

# Modern LEGACY

CURRENT TRENDS, SEASONED INSIGHT AND  
AN INSIDE LOOK AT ALEX. BROWN

PRESIDENT'S LETTER

LONGEVITY TOOLS

WORD OF HONOR

GIVING BACK



## Q&A: BRETT KELLAM

An interview with the regional  
director of the Atlantic Region  
of Alex. Brown

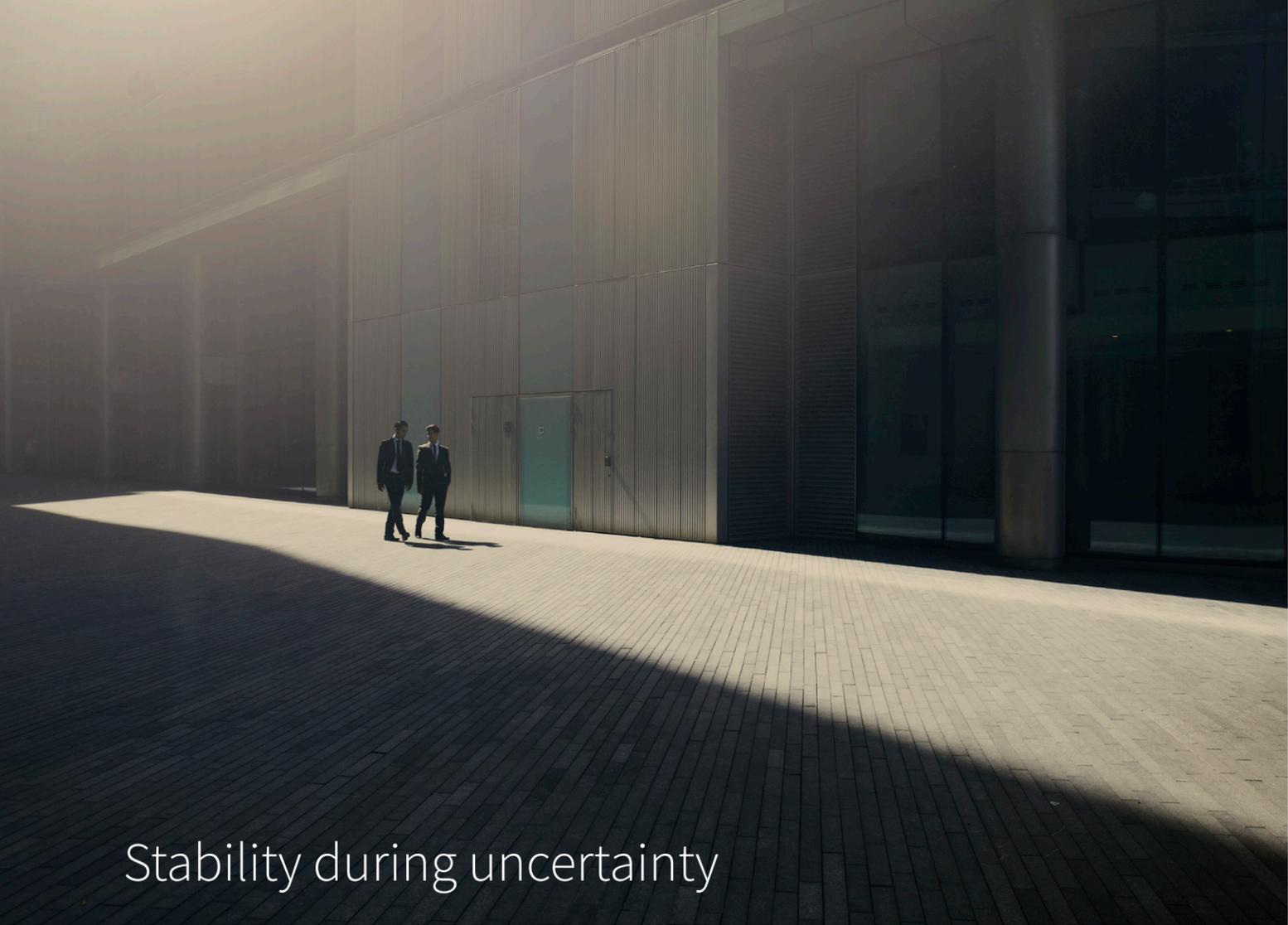
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## SPOTLIGHT

Get to know Frank McAleer,  
senior vice president of  
Wealth Planning

» page 6



## Stability during uncertainty

In unsettling times, we find ourselves guiding clients through economic uncertainty and heightened market volatility. Understanding that your clients may be looking for reassurance and communication, we are dedicated to providing you with the timely resources needed to serve your client relationships, including client touchpoint letters, commentary from firm strategists and presentations regarding financial markets.

As we navigate this period together, you can be confident that we will remain client-focused and continue to take a long-term view. Fittingly, this issue of Modern Legacy spotlights a variety of resources designed to help advisors strengthen their relationships with clients by responding to their immediate needs as well as planning for the long term.

