

# **The Professional Managed Assets Program ("PMAP") Wrap-Fee Disclosure Brochure**

# **IPC**

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*Form ADV, Part 2A – Appendix 1*

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This Wrap-Fee Program Disclosure Brochure provides information about the qualifications and business practices of Independent Portfolio Consultants, Inc. and its Managed Assets Program that you should consider before becoming a client. If you have any questions about the contents of this brochure, please contact **Independent Portfolio Consultants, Inc. ("IPC") at the address listed above or call us at (800) 346-4570 or send us an e-mail at [customerservice@ipcanswers.com](mailto:customerservice@ipcanswers.com)**. The information in this brochure has not been approved or verified by the United States Securities and Exchange Commission or by any state securities authority.

As an SEC Registered Investment Advisor, additional information is also available about IPC on the SEC's website at [www.adviserinfo.sec.gov](http://www.adviserinfo.sec.gov). However, registration does not imply a certain level of skill or training.

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## 2. Summary of Material Changes

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The Securities and Exchange Commission (“SEC”) has adopted amendments to Part 2 of Form ADV and related rules under the Investment Advisers Act of 1940, as amended, (the “Adviser Act”), which significantly alters the disclosures that registered investment advisers must provide to clients. This Brochure is provided in accordance with the new rules.

The following are summaries of material changes to the PMAP Form ADV Part 2A-Appendix 1 Disclosure Brochure that have occurred since the September, 2014 version that was previously provided.

Blue Shores Capital, Division of IPC, has added an additional investment strategy, Concentrated Equity Opportunities (“CEO”) Strategy.

The following section of the Disclosure Brochure has been revised to reflect these changes.

### Item 6 Portfolio Manager Selection And Evaluation

This Brochure or any IPC Brochure may be requested by either downloading it from the SEC’s website at [www.adviserinfo.sec.gov](http://www.adviserinfo.sec.gov) or you may contact Independent Portfolio Consultants, Inc. (“IPC”) at 561-912-1040 or [customerservice@ipcanswers.com](mailto:customerservice@ipcanswers.com) to request an updated copy of this Brochure.

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## 4. Services, Fees and Compensation

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Independent Portfolio Consultants Inc. (“IPC”) specializes in providing investment advisory, consulting and investment management services through its managed accounts programs to independent Wealth Management Companies and their clients. The Wealth Management Companies that IPC’s services include nationally recognized insurance companies, registered investment advisers, brokerage firms, and financial/estate planning organizations. IPC assists Wealth Management Companies to custom-build and brand their own wrap-fee programs, as well as, or in addition to, utilizing IPC’s managed asset wrap-fee program(s) directly. These Wrap-Fee Programs provide Clients with investment advisory, consulting and execution services for a single “wrap” fee, typically a percentage of assets.

Throughout this Wrap-Fee Program Brochure (“Brochure”), these entities will be referred to as “Wealth Management Companies” and the individual representatives of those entities will be referred to as “Wealth Managers” or “Investment Executives.” Through these Wealth Management relationships, IPC services both individual and institutional clients, including corporate pension and profit sharing plans and nonprofit/charitable organizations. IPC also provides investment advisory, consulting and investment management services directly to individual and institutional clients.

IPC is independent and employee owned, with corporate headquarters in Boca Raton, Florida, and a history that dates back to 1989. The Firm has achieved a solid history of supporting wrap-fee programs by employing a highly skilled group of experienced professionals, supported by an exceptional client service team. Individuals associated with IPC that provide these services are licensed, qualified and authorized to provide advisory services as investment adviser representatives. Throughout this Brochure, these individuals will be referred to as “IPC Consultants.”

The Professional Managed Assets Program and its services are described below. However, for information on other IPC wrap-fee programs, please contact IPC as noted in the information provided on the front cover of this Brochure.

### **PROFESSIONAL MANAGED ASSETS PROGRAM SERVICES**

Independent Portfolio Consultants, Inc. offers the Professional Managed Assets Program (“PMAP”) that is designed for Wealth Management Companies and their Clients who seek personalized portfolio management services. This includes Clients who desire assistance in determining appropriate investment objectives, taking into account their overall financial circumstances, including objectives, risk tolerance and tax status. Clients may also desire assistance in: (1) choosing an appropriate investment manager(s) and/or investment strategy(ies); (2) monitoring the results of their investment account; and (3) making future investment management decisions, based both on account performance and upon changes in the Client’s overall financial circumstances. PMAP is an advisory wrap-fee program that provides this complete range of services in a customized portfolio.

