

# 2024 SPRING CONFERENCE



CINCINNATI, OHIO  
APRIL 17 – 18, 2024

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## ABOUT AFHE

The Attorneys for Family-Held Enterprises (AFHE) is an independent, non-profit association of attorneys, practicing in the areas of corporate, litigation, taxation, and trusts and estates who provide multi-disciplinary legal counsel and advice to publicly and privately-held enterprises, their owner-managers, and family members. The organization serves as a resource for individuals, business entities, trade associations, the business press, and other groups seeking information concerning attorneys with the experience, expertise, and qualifications to address privately-held business issues. AFHE members focus on the establishment, growth, and success of family-held enterprise, the engine behind entrepreneurship.

Family businesses are essentially the same around the world in their contributions to the long-term financial and social stability of their communities and their nations. The attorneys who practice in family business law are reestablishing the traditional role of legal counselor to these businesses, viewing the entire business life-cycle of their clients' firms as relevant to business and legal decisions made today.

# LOCATION INFORMATION

## HOTEL ACCOMMODATIONS

Renaissance Cincinnati Downtown Hotel  
36 E. 4th Street  
Cincinnati, OH 45202

*A block of hotel rooms has been reserved at the Renaissance Cincinnati Downtown Hotel. The room rate is \$180 per night. Deadline for reservations is Saturday, March 30. [Click here to reserve a room online](#). If you need to extend your stay for additional nights before/after the conference, please contact Lisa Keller at 937-239-5292 between 9am-4pm ET to make your reservation. The online reservation link will not accept reservations outside of our room block.*



## OPENING DINNER LOCATION APRIL 17, 2024 AT 5:30 P.M.

Queen City Club  
331 E. 4<sup>th</sup> Street  
Cincinnati, OH 45202

*Thursday evening will feature a group dinner at the historic Queen City Club at 5:30 p.m. The Queen City Club is the oldest & most prestigious private club in the Cincinnati area.*



## MEETING & CLOSING RECEPTION LOCATION APRIL 18 AT 8:30 A.M. – 6:00 P.M.

Atrium Two Conference Center  
221 East Fourth Street  
Cincinnati, OH 45202



# SCHEDULE AT-A-GLANCE

## WEDNESDAY, APRIL 17, 2024

5:30 p.m. - 9:30 p.m.                      Opening Reception & Dinner at the Queen City Club *(Included in registration fee)*

## THURSDAY, APRIL 18, 2024

8:30 a.m. - 9:00 a.m.                      Registration & Breakfast

9:00 a.m. – 9:15 a.m.                      Welcome & Opening Remarks  
*Presented by AFHE President Laura Wartner and  
Conference Co-Chairs Peter Dougherty and Michael Hawthorne*

9:15 a.m. - 10:15 a.m.                      "Preserving Multigenerational Wealth: How a Private Family Trust Company Can  
Promote Family Harmony & Positive Family Dynamics"  
*Presented by Cindy Steeb, Clearstead Advisors*  
*With the ever-increasing use of multigenerational trusts, private family trust companies  
("PFTC") can be structured to promote positive family dynamics. Come learn from a case study  
based presentation on how a PFTC can help bring families together across generations.*

10:15 a.m. – 11:15 a.m.                      "Protecting the Family Business in the Age of FTC / NLRB activism: Practical Solutions  
for Ensuring Expectations are Met"  
*Presented by Brian Redden, Esq., Buechner Haffer Meyers & Koenig Co., LPA*  
*In the last three years, the Federal Government and several states have taken a pro-active  
approach to negate or limit business protections that have traditionally been offered through  
non-competition, non-solicitation, and trade secret agreements. For family businesses that  
depend on secure relationships and trade protections, these limitations of traditional options  
could spell problems in remaining competitive in the marketplace. This discussion will clarify  
the current state of federal and state law on trade protection issues and the best way to insure  
commercial protections against nefarious employee actions and illegal competition are  
preserved.*

11:15 a.m. – 11:30 a.m.                      Break

11:30 a.m. – 12:30 p.m.

*"The 3 Key Components to Successful Family Enterprise Transitions (and it takes all 3)"*

*Presented by Rod Zeeb, JD, HDP™, The Heritage Institute® and Genacy™ & Josh Kanter, leafplanner*

*It takes 3 things for a family business transition to be successful:*

- 1. Great planning and documentation,*
- 2. Informed and prepared successors and beneficiaries, and*
- 3. Access to all of the important information and assets (both financial and non-financial) involved in the transition.*

*Too often, great planning fails because the successors are not prepared for the transition. And, even if the successors (including successor trustees) are supremely competent, they cannot facilitate a smooth transition if they do not have adequate information about both the assets being transferred and non-financial assets that are available.*

*The solution:*

- *The family and its legal, planning, and Heritage Design professionals typically solve the 1st issue. Once the planning and documentation are in place, the successor professionals, family, and beneficiaries must be prepared to implement the planning.*
  - *Ideally, the successor professionals and beneficiaries have both a clear understanding of the planning and documents and the desired outcomes for the planning. Even the best-drafted documents can be subject to disputes about clarity. If the "why" is clearly articulated (preferably by the client rather than the professional), many of these uncertainties or disputes disappear.*
  - *And, even if the documents are perfect and the successors have total understanding, the transition may fail if the successors do not have access to both the financial and non-financial assets and/or adequate information about the assets involved.*
- *Multi-generational Heritage Design is involved in the 1st issue and solves the 2nd issue. And,*
- *Leafplanner solves the 3rd issue.*

*Using examples and case studies from the Heritage Design professionals and Leafplanner, this session will demonstrate how a collaboration of the planning professionals, who are preparing the successors, can better provide for the successful transition of a Family Held Enterprise.*

12:30 p.m. - 1:30 p.m.

