the services offered by your family office. Check all that apply.

	Now offer in-house	Now offer via out-sourcing	% households using this service	Likely to start offering in next 12 mos.
<i>Family-office services</i>				
17a. Bookkeeping	<input type="checkbox"/>	<input type="checkbox"/>	___%	<input type="checkbox"/>
17b. Bill paying	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
17c. Cash management	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
17d. Financial accounting/reporting	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
17e. Tax preparation	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
17f. Partnership accounting	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
17g. Performance reporting	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
17h. Consolidated reporting	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
17i. Property-casualty risk review	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
17j. Private banking	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
17k. Life management/concierge	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
17l. Trust monitoring and management	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
17m. Trustee services	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
17n. Master custody	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
17o. Charitable counseling	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
17p. Foundation management	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
17q. Aircraft/yacht management	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
17r. Real estate management	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
17s. Personal property management	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
17t. Family education	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
17u. Family counseling	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
17v. Family meeting planning	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
17w. Family business advisory	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
17x. Other services (Please describe)	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>

Continued on next page



2009 SINGLE-FAMILY OFFICE SURVEY

All responses will be kept strictly confidential.

	<i>Now offer in-house</i>	<i>Now offer via out-sourcing</i>	<i>% households using this service</i>	<i>Likely to start offering in next 12 mos.</i>
General advisory services				
18a. Financial planning	<input type="checkbox"/>	<input type="checkbox"/>	___%	<input type="checkbox"/>
18b. Tax planning	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
18c. Life insurance planning	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
18d. Property-casualty insurance planning	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
18e. Asset protection planning	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
18f. Estate planning	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
18g. Coordination of external advisors	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
Investment consulting:				
18h. Asset allocation	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
18i. Manager selection/oversight	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
18j. Expertise in alternatives	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
Investment management:				
18k. Equities	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
18l. Fixed income	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
18m. Alternative strategies	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>
18n. Direct private equity investments	<input type="checkbox"/>	<input type="checkbox"/>	___	<input type="checkbox"/>

New services requested by family members

19. Over the last year or two, has your family office received requests from family members to offer any additional services?

19a. Received requests for additional services Yes No

19b. If yes, please describe requested services and tell why they were added or not.

Services outsourced

20. Over the last year or two, has your family office outsourced any of the services it previously provided using in-house staff?

20a. Outsourced any services? Yes No

20b. If yes, please describe outsourced services and the outsource provider.

Services purchased from multifamily offices

21. Does your family office purchase any services from MFOs?

21a. Services from multifamily offices? Yes No

21b. If yes, please describe purchased services and the multifamily office provider.

CLIENT SURVEYS

22. Does your family office conduct formal client surveys of the households you serve?

22a. Yes No

22b. For how many years has your SFO been conducting surveys? _____

22c. How often are your client surveys conducted
Annually

Other frequency (Please describe) _____

22d. What percentage of family households are included in each survey? _____ %

22e. Are your client surveys conducted in-house by staff members or outsourced to a consultant or third party? In-house Outsourced

22f. If you answered no to 22a, does your family office intend to begin conducting formal client surveys with the next year or two? Yes No



2009 SINGLE-FAMILY OFFICE SURVEY

All responses will be kept strictly confidential.

ASSET AND INVESTMENT INFORMATION

23. Please list the total value of all investment assets supervised by your family office. Totals should include (1) any assets that would be reported as assets under management on Form ADV filed by registered investment advisers with the Securities and Exchange Commission or on a bank call report, and (2) any additional assets that would not be listed on a Form ADV or bank call report for which your family office has an ongoing supervisory responsibility.