IPC Consultants, working with Investment Executives, begin by reviewing each Client's overall financial circumstances and risk tolerances and identifying the Client's investment objectives. Then, they assist the Client in the selection of one or more appropriate investment management firms ("Investment Managers") and/or investment strategies from among those firms which have been accepted by IPC into PMAP. On an ongoing basis, IPC assists in monitoring the Client's portfolio performance. The complete range of services that IPC provides in PMAP includes:

- Due diligence on Investment Managers and investment strategies offered in PMAP
- Development of the Client's investment policy
- Consultation with the Client on selection of one or more Investment Managers and/or investment strategies in which the account is to be managed
- IPC monitors the Investment Manager(s) and/or investment strategy(ies) selected and reports their progress to the Client quarterly
- Client is provided Quarterly Statements for their account(s)
- IPC provides Ongoing Consulting and Advisory Services that will consult or meet with the Client to periodically review the Client's account(s) and investment objectives based upon the Client's schedule
- Brokerage Services through an agreement with Pershing Advisor Solutions LLC ("PAS")

Clients enter into a Letter Agreement and/or the Investment Advisory Agreement with IPC and other Investment Manager(s) as described below. In addition, the Client or IPC may be asked to provide information regarding Client's brokerage account documents, including standard forms and questionnaires. If there is any conflict between the information in a brokerage account document and IPC documentation, the IPC documentation shall control.

### **Separately Managed Account Portfolio Services**

IPC's separately managed account is a privately managed investment portfolio of assets under the management of a professional investment firm. This managed account offers Clients the freedom and ability to establish guidelines for the investments within the portfolio, and any decision made by the Investment Manager is based on the individual investor's goals and objectives.

Clients select an Investment Manager who then becomes responsible for day-to-day investment decisions, supported by a team of investment professionals, operations and administrative staff. Separately managed accounts (SMAs) differ from pooled vehicles such as mutual funds in that each portfolio is unique to a single account.

With this managed account, IPC provides the Client with on-going access and communication with the Investment Manager selected to manage their portfolio. IPC's Ongoing Consulting Group works with the Investment Executive and the Client to set up and coordinate Client reviews of their PMAP accounts.

### *Client Customization*

IPC offers Clients a higher level of customization that can be closely aligned with a Client's specific return objectives, risk tolerance and special circumstances than could be achieved with a pooled vehicle. This high level of customization is particularly important when it comes to individual tax planning for Client's investments.

With separately managed accounts, Clients have a greater degree of control over these decisions, in that they are more closely attuned to the objectives and constraints set forth in the investment policy statement.

The Investment Manager selected by the Client to manage the account has the responsibility and discretion to make investment decisions for the Client's account based upon the Client's specific goals and objectives set forth in the Client's investment policy statement. The decisions can be unique at the account level and may, therefore, vary from one investor to another.

IPC assists the Client in monitoring the results of their investment account(s) in relation to their particular goals and objectives stated in their Statement of Investment Policy. The Client's Investment Executive and the IPC Ongoing Consulting Group will consult with the Client concerning the Investment Manager(s)'s investment performance, and assist the Client in making future investment management decisions, based both on account performance and upon changes in their overall financial circumstances.

### **Multiple Manager Strategy Portfolio Services**

The Multiple Manager Strategy Portfolio ("MMSP") is an investment portfolio that will use one or more investment strategies that use various equity and fixed income asset classes and investment approaches. All the investment strategies are contained in one unified managed account ("UMA") rather than having each investment strategy held in multiple separately managed individual accounts. The MMSP gives the Client the ability to obtain multiple managers, affordable diversification, customization and consolidated reporting all in one account.

Each Client's MMSP account is managed to replicate one or more investment strategies that are typically provided by various third party investment advisory firms ("Model Managers"). The Model Managers act as sub-advisers and provide IPC with a "Model Portfolio," which is a list of securities that replicates the managers' actual investment strategy. IPC then acts as Overlay Portfolio manager for Client MMSP accounts, implementing the Model Managers' model portfolio for Client accounts. Each of the Model Manager's strategies selected will represent a portion of the overall Client MMSP account.