You'll meet Brett Kellam, Alex. Brown's director of the Atlantic Region, whose vast experience gives him rare insight into the importance of financial planning. You'll read about Frank McAleer, the firm's senior vice president of Wealth Planning, and the team of wealth consultants who help connect advisors

with firm resources and support. You'll hear from client advisor Mark Pond, who uses longevity tools to help position himself as the knowledgeable center of clients' financial lives. And you'll be introduced to a number of resources to help you and your clients navigate the temporary coronavirus crisis.

We'll also recognize Alex. Brown advisors who are making their respective marks within the industry, as well as the ways associates are making a meaningful difference in their communities.

Thank you for your continued support. We appreciate your taking the time to read this issue of Modern Legacy.

Best Wishes,

**HAIG ARIYAN**  
President, Alex. Brown  
A Division of Raymond James

# A holistic practice

Client advisor **Mark Pond** utilizes the firm's longevity planning resources to build deeper relationships with clients.

Mark Pond is a client advisor, so, of course, he manages investments. Yet, when prospective clients contact him, it's rarely to ask for the rates of return on their portfolios. Most often, they are looking for someone they can trust – with anything.

And Mark is prepared to be that person.

When Alex. Brown transitioned to Raymond James three years ago, Mark made a point of exploring the firm's resources to understand how he could go beyond investment management in serving the needs of his clients. With roughly 50 families, 15 of which represent the bulk of his book, Mark's practice in Houston, Texas, is designed around providing holistic planning and advice.

"If clients get to the point where you are viewed as someone who is truly in place to provide advice and direction, not there for a transaction or a sale, the relationship is stronger," Mark said. "And that grows into referrals – and those are the type of referrals you want."

Mark is impressed with the longevity planning resources available through the firm's Wealth Planning team, including partnerships with several third-party services that assist clients with a variety of potential needs, including legacy planning, Social Security, healthcare, long-term care, fraud protection and more.

More than half of Mark's clients have accounts with Everplans, a legacy planning tool that walks clients step-by-step through the process of securely storing and sharing their vital documents and final wishes. Everplans incorporates everything from legal, financial and healthcare documents to family photos and recipes.

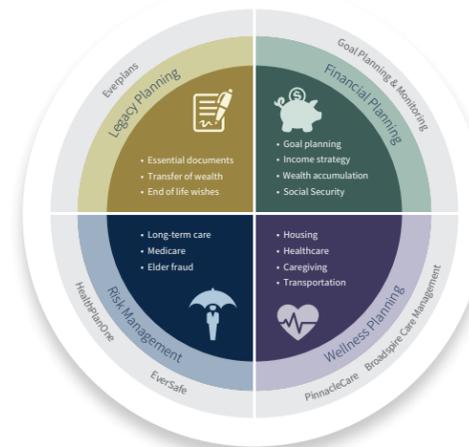
A few of his clients have utilized Health Plan One (HPOne), a resource that helps Medicare-eligible clients navigate the complexities of securing comprehensive healthcare.

"Oftentimes I talk about these tools as part of a dedicated conversation about estate planning," Mark said. "Having services that are not isolated to money helps you build relationships and get to know clients. Rapport and trust grow deeper when you can talk about healthcare issues, or their legacy or family.

"That's really what people care about, more than the standard deviation of their portfolios. When you tap into their values or when things are really challenging, like if they get sick, those are conversations that go deeper and connect us in more human ways."

Mark found it helpful to segment his book by age or types of need. He has a plan for communicating consistently with target clients and more generally and less frequently with his entire client base. Even younger clients, he said, are interested in learning about longevity resources for their potential to help with aging parents.

"Even if a client doesn't need those resources at this time, why not let them know about them?" Mark said. "With these types of conversations, you start to share their passion for what money is good for, not just how to make more money."



*The Longevity Wheel showcases strategic relationships that can assist clients with a variety of longevity planning needs.*

Additional information about longevity planning is available on RJnet or by contacting your wealth consultant on the Wealth Planning team.



## An interview with Brett Kellam

Brett Kellam is the regional director for the Atlantic Region of Alex. Brown, a significant territory that spans the East Coast from Portland, Maine, in the north to Miami in the south.



**BRETT KELLAM**  
Regional Director  
Atlantic Region of Alex. Brown

Brett Kellam has more than 35 years of experience in financial services – enough to know working at Alex. Brown is his dream job. As regional director of the Atlantic Region, his goal is to provide the best client and client-advisor experience possible by delivering high-net-worth and boutique financial services. Prior to joining Alex. Brown, Brett was managing director and chief operating officer of the U.S. equities distribution team at UBS. He graduated from Boston College, lives with his wife in Greenwich, Connecticut, and is an avid fan of sports, especially golf.