Dec. 31, 2008

Dec. 31, 2007

\$ _____ | \$ _____

23a-b. Total assets under supervision

Investment vehicles used

24. How were your client investment portfolios allocated in terms of investment vehicles at the end of 2008 and 2007?

Dec. 31, 2008

Dec. 31, 2007

24a-b. Separately managed (managed in-house) securities accounts
_____ | _____
% | %

24c-d. Separately managed (outside managers) securities accounts
_____ | _____
% | %

24e-f. Mutual funds, including money market funds
_____ | _____
% | %

24g-h. Exchange traded funds
_____ | _____
% | %

24i-j. Funds of hedge funds (managed in-house)
_____ | _____
% | %

24k-l. Funds of hedge funds (outside managers)
_____ | _____
% | %

24m-n. Hedge funds (managed in-house)
_____ | _____
% | %

24o-p. Hedge funds (outside managers)
_____ | _____
% | %

24q-r. Private equity (managed in-house)
_____ | _____
% | %

24s-t. Private equity (outside managers)
_____ | _____
% | %

24u-v. Direct real estate
_____ | _____
% | %

24w-x. Other (please describe)
_____ | _____
% | %

Total **100%** **100%**

Changes in investment policy or practices

25. Did your organization review or change its investment policies or practices as a result of the problems in the financial markets?

25a. Reviewed investment policy or practices Yes

25b. Changed investment policy or practices Yes

25c. Did not review or change investment policy or practices Yes

25d. If your organization changed its investment policies or practices as a result of recent problems in the financial markets, please describe the change(s).

Investment expertise

26. Does your family office have sufficient expertise in-house to evaluate investment vehicles and strategies?

Yes No

27. Does your family office employ an external (outsourced) chief investment officer or investment consultant who functions as chief investment officer?

Yes No

STRATEGIC AND MANAGEMENT ISSUES

Current challenges

28. What are the three biggest challenges facing your family office today?

28a. _____

28b. _____

28c. _____



2009 SINGLE-FAMILY OFFICE SURVEY

All responses will be kept strictly confidential.

Competition

29. Do you consider commercial firms such as private banks and multifamily offices to be in competition with your family office?

29a. Yes No

29b. Please explain your answer.)

29c. How concerned are you about outside competition from commercial firms such as private banks or multifamily offices? (Check one.)

- Not concerned at all
Somewhat concerned
Very concerned

Initiatives

30. Please rate each of the following initiatives or activities on a scale of 1 to 10 in terms of its importance to your family office in the next 12 months. (1= least important, 10 = most important.)

Rate on a scale of 1 to 10

- 30a. Reducing investment portfolio risk
- 30b. Increasing revenue to cover higher costs
- 30c. Filling key staff positions(s)
- 30d. Improving relations with family members
- 30e. Outsourcing key service or services
- 30f. Improving investment returns
- 30g. Overhead cost reductions
- 30h. Hiring new investment managers
- 30i. Expanding/improving services
- 30j. Improving family office governance/policies
- 30k. Raising investment portfolio returns
- 30l. Partnering with other family offices
- 30m. Other important initiative or activity

Please describe.

31. How concerned are you about the sustainability of your family office in the years ahead?

- Not concerned at all
Somewhat concerned
Very concerned

32. What steps if any has your family office taken to strengthen itself and improve its ability to continue to serve the family effectively in the coming years?

(Please describe steps.)

Expected changes

33a. Looking ahead over the next decade, how much do you think your family office will change?

- Change substantially
Change only slightly
Remain about the same

33b. (Please explain your answer.)

Fiduciary standards

34a. How confident are you that your family office can continue to meet evolving fiduciary standards of due diligence and care in the services it provides?

- Fully confident Somewhat unconfident
Somewhat confident Not confident at all

34b. (If not fully confident, please explain why.)



2009 SINGLE-FAMILY OFFICE SURVEY

All responses will be kept strictly confidential.