### *Client Customization*

The MMSP offers Clients who wish to personalize their investment portfolios more flexibility by providing the ability to customize their investment account based on the specific goals, risk tolerance and timeframe related to the assets they wish to place in that account. This structure also offers the ability to use asset allocation strategies which consider the historic rates of return of different asset classes over long periods of time. This may be useful for a Client seeking to increase or reduce the account's risk or portfolio volatility.

### *IPC As Overlay Portfolio Manager*

As the Overlay Portfolio Manager, IPC has discretion over the MMSP account. IPC contracts with Model Managers who act as sub-advisers and provide their investment models for the MMSP. IPC uses these models in managing a Client's account. However, under certain circumstances and at the Client's request, IPC will also act as a manager in an MMSP account. (See the section on *Blue Shores Capital*).

IPC selects the Model Manager Models for the MMSP based upon their specialized management styles and strategies. The securities selected for the Client's MMSP are chosen by the Model Manager from that particular manager's investment model or focus list. Changes in a model portfolio are based upon the Model Manager's Investment Policy, Research and/or Focus Committees' decisions.

However, Client's goals, risk tolerance, timeframe and the amount of assets allocated to a model may impact the implementation of the investment process. The impact may alter the performance of the individual Client account in relation to the model. The presence or absence of investment restrictions; the timing of trades and the presence of deposits and withdrawals will also affect performance.

While both cash and securities may be used to fund MMSP accounts, it is the intent of IPC that all securities so received be liquidated prior to, or simultaneous with, the purchase of securities for the account.

### *Exchange Traded Funds*

When appropriate, and requested by the Client, the MMSP may use Exchanged Traded Products such as equity or fixed income Exchange Traded Funds ("ETFs"). ETFs, consisting of fixed income products can be added to an equity portfolio to create a balanced account approach, whereby the account has an allocation of both equity and fixed income. The Investment Executive, generally working in conjunction with IPC Consultants, will assist each Client in the selection of the investment strategy that is appropriate for the Client's investment objectives.



### *MMSP Risk*

The risk of the MMSP is that the allocation combination of investment strategies chosen by a Client may not achieve their intended objective to either increase or decrease the risk or volatility of the account. Additionally, the risk associated with this MMSP strategy allocation, depending upon the size of the account, is that a balanced account with only two strategies may be limited to one large capitalization equity investment strategy. Thus, while the fixed income sector is broadly diversified through the Model Manager(s)'s use of Exchange Traded Funds (ETFs) for fixed income, the equity sector will be limited to one large capitalization growth, value or core equity strategy. Consequently, such an account with two strategies may not provide the Client with the equity diversification that other investment products would provide, including various combinations of equity mutual funds. However, a \$500,000 all equity account will provide the Client with the diversification of two different equity strategies within one account.

### **Emerging Manager Multiple Strategy Portfolio Services**

Emerging Manager Strategies are available in the MMSP. The Emerging Manager strategy(ies) is specifically designed to provide managed account services to those Clients who seek additional equity diversification by utilizing one or more emerging manager styles or strategies in an MMSP account. The Emerging Manager is an investment strategy that uses investment models that are able to provide for additional diversified management using various asset classes and strategies provided by investment firms considered to be "Emerging Managers" (described below). For clarification, an investment model is a master investment portfolio. Client portfolios are designed to look like and attempt to replicate the master investment portfolio of the Emerging Manager's style or strategy. However, there may be other considerations that may impact the investment process and performance. Such other consideration could include: (1) the size of the Client's account(s); (2) the presence or absence of investment restrictions; (3) the timing of trades and (4) the presence of deposits and withdrawals.

Emerging Managers are defined differently by various entities and those definitions change over time. Most definitions revolve around assets under management, performance history, employee ownership and minority ownership. The review of Emerging Managers is generally dynamic and complex and simply utilizing a quantitative data base as a selection method may not be appropriate. For a number of reasons, qualitative insight plays a prominent role, particularly at the start.

Emerging investment firms tend to be companies where investment performance takes precedence over asset-gathering, where niche or innovative investment strategies are designed to capture unrecognized market inefficiencies. As well, people are highly motivated to succeed through ownership structures representing financial incentives as well as the psychological incentives of working within an entrepreneurial culture. Emerging investment firms frequently are still emerging precisely because they emphasize performance

over asset-gathering – in fact, the very reasons why these companies offer significant potential often are the same reasons why they have not yet been discovered.