### **Q. When did you decide financial services was right for you and how did you get your start?**

Actually, it was the very first job I had coming out of college. I didn't grow up in a family where anyone was in the business, but my father gave me an interest in the stock market through the investments he made. I didn't know about all the different types of Wall Street jobs that existed, but one I did know about was what we lovingly used to call a stock broker, which is a client or financial advisor in today's terms. I convinced a manager at Paine Webber to hire me straight out of school, and he set me up with a phone book, a rotary phone and some Series 7 study materials. It was a great opportunity to learn about the business and the various products.

### **Q. Your professional journey includes working in options, equities, hedging concentrated positions, product marketing, the private client business, institutional business and a few other things. How did all those moves shape you and how did you find your way to Alex. Brown?**

Well, you learn to take advantage of opportunities and reinvent yourself to fit those opportunities. Then, along comes 2007-2008, and the world changes. I looked back at my career and said to myself, "What did I enjoy the most and where could I make the most positive impact?" And that took me back to the wealth management business. At Deutsche Bank, which is where Alex. Brown was at the time, Haig Ariyan was promoted to a national leadership role and I had the opportunity to manage the large, midtown Manhattan office that Haig had managed. After the acquisition by Raymond James, my role was expanded

**“I've heard myself more than a few times talking to friends or colleagues about enjoying my role now as much or more than anything I've ever done.”**

– BRETT KELLAM

to managing the Atlantic Region. I'm not sure I've ever told Haig this, but at the time I was thinking, "This is the job I want to do for the rest of my career." Recently, I've heard myself more than a few times talking to friends or colleagues about enjoying my role now as much or more than anything I've ever done. At this point in my life, to be able to say that, I feel really, really fortunate. And it has a lot to do with my willingness and ability to pivot as opportunities or obstacles presented themselves. This business is always changing, and you have to adapt and make the best of the situation.

### **Q. What about your current role is so fulfilling?**

I have an opportunity to help a large number of people every day, whether it's an advisor here in Greenwich or across the Atlantic Region. And while the focus is and needs to be on advisors and their clients, all of our associates are critically important. Financial services is an interesting and exciting career path for many people. I feel like I've been around the block enough times that I have some reasonably good advice to offer to people. And I'm pleased my input is usually valued.

### **Q. It's been three years since Alex. Brown transitioned to Raymond James. Is the transition complete?**

Advisors are more fully utilizing the broad platform that exists at the firm, and it remains a priority to help advisors leverage that platform. We're helping some of our advisors evolve along with the industry. We have access to better technology by far than anything we had previously, and it keeps getting better. As the regulatory landscape changes, technology is an important part of ensuring we are in compliance. We could not have found a better partner than Raymond James, and I hope and believe Raymond James is a better place with Alex. Brown as an option for advisors and clients.

### **Q. What type of advisor is well-suited to Alex. Brown?**

Our focus is providing solutions to the most demanding high-net-worth and ultra-high-net-worth clients in the world. That is historically what we have done and continue to do. People ask me frequently to describe the typical Alex. Brown client advisor, and I say, "When you meet one Alex. Brown advisor, you've met one Alex. Brown advisor. They're all different." But in general, their average experience is 20 to 25 years as an advisor, so they have a lot of experience and knowledge. They have a great deal of expertise from a variety of backgrounds they can offer clients. While every advisor or team looks at their own book of business as their own, there's also generally a willingness to share thoughts and ideas and to learn from others.

What I wouldn't give to know what I know now and be in my 20s, 30s or 40s and have this runway. The client wealth transition, as well as advisor transition, that's likely to happen over the next 10 to 20 years is a tremendous opportunity for people to commit in a serious way to a career in this business. It's one of the best jobs you can have, and it's only going to get better.

## Spotlight: Getting to know ...

### FRANK MCALEER, CFP®, CIMA®

Senior Vice President  
Wealth Planning, Global Wealth Solutions  
Raymond James & Associates



Frank McAleer can still hear the advisor on the other end of the phone telling him how much he appreciated the home-office resources – private banking, charitable giving, trust services – available to help him serve ultra-high-net-worth clients.

Then came the “but.”

“But every time, I have to go to all these departments myself, and it’s overwhelming.”

Now, Frank oversees the team that makes it easy.

The Wealth Planning team connects advisors and their clients with myriad resources: investment strategy, estate planning, private banking, charitable giving, insurance, business succession, legacy planning and more. Whether it’s advice for a financial planning topic, addressing longevity in retirement, tools for portfolio management or sophisticated consulting for high-net-worth clients, the Wealth Planning team is there.

“These are the resources that help you cement relationships with the entire family because you do so much more than manage money. People need private banking, trust services, family governance. They want one-stop relationships.”

– FRANK MCALEER

“We pull together all the resources – some internal, some external – to best service the needs of the high-net-worth and Private Wealth client,” said Frank, the senior vice president of Wealth Planning. “And that can be a number of items. Every case is different.”

Convenience is not the only advantage of working with the Wealth Planning team. Advisors who utilize the team can also consistently increase assets under management, uncover net new assets, strengthen relationships and connect with subsequent generations to promote wealth consolidation and client retention.

One stop, so many benefits.