Luncheon

1:30 p.m. – 3:00 p.m.

*"Autopilot Doesn't Get the Job Done: The Ed and Joann Hubert Family"*

*Panel Discussion Moderated by David W. Burleigh, Buechner Haffer Meyers & Koenig Co., L.P.A.*

*The Ed and Joann Hubert Family consists of 10 people across three generations: grandmother Joann Hubert; children Cindy, Blake and Brian, and their spouses GO, Connie, and Laurie; and 10 grandchildren, in their teens and 20s. In 1946, Ed Hubert's father created a food merchandising business and sold products from the back of his car. Fifty-four years later, the*



*company having acquired all its competitors nationwide, the family sold the company to a German firm. The family then entered the real estate business, and is now one of the largest holders of commercial and multi-family properties in historic in-fill neighborhoods surrounding Cincinnati. In this presentation, you will hear about the family's sale of the original company, their investment in blighted areas, their unusual techniques for gifting from their family foundation, and their views about the future.*

3:00 p.m. – 3:15 p.m.

Break

3:15 p.m. – 4:15 p.m.

**"Family Dynamics and Closely-Held Business Succession"**

*Presented by Julie Alcala, BNY Mellon Wealth Management*

*Legal and Tax Advisors have a great arsenal of tools and techniques for passing family businesses down to the next generation in a tax-advantaged and legally optimal manner. But too often we fail to successfully address more important issues related to emotional and family dynamic issues at the founder, G2 and subsequent generational levels. These dynamics can present substantial obstacles that can delay succession of the business, negatively impact growth and viability, or even doom the business to failure. This presentation will explore some of these primary emotional and family dynamics that are common to many closely-held businesses and some potential solutions to allow for a seamless generational succession of the business.*

4:15 p.m. – 4:30p.m.

Closing Remarks

*Presented by AFHE President Laura Wartner and*

*Conference Co-Chairs Peter Dougherty and Michael Hawthorne*

4:30 p.m. – 6:00 p.m.

Closing Reception

# MEET OUR SPEAKERS

## JULIE ALCALA, CPA, CFP



Julie Alcala is a senior wealth strategist for BNY Mellon Wealth Management. In this role, she works directly with clients to address their investment and wealth management needs.

Julie joined the firm in 2020 and has more than 25 years of experience in the financial services industry. Julie works with high-net-worth families, business owners, corporate executives, foundations, and endowments in the review of investment and spending policies and wealth planning issues such as cash flow, risk planning, charitable planning, estate planning, and income tax planning. Her previous experience includes serving as the director of wealth planning for William Blair. Earlier in her career, she worked in public accounting at Deloitte and Andersen serving high-net-worth individuals.

Julie received a bachelor's degree from Indiana University.

## JOSH KANTER



Josh started his career in 1987 as a lawyer focusing on corporate and securities law, mergers and acquisitions, real estate, venture capital, private equity, bankruptcy, commercial lending, and more. In 2001, with the death of his father imminent, Josh left private practice to take on the responsibility of reorganizing his family's business, tax, and estate structures, building the systems and tools necessary to function as a single-family office, while maintaining family dialog and harmony among three generations with a wide diversity of education, financial and legal literacy, geography, age and needs.

For the past 20 years, as President of the family's single-family office, Josh has been responsible for multi-generational, multi-branch communication, governance and education, family meeting design and facilitation, tax and estate planning, business and investment structuring, risk management, and all things family office related. Over the past 10 years Josh has also worked with a number of outside families on many of these same issues.

As a student of multi-generational families and family offices, Josh has been a member of FOX, Forge, the Center for Family Flourishing, and various other family office groups and he has been a frequent author and panelist on family and family office topics. Josh loves to share what he's learned – and what he hasn't – over the past 35 years with anyone who will listen.

Josh has designed a proprietary document management system for his family office that is now being used by other families, and he recently launched leafplanner, a digital document and information sharing platform designed to replicate the creation of his own family's "owner's manual," a tool to identify, collect, organize and communicate information from the disparate parts of a family's ecosystem in order to identify blind spots, share information, educate family members and advisors, and provide a more holistic succession of information for families.

Josh is also a Director and Vice President of the Kanter Family Foundation and he has served on the boards of numerous for-profit companies and nonprofit organizations. Josh received his J.D. from the University of Chicago in 1987. He earned a BA/BS in Economics (magna cum laude) and Political Science from Emory University in 1984.