STAFFING AND COMPENSATION

Staff levels by category

35. Number of client relationship managers

Dec. 31, 2008	Dec. 31, 2007	In 2008, number of employees in category:	
		Leaving firm	Joining firm
a	b	c	d

36. Other professionals/specialists not included above

Dec. 31, 2008	Dec. 31, 2007	In 2008, number of employees in category:	
		Leaving firm	Joining firm
a	b	c	d

37. Client service staff

Dec. 31, 2008	Dec. 31, 2007	In 2008, number of employees in category:	
		Leaving firm	Joining firm
a	b	c	d

38. Administrative staff

Dec. 31, 2008	Dec. 31, 2007	In 2008, number of employees in category:	
		Leaving firm	Joining firm
a	b	c	d

39. Total number of employees (Sum Q. 35 through Q. 38)

Dec. 31, 2008	Dec. 31, 2007	In 2008, number of employees in category:	
		Leaving firm	Joining firm
a	b	c	d

40. If total employees at the end of 2008 (39a) is different from total employees at the end of 2007 (39b), please explain why the total increased or decreased.

Staff vacancies

41a. Does your firm have a vacancy in a senior level position (chief executive or direct report to chief executive) that it is seeking to fill by recruiting an outside candidate? Yes No

41b. If answer to 41a is Yes: Have you engaged a search firm to fill the position? Yes No

41c. For how many months has that position been vacant? _____

41d. Describe title/duties of that vacant position

42. Please list total compensation (salary, bonus, or other incentive, deferred comp.) for your chief executive or top officer for 2008 and 2007.

2008	2007
\$ _____	\$ _____

42a-b. Salary
\$ _____

42c-d. Bonus/other incentive
\$ _____

42e-f. Deferred comp.
\$ _____

42g-h. Total compensation



2009 SINGLE-FAMILY OFFICE SURVEY

All responses will be kept strictly confidential.

Please list lowest, average and highest 2008 compensation (salary, bonus or incentive, deferred comp.) for the following employee categories:

43. Senior executives, partners, managing directors

Lowest	Total 2007 compensation Average	Highest
a \$	b \$	c \$

44. Client relationship managers not included above

Lowest	Total 2008 compensation Average	Highest
a \$	b \$	c \$

45. Other professionals not included in Q42

Lowest	Total 2008 compensation Average	Highest
a \$	b \$	c \$

46. Client service staff

Lowest	Total 2008 compensation Average	Highest
a \$	b \$	c \$

47. Administrative staff

Lowest	Total 2008 compensation Average	Highest
a \$	b \$	c \$

Staff development

48. Does your family office have a formal employee education or development program.

Yes No

49. In your view, do the client relationship managers at your family office have the right mix of skills to do their jobs effectively?

49a. Yes No

49b. If no, what additional skills do they need?

OPERATIONS INFORMATION

Custody services

50. Which firm is your family office's primary provider of custody services for investment assets?

50a. Name of custody firm

50b. What percentage of your family office's investment assets are custodied with your primary provider?

50c. How satisfied are you with your primary provider of custody services?

Very satisfied Very dissatisfied
 Satisfied No opinion/don't know
 Dissatisfied

50d. In the last year or two, has your family office expanded or reduced the number of custodians it uses for investment assets? Yes No

50e. If yes, please explain why.

TOTAL EXPENSES

Expenses of family office

51. What were the total expenses for operating the family office in

2008	2007
\$	\$
Total expenses	

The Family Wealth Alliance



INSTRUCTIONS FOR RETURNING YOUR COMPLETED QUESTIONNAIRE

Please use one of these four methods to return your completed questionnaire.

1. Call our office at 630-684-2210 to obtain your firm's secure password and fill out the questionnaire online by visiting our Website FWAlliance.com.
2. Fill out printed questionnaire and mail to:
Kathy Harbke
The Family Wealth Alliance
The Peironnet Building
101½ E. Front St., Suite 105
Wheaton, IL 60187-5334 USA
3. Fill out the printed questionnaire and fax it to Kathy Harbke @ 866-410-5532.
4. Obtain an editable Adobe Acrobat version of the questionnaire by visiting our Web site at FWAlliance.com. Download the questionnaire, complete it on your own computer using Adobe Reader, and email it as an attached file to Kathy@FWAlliance.com.

If you have any questions regarding the questionnaire or the study, please contact Kathy Harbke at The Family Wealth Alliance at 630-684-2210 or Kathy@FWAlliance.com.

We Place Families FirstSM

The
Family Wealth
Alliance