#### SUPPORTING ADVISORS AND HNW CLIENTS

Wealth Planning is part of Global Wealth Solutions, which is under the direction of Alex. Brown President Haig Ariyan. The team is divided into four geographic regions, each with five or six dedicated consultants.

Financial planning consultants assist with any planning topic, such as Social Security, Medicare, estate planning, goal creation and risk tolerance. Portfolio consultants deliver comprehensive portfolio analysis and customized recommendations. Wealth strategists are credentialed attorneys and estate- and tax-planning strategists who provide targeted advice and analysis. Goal Planning & Monitoring analysts specialize in the firm’s comprehensive planning software.

For clients with \$5 million to \$25 million in investable assets, wealth consultants give advisors a single, knowledgeable contact – a quarterback, so to speak, if quarterbacks came with CERTIFIED FINANCIAL PLANNER™ professional credentials – for providing holistic financial and longevity planning. Wealth consultants utilize a customized discovery process to facilitate personalized advice and analysis.

For families with \$25 million or more in investable assets, dedicated Private Wealth teams – one in the East and one in the West – support advisors in providing comprehensive, high-touch consulting around sophisticated planning needs. Each Private Wealth team includes a wealth consultant with Alex. Brown roots: Iris Lee in California and Erika Inanc in New York.

Advisors can consider these specialized consultants an extension of their practices, with Frank even suggesting advisors could include their wealth consultant’s professional bio among the team bios on their websites.

Though not part of Wealth Planning, the firm’s Private Institutional Client (PIC) Desk also helps advisors serve ultra-high-net-worth clients – individuals or entities with more than \$50 million in total assets – through unique private-market investment opportunities and customized trading or lending solutions. The PIC Desk, which is part of Global Wealth Solutions, came to the firm with the Alex. Brown acquisition.

Another opportunity for advisors working with high-net-worth clients is the By Invitation Only (BIO) program. Wealth consultants can arrange for advisors and their clients to visit the firm’s international headquarters in St. Petersburg, Florida, and create a customized itinerary to meet with purposefully chosen firm leaders. Frank’s team is in the process of giving the BIO program a refresh, including enhanced awareness and increased numbers of home office representatives who can address clients with at least \$2.5 million in investable assets.

#### A MEASUREABLE DIFFERENCE – AND MORE

In fiscal 2019, the Wealth Planning team handled 1,050 cases, which identified an average of \$21.79 million in outside assets. The team facilitated 374 BIO visits, identifying an average of \$22.88 million in outside assets.

Certainly, those numbers speak to the opportunity for net new assets and increased AUM. To Frank, however, a partnership with the Wealth Planning team is also an opportunity to address the larger issues advisors face today.

#### THE PRIVATE WEALTH TEAM

The Private Wealth team offers a comprehensive menu of personalized services and elevated support to assist advisors with all aspects of financial strategy and investment planning for clients with \$25 million or more in investable assets:

 <p><b>ESTATE &amp; CHARITABLE PLANNING</b></p> <ul style="list-style-type: none"> <li>• Trust services</li> <li>• Philanthropic planning and administration</li> <li>• Estate planning</li> <li>• Business succession</li> </ul>	 <p><b>FAMILY GOVERNANCE</b></p> <ul style="list-style-type: none"> <li>• Legacy planning</li> <li>• Health and wellness</li> <li>• Caregiving</li> </ul>	 <p><b>INVESTMENT MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>• Investment strategy</li> <li>• Asset allocation</li> <li>• Comprehensive investment products</li> </ul>	 <p><b>CASH MANAGEMENT &amp; LENDING</b></p> <ul style="list-style-type: none"> <li>• Cash management</li> <li>• Liquidity solutions</li> <li>• Private banking</li> <li>• Wealth forecasting</li> </ul>	 <p><b>RISK MANAGEMENT ADMINISTRATION</b></p> <ul style="list-style-type: none"> <li>• Insurance</li> <li>• Security</li> <li>• Document and record management</li> </ul>
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Increasingly, high-net-worth clients are looking for comprehensive advice and service. By connecting advisors and their clients with a variety of resources and services, the Wealth Planning team helps position advisors as the trusted professionals at the center of their clients' financial lives. That promotes not only consolidation of wealth, but also retention by demonstrating to a client's family how an advisor adds value beyond investment management.