## BRIAN REDDEN



Focused primarily on advocating for and protecting privately owned businesses, Brian Redden offers comprehensive representation in all aspects of commercial / business law and litigation. He seeks to protect a company's assets and interests while at the same time developing strategies to mitigate the risk of legal issues and promote business growth. For example, he has defended clients against lawsuits and employment practices violations. As an adviser, he counsels business leaders on topics such as employment policies, negotiating agreements, and transaction disputes.

## CINDY STEEB



Cindy Steeb is a Senior Managing Director with Clearstead Advisors, an independent wealth management firm headquartered in Cleveland, OH which provides financial planning, tax planning, investment management, private family trust company administrative services, family office, and OCIO to private clients and institutions. Ms. Steeb has expertise working with high-net-worth clients, private trust companies and privately held companies to bring creative solutions to complicated estate planning and fiduciary matters. She develops trusting client relationships through her interpersonal skills, strong business judgment and a sensitive approach to family and business dynamics. In working with clients, Ms. Steeb draws on the experience she gained working for families who have experienced a liquidity event, owned a controlling interest in a publicly traded company and operated a privately held business enterprise. Prior to joining Clearstead she coauthored and participated in lobbying efforts to secure passage of the Ohio Family Trust Company Act allowing for both licensed and unlicensed family trust companies in Ohio. Ms. Steeb's experience has also included forming trust companies in Ohio, Wyoming and South Dakota, and has managed trust companies in Ohio, Wyoming and Delaware. She has written a book on private family trust companies called *Preserving Multigenerational Wealth: How a Private Family Trust Company Can Promote Family Harmony & Positive Family Dynamics* sharing case studies based on her over 20+ years working with family offices and private family trust companies.

## RODNEY (ROD) C. ZEEB, JD, HDP™



Rodney (Rod) C. Zeeb, JD, HDP™, is Founder & CEO of both The Heritage Institute® and Genacy™. The Heritage Institute provides training for trusted professionals in addition to Heritage Design Professional® (HDP™) certification. Genacy works with families multi-generationally either directly or in collaboration with their trusted professionals. The Heritage Institute also conducts and distributes original research, offers mentoring, coaching, and marketing support for professional advisors, and provides consulting services directly to individuals and families. Rod has over three decades of experience in estate planning, charitable planning, and heritage design and is recognized internationally for his contributions to the field.

Rod is the host of the 'Trusted Advisor' podcast, speaks on issues related to multi-generational planning, is the author of *Beating the Midas Curse* (now in its 3rd Edition) and *Family Stewardship*, co-author of the novel *What Matters*, and has been quoted in both US and international publications. Rod graduated Summa Cum Laude from Willamette College of Law in 1986, where he was Editor-in-Chief of the Willamette Law Review.

# 2024 SPRING CONFERENCE REGISTRATION FORM

Deadline for registration is Friday, April 5, 2024

## CONTACT INFORMATION:

Name of Attendee: \_\_\_\_\_

Name of Partner/Spouse (if attending): \_\_\_\_\_

Company Name: \_\_\_\_\_

Attendee Email: \_\_\_\_\_

Company Address: \_\_\_\_\_

City/State or Province: \_\_\_\_\_ Post/Zip Code: \_\_\_\_\_

Telephone: \_\_\_\_\_

Are you an attorney requiring a CLE Certificate for this conference?  Yes  No

Membership Status:  AFHE Member  Non-Member  Speaker

Opening Dinner at the Queen City Club (April 17 at 5:30 p.m.) # of People Attending: \_\_\_\_\_ (Included)

Entrée: \_\_\_ Filet Mignon \_\_\_ Salmon

Closing Reception (April 18 at 4:30 p.m.) # of People Attending: \_\_\_\_\_ (Included)

## REGISTRATION FEES:

- |   |          |
|---|----------|
| <input type="radio"/> AFHE Member (Early Bird – Register before March 22, 2024)         | \$550.00 |
| <input type="radio"/> AFHE Member (Regular Rate – Register after March 23, 2024)        | \$700.00 |
| <input type="radio"/> Non-Member (Early Bird – Register before March 22, 2024)          | \$725.00 |
| <input type="radio"/> Non-Member (Regular Rate – Register after March 23, 2024)         | \$850.00 |
| <input type="radio"/> Sponsor Registration Fee ( <i>for sponsorships over \$1,000</i> ) | \$350.00 |

## PAYMENT INFORMATION:

Check Payment (please make checks payable to AFHE)

Credit Card Payment

Card Number: \_\_\_\_\_ Exp. Date: \_\_\_\_\_ CCID: \_\_\_\_\_

Name on Credit Card: \_\_\_\_\_

Card Billing Address: \_\_\_\_\_

Signature: \_\_\_\_\_

Please return the completed registration for with payment to:

Attorneys for Family-Held Enterprises  
P.O. Box 518  
Mount Laurel, NJ 08054

Email: [Office@AFHE.com](mailto:Office@AFHE.com)  
Fax: 856-727-9504  
Phone: 201-591-AFHE (2343)