There are three main reasons that potential clients may choose to consider Emerging Managers: (1) Empirical data suggests that small firms outperform their larger counterparts; (2) Emerging Managers tend to have a hunger and drive to succeed, often to the benefit of their investors; (3) The nimbleness of Emerging Managers allows them to take advantage of market opportunities. However, there is no guarantee that by engaging an Emerging Manager that any of these reasons will actually be realized in the performance results of a Client's portfolio.

These Emerging Manager multiple diversified strategies are contained in a single custodial account, hence the name "Multiple Manager Strategy Portfolio." The primary purpose for adding an MMSP is to provide further diversification to the Client's portfolio.

IPC uses model portfolios provided by Emerging Managers who are registered investment advisers. As Overlay Portfolio Manager, IPC has discretion over the Emerging Manager MMSP account(s).

While both cash and securities may be used to fund MMSP accounts, it is the intent of IPC that all securities so received be liquidated prior to, or simultaneous with, the purchase of securities for the account.

## **Tax-Transition Management Portfolio Services**

Tax-Transition Management ("TTMP") is an investment management strategy in an MMSP designed to provide tax-efficiencies for Clients who seek to minimize their capital gains when changing investment strategies or advisors. The strategy's objective is to transition Clients' portfolios from significant, low-cost basis, or concentrated common stock positions to pre-determined, targeted, diversified portfolios of common stocks in a highly tax-sensitive and efficient manner. The speed of the transition is dependent upon the Client's annual capital gains budget. As portions of the low-cost basis stock positions are sold, the proceeds are systematically reinvested in the common stock positions as identified in the targeted portfolio.

IPC assists the Client in developing a Statement of Investment Policy and an asset allocation guideline, while the Client sets their capital gains budget for the transition. IPC provides various investment styles using other registered investment advisers who act as Sub-Advisers to IPC. IPC assists the Client to customize their targeted portfolio based upon the Client's own risk tolerances and objectives.

IPC employs as a Sub-Adviser an Overlay Tax-Transition Portfolio Manager who monitors and coordinates the trading done within each of the investment styles to ensure that decisions are being made in the most tax-efficient manner. The Overlay Tax-Transition Portfolio Manager also monitors and estimates the tracking error between a Client's current portfolio and the customized targeted portfolio. Once the concentrated position is completely

liquidated, the Client's current portfolio will match the selected Sub-Advisers' investment styles within the targeted portfolio.

IPC selects the Sub-Advisers for this product based upon their specialized management styles and strategies. The securities selected for the Client's Tax-Transition Management Portfolio are chosen by the Sub-Adviser from that particular manager's investment model or focus list. All changes in a Sub-Advisers portfolio are based upon the Sub-Adviser's Investment Policy, Research and/or Focus Committees' decisions.

## **PROFESSIONAL MANAGED ASSETS PROGRAM FEES**

PMAP is an advisory wrap-fee program offered on a discretionary basis. The fee schedule applicable to a PMAP Account is determined based on the type and size of the account as set out below. Except as otherwise noted, fees are calculated per Investment Manager, for each separately managed account, based upon an overall Client relationship (i.e., total amount of assets and accounts to be managed).

All fees are negotiable based upon a number of factors including, but not limited to, the Client's objective, family or other related accounts, amount of assets under management, the anticipated level of transactions, the number of managers and the investment strategy(ies) employed. The fees are billed monthly in arrears, based upon the market value of the assets under management (without reduction for any margin debit) including accrued interest, at the end of each calendar month. Fees will be automatically debited from the account in accordance with the Client authorization as described in the Letter Agreement with IPC and/or the Investment Advisory Agreements with IPC.

The fees include the costs associated with consulting and advisory research and including:

- Developing a Client's Statement of Investment Policy
- Assisting the Client in the selection of Investment Managers and Model Managers, Styles and Strategies
- Professional investment management services
- Monitoring of Investment Managers and Model Managers, performance, reporting and review services
- Ongoing Consulting and advisory services
- Due diligence (except as noted below in Section 6, entitled "Portfolio Manager Selection and Evaluation" in the Blue Shores *Capital* Subsection)

The fees also include brokerage commissions on the purchase and sale of securities, if Pershing Advisor Solutions LLC ("PAS") acts as broker, and custody charges, if PAS is the custodian. Additional fees may be incurred for transactions executed by a broker-dealer other than through PAS or if a custodian other than PAS is used. PAS is a securities broker-dealer and investment adviser registered with the Financial Industry Regulatory Authority ("FINRA") and the Securities and Exchange Commission ("SEC").