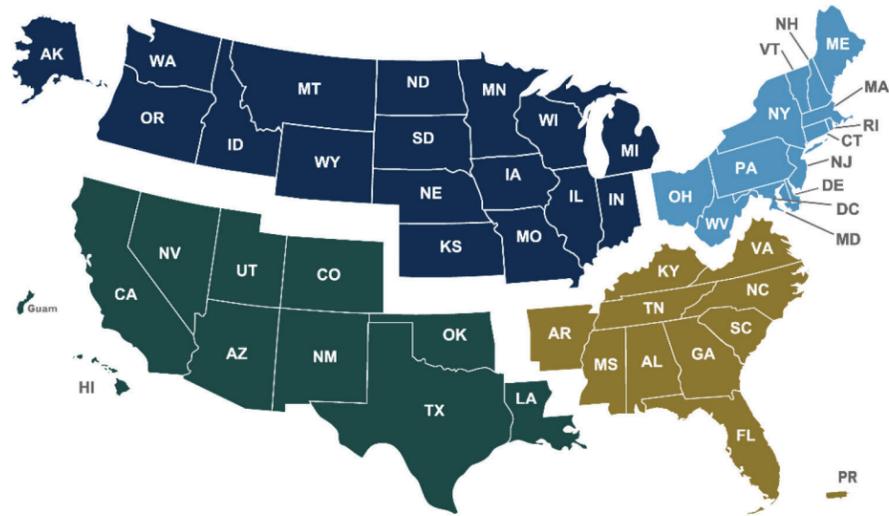
"These are the resources that help you cement relationships with the entire family because you do so much more than manage money," Frank said. "People need private banking, trust services, family governance.

"They want one-stop relationships."

That's just what Wealth Planning delivers.

**GET TO KNOW YOUR WEALTH CONSULTANT**

Wealth consultants are the first point of contact for advisors, and can set up webinars to walk advisors through the Wealth Planning team's resources and services.



- **Northeast:** Kimberley Paine, CFP®
- **Northwest/Midwest:** Beth Dominguez, CFP®, CPA, CPWA®
- **Southeast:** Brian Brazzell, CFP®  
Bonnie Harper, CFP®, RICP®
- **Southwest:** Murphy Bradshaw, CFP®, ChFC®, CLU®, CPWA®

- Private Wealth**
- East:** John Hanlon, MSFS, ChFC®, CLU®, CPWA®  
Erika Inanc, CFA
  - West:** Adam Nibert, MBA, CFP®  
Iris Lee

**CFP**® Certified Financial Planner Board of Standards Inc. owns the certification marks CFP®, CERTIFIED FINANCIAL PLANNER™, CFP® (with plaque design) and CFP® (with flame design) in the U.S., which it awards to individuals who successfully complete CFP Board's initial and ongoing certification requirements.

Investments & Wealth Institute™ (The Institute) is the owner of the certification marks "CPWA®" and "Certified Private Wealth Advisor®." Use of CPWA® or Certified Private Wealth Advisor® signifies that the user has successfully completed IMCA's initial and ongoing credentialing requirements for wealth advisors.

Investments & Wealth Institute™ (The Institute) is the owner of the certification marks "CIMA" and "Certified Investment Management Analyst." Use of CIMA and/or Certified Investment Management Analyst signifies that the user has successfully completed The Institute's initial and ongoing credentialing requirements for investment management professionals.

# Word of HONOR

Congratulations to the Alex. Brown professionals who have been recognized as industry leaders.

ON WALL STREET\*  
**Top Advisors Under 40\***

No. 7 James Fink	No. 34 Seth Wernick	No. 36 Jarrett Brady
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**BARRON'S TOP 1,200 FINANCIAL ADVISORS\*\***

- |                |                  |
|----------------|------------------|
| Al Boris       | Cory Schauer     |
| Lee Bryan III  | Micah Scheinberg |
| Barry Garber   | Douglas Simon    |
| Steven Grill   | Bill Spry        |
| Bill Grous     | Bryan Stepanian  |
| Richard Harris | Jason Zaks       |

\*On Wall Street 40 under 40: Each year On Wall Street ranks the highest-producing advisers in wealth management who are under 40. Over 500 candidates were considered and 40 were chosen to receive the award. Finalists had to be no older than 39 as of Dec. 31, 2019 and be employed at the wirehouses, regional broker-dealers or boutique wealth management firms. Trailing 12-month production as of 9/30/19 is then used to compile the ranking. AUM may also be taken into account. The ranking may not be representative of any one client's experience, is not an endorsement, and is not indicative of advisor's future performance. Neither Raymond James nor any of its Financial Advisors pay a fee in exchange for this award/rating. On Wall Street is not affiliated with Raymond James.

\*\*Barrons 1200: Barron's Top 1,200 Financial Advisors, 2020. Barron's is a registered trademark of Dow Jones & Company, L.P. All rights reserved. The rankings are based on data provided by over 4,000 individual advisors and their firms and include qualitative and quantitative criteria. Factors included in the rankings: assets under management, revenue produced for the firm, regulatory record, quality of practice and philanthropic work. Investment performance is not an explicit component because not all advisors have audited results and because performance figures often are influenced more by clients' risk tolerance than by an advisor's investment picking abilities. The ranking may not be representative of any one client's experience, is not an endorsement, and is not indicative of advisor's future performance. Neither Raymond James nor any of its Financial Advisors pay a fee in exchange for this award/rating. Barron's is not affiliated with Raymond James.

## Spotlight: Community Involvement

**Cristina Pejoro**, a senior client service associate at Alex. Brown in San Francisco, California, has always been passionate about giving back – even when she didn’t have much to give.



“When I was a sophomore at the University of San Francisco, I didn’t have any money, so I would donate blood,” says Cristina. “I still give blood three or four times a year. It doesn’t cost me anything and it helps others.”

Cristina’s passion for philanthropy has only grown since then, and she’s currently involved with a variety of nonprofits. One of them is Clausen House, which creates professional opportunities for individuals with intellectual and developmental disabilities. Cristina, who graduated from The French Pastry School in 2011, merges her culinary talents with her philanthropic work by providing Clausen House with cooking demonstrations in addition to food donations.

Staying true to her foodie nature, Cristina volunteers with The Urban Farmers, which harvests private gardens and donates the produce to food banks. Last year, she volunteered with World Central Kitchen, preparing meals for evacuees, firefighters and first responders affected by the Sonoma County wildfires. She also works with LavaMae<sup>®</sup> – a nonprofit she’s supported since its inception in 2013, which provides mobile showers to the homeless. “They convert old city buses into showers and host monthly events with a variety of services for our homeless population.”

Another organization close to Cristina’s heart is Saruni, a girls’ rescue center in Kenya with 100 girls aged 7 to 17 who have been rescued from child marriages and sexual abuse. “Last year was my first time volunteering with them. I taught baking, interview skills and how to open a business. I’m going back this April to teach baking again and how to open a café, since they’re working on opening one where the girls can work.” Cristina will help build the café’s kitchen and menu.

Even with all of the organizations she’s currently involved with, Cristina looks forward to expanding her volunteer work, particularly focusing on her passion for farming and sustainability. As for what keeps her motivated, she says it’s simple: “I enjoy it and it helps others – so it’s a two-way street. You want to feel good? Volunteer.”

“I enjoy it and it helps others – so it’s a two-way street. You want to feel good? Volunteer.”



If **Connie Romano** – an Alex. Brown senior registered sales associate in New York City – could sum up her giving philosophy, it might be as simple as, “Doing good is easier than you think.”

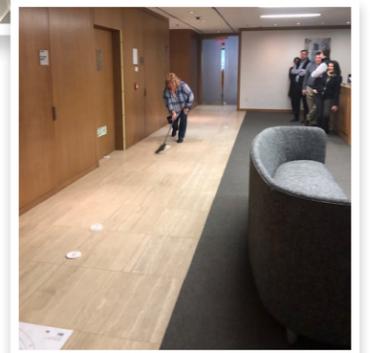
It was Connie’s father who first inspired her to give back to others. Every year around Labor Day, he would take Connie’s and her brother’s allowance and donate it to the Jerry Lewis Labor Day MDA Telethon, an annual fundraiser for the Muscular Dystrophy Association. Since then, Connie has made giving back a part of her daily – and professional – life, organizing office events throughout the year to help raise funds for those in need. “Last year, we did a fundraiser for the Marines,” she says. “They were all being deployed to Japan and Iran, so we raised \$5,000 for them.”

“You don’t have to do a grand gesture or write a huge check. Helping others can be part of the little things you do every day.”

For Connie, giving back is ingrained in her routine. Once a month, for instance, she collects donations in the office so she can go to Costco and buy food for the homeless shelter across the street. She also organizes volunteering events for the branch employees to cook and serve food at The Bowery Mission, a nonprofit that’s been helping the homeless since the 1870s. In addition, Connie’s involved with Bikers Against Child Abuse, works with a Staten Island women’s shelter and previously volunteered at Bensonhurst Volunteer Ambulance for 10 years. She encourages friends and co-workers to do their part as well, and there’s no good deed too small in her view.

Another one of Connie’s efforts? An annual office Olympics, inspired by a co-worker’s son with Down syndrome. The event lasted five days and featured a different game each day – from bowling with water bottles to paper airplane races. “You’d think we were in a third-grade gymnasium from how excited everyone got!” Connie said. This year alone, the Olympics raised \$5,000 for Pathfinder Village, a nonprofit serving kids and adults with Down syndrome. Connie’s next endeavor? Organizing an office raffle where the winner chooses a charity to support.

When it comes to giving back, Connie thinks people make it more difficult than it really is. She says, “You don’t have to do a grand gesture or write a huge check. Helping others can be part of the little things you do every day.”



# Branch Happenings

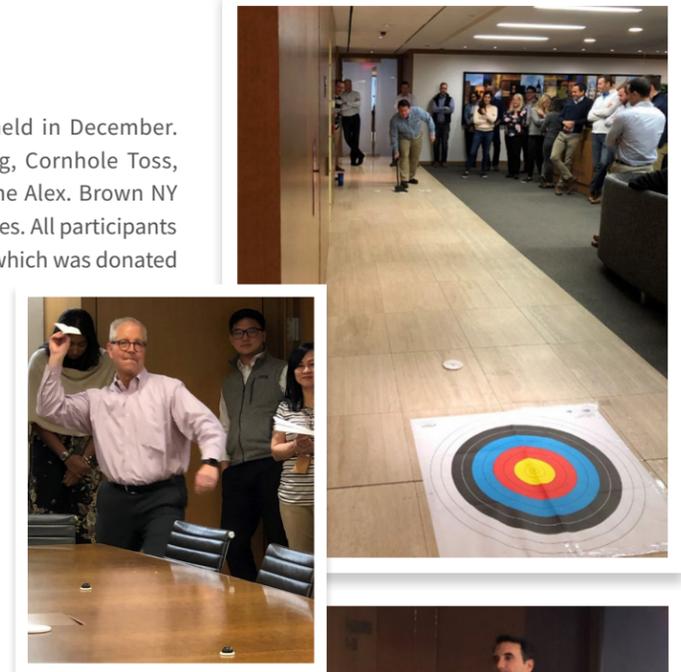
## ALEX. BROWN MIDTOWN NY HOSTS HER HONOR MENTORING PROGRAM

Alex. Brown’s strategic growth plans include recruiting advisors who share specific core values and serve an ultra-high-net-worth clientele. And while there is a stalwart focus on expansion of both personnel and real estate, a corporate commitment to community involvement and philanthropic efforts remains firmly fixed.



## ALEX. BROWN NY WINTER OLYMPICS TO BENEFIT PATHFINDER VILLAGE FOUNDATION

The Alex. Brown Winter Olympic games for 2019 were held in December. The games included Football Toss, Paper Airplane Flying, Cornhole Toss, Darts and Curling. Participants of the games were from the Alex. Brown NY Midtown, NY Liberty Street, Los Angeles and Greenwich offices. All participants generously paid a participant fee to play the winter games, which was donated to Pathfinder Village, which will use the donation to purchase new Chromebooks for the students at the school. Pathfinder Village is a community where people who have Down syndrome and other developmental disabilities discover their value and talents, and share these gifts with others. The PV residents are valued for their abilities and contributions, and encouraged to build friendships and develop goals.



## ALEX. BROWN BALTIMORE AND ANNAPOLIS OFFICES SHOWED THEIR SUPPORT FOR THE RONALD MCDONALD HOUSE OVER THE HOLIDAYS

The Alex. Brown Baltimore and Annapolis offices joined together during the holiday season to donate toys for the “Ronald McDonald House Holiday Workshop” for the families staying at the Ronald McDonald House. Ronald McDonald House Charities Maryland provides a “home-away-from-home” for seriously ill children and their families, and the Holiday Workshop gives the families an opportunity to celebrate the holidays at Ronald McDonald House. Families sign up for a time slot to “go shopping” for their children at the workshop.



## ALEX. BROWN ATLANTA SUPPORTING MAKING CHILDREN HAPPY DURING THE HOLIDAYS

The Atlanta office did its small part to help the Atlanta community at Christmas. In addition to a number of individual volunteering efforts regarding community involvement, the office also adopted a family of five, four boys ages 3 through 13 and a single parent, for Christmas through the children’s program at Christ the King Church. The organization provided Alex. Brown Atlanta with the family’s names, ages, clothing sizes and a wish list of three items per child. Alex. Brown fulfilled the wish lists and beyond, providing not only a number of age-appropriate presents for the children, but also gifts for the mother, their home, and some tasty holiday treats. The Atlanta office exceeded even its own expectations and needed a pickup truck for the delivery. The office plans to adopt another family this year for this worthy and necessary service to their community.



## Congratulations

### Alex. Brown 2019

#### Branch Manager of the Year

JENNIFER BOTTALICO, CFP®, CAIA®  
*Alex. Brown San Francisco*



Jennifer recently celebrated her 25th anniversary with Alex. Brown and has been running the office for a few years now after originally starting her career at the Alex. Brown headquarters in Baltimore in investment banking. Later, she was the America's head of global wealth solutions with a team responsible for the

sourcing, evaluation and delivery of the investment platform to the wealth management channel and also served as the head of the portfolio consulting group, which developed and implemented investment plans for high-net-worth individuals and institutions. She also ran the asset allocation and quantitative analysis group and was a senior marketer and account manager for retirement plan services. Additionally she was a voting member of the Global and Regional Product Needs Forum, America's Investment Committee, the advisory steering committee and the product risk panel and was a board member for the ABS venture fund.

Jennifer added three advisors last year to her office, and her main focus will continue to be building out the San Francisco presence from a recruiting and branding standpoint. She will capitalize on her experience to work with advisors and recruits to maximize their opportunities, organize client and charitable events, and find ways to grow the Alex. Brown/Raymond James name locally.

This award recognizes outstanding RJA & Alex Brown operations professionals who contribute to the success of their advisors and teams. Each year, one overall winner is selected as the Operations/Administrative Manager of the Year, and four other winners from each division are recognized as their region's Outstanding Operations Manager. All winners are recognized during this year's Operations Manager Conference. To be considered for this award, operations/administrative managers must be nominated by their division administration management team.

Requalification is required annually. The ranking may not be representative of any one client's experience, is not an endorsement, and is not indicative of advisor's future performance. No fee is paid in exchange for this award/rating.

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### Alex. Brown 2019

#### Outstanding Administrative Manager

JENNIFER PAGELS RUSY  
*Alex. Brown Baltimore*



Jennifer joined Alex. Brown in May of 1995, directly after finishing college. Starting in the compliance department, she immediately set the standard with her professionalism and degree of knowledge of the industry. She later moved into a branch regulatory role, and proceeded to become

the branch administrative manager in 2006. Since joining Raymond James in 2016, Jennifer has participated in various forums to learn new systems and further educate her branch associates and colleagues throughout the division. Her desire to lead through change has led her to roles within Supervision's Advisory Council, and after two years on the Operations Manager Advisory Council, she will be the chair for the upcoming term. Jennifer continues to be a source of knowledge and direction for her colleagues, and has garnered the respect of everyone with whom she has worked.



### Our Mission

Our business is people and their financial well-being. Therefore, in the pursuit of our goals, we will conduct ourselves in accordance with the following precepts:

Our clients always come first. We must provide the highest level of service with integrity.

Assisting our clients in the attainment of their financial objectives is our most worthy enterprise.

We must communicate with our clients clearly and frequently.

Our investments and services must be of superior quality.

Teamwork – cooperating with and providing assistance and support to our fellow associates – is fundamental to sustaining a quality work environment that nurtures opportunities for unparalleled service, personal growth and job satisfaction.

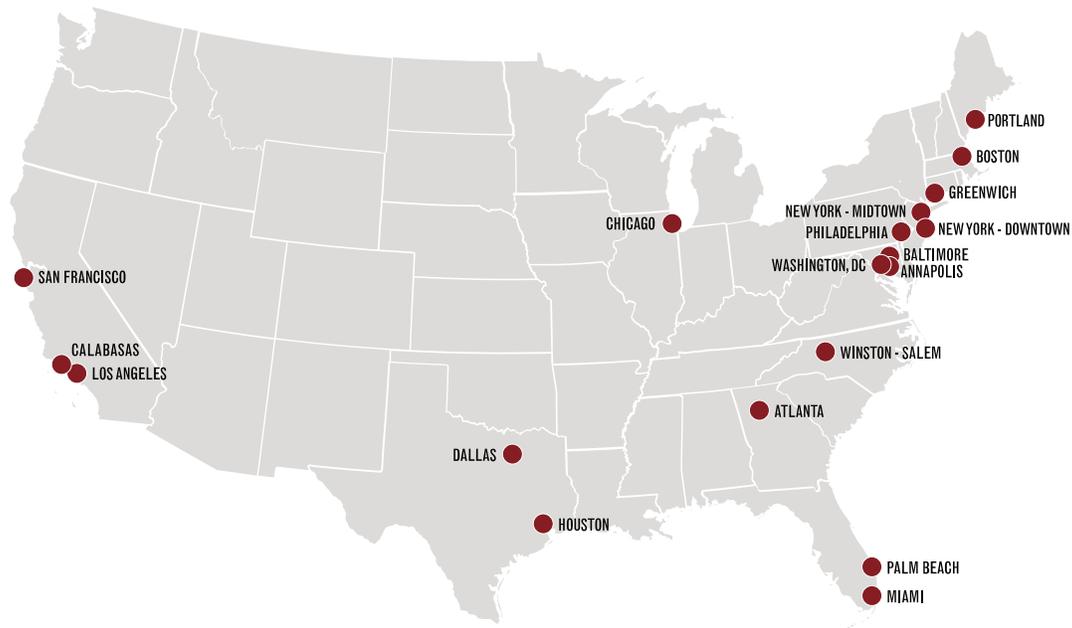
Continuing education is necessary to maintain the timeliness of investment knowledge, tax law information and financial planning techniques.

Innovation is requisite to our survival in a changing world.

To emulate other members of our industry requires us to continue to work hard; to excel beyond our peers requires us to provide an even higher caliber of service to our clients.

We must give something back to the communities in which we live and work.

## ALEX. BROWN LOCATIONS



### ANNAPOLIS

2077 Somerville Road, Suite 320,  
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### ATLANTA

3414 Peachtree Road N.E., Suite 900,  
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### BALTIMORE

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### BOSTON

1 International Place, 28th Floor,  
Boston, MA 02110

### CALABASAS

24025 Park Sorrento, Suite 450,  
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### CHICAGO

222 South Riverside Plaza, 26th Floor,  
Chicago, IL 60606

### DALLAS

200 Crescent Court, Suite 500,  
Dallas, TX 75201

### GREENWICH

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Greenwich, CT 06830

### HOUSTON

3737 Buffalo Speedway, Suite 1700,  
Houston, TX 77002

### LOS ANGELES

10250 Constellation Boulevard,  
8th Floor, Los Angeles, CA 90067

### MIAMI

600 Brickell Avenue, Suite 1875,  
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### NEW YORK

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### NEW YORK

200 Liberty Street, 26th Floor,  
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