The initial fee covers the period from the inception date through the last day of the first billing month and will be pro-rated accordingly. Thereafter, the Client will be charged on a monthly basis in arrears. The monthly fee will be calculated based on the market value of the account on the last business day of the billing cycle and will become due the first business day following the month for which the fee is charged.

In the event an account does not maintain a sufficient cash or money market fund balance to cover PMAP's fee, the Client may deposit additional funds (subject to certain restrictions for IRA and qualified retirement plan accounts) within five days, or PAS may, at its discretion, sell securities held in the account sufficient to cover fees.

For Clients subject to the Employee Retirement Income Security Act of 1974, as amended ("ERISA") or other tax qualified accounts, the receipt of compensation and fees referred to in this Brochure are subject to the restrictions imposed by ERISA and any applicable exemption thereto.

The total fee paid by the Client includes fees paid to the Wealth Management Company and its Investment Executive, IPC, brokerage costs (if PAS acts as the broker-dealer), custodial costs (if PAS is the custodian). The fee also includes the investment management services provided by the Investment Manager, Sub-Adviser, Model Manager or Emerging Manager based upon the fee schedule selected. Applicable fee schedules are as follows:

## **PMAP SMA Annual Fee Schedules**

### *Preferred Equity Accounts (over \$1,000,000)*

	<u>Market Value of Account</u>		<u>Client Fee</u>		<u>Wealth Mgmt Co.</u>		<u>Investment Manager</u>		<u>IPC</u>
First	\$	1,000,000	<b>1.750</b>	%	0.775	%	0.500	%	0.475 %
Next	\$	1,000,000	<b>1.650</b>	%	0.760	%	0.500	%	0.390 %
Next	\$	3,000,000	<b>1.500</b>	%	0.750	%	0.400	%	0.350 %
Next	\$	5,000,000	<b>1.250</b>	%	0.580	%	0.400	%	0.270 %
Next	\$	10,000,000	<b>1.000</b>	%	0.450	%	0.300	%	0.250 %

### *Equity Opportunistic Accounts*

	<u>Market Value of Account</u>		<u>Client Fee</u>		<u>Wealth Mgmt Co.</u>		<u>Investment Manager</u>		<u>IPC</u>
First	\$	1,000,000	<b>1.750</b>	%	0.775	%	0.550	%	0.425 %
Next	\$	1,000,000	<b>1.650</b>	%	0.760	%	0.550	%	0.340 %
Next	\$	3,000,000	<b>1.500</b>	%	0.750	%	0.550	%	0.200 %
Over	\$	5,000,000	<b>Negotiable</b>						

### *Equity Tax-Transition Management Accounts*

	<u>Market Value</u> <u>of Account</u>	<u>Client Fee</u>	<u>Wealth</u> <u>Mgmt Co.</u>	<u>IPC</u>
First	\$ 1,000,000	<b>1.950</b> %	0.775 %	1.175 %
Next	\$ 1,000,000	<b>1.850</b> %	0.760 %	1.090 %
Next	\$ 3,000,000	<b>1.700</b> %	0.750 %	0.950 %
Next	\$ 5,000,000	<b>1.450</b> %	0.580 %	0.870 %
Next	\$ 10,000,000	<b>1.200</b> %	0.450 %	0.750 %

### *Preferred Balanced Accounts (over \$1,000,000)*

	<u>Market Value</u> <u>of Account</u>	<u>Client Fee</u>	<u>Wealth</u> <u>Mgmt Co.</u>	<u>Investment</u> <u>Manager</u>	<u>IPC</u>
First	\$ 1,000,000	<b>1.750</b> %	0.775 %	0.500 %	0.475 %
Next	\$ 1,000,000	<b>1.650</b> %	0.760 %	0.500 %	0.390 %
Next	\$ 3,000,000	<b>1.500</b> %	0.750 %	0.400 %	0.350 %
Next	\$ 5,000,000	<b>1.250</b> %	0.580 %	0.400 %	0.270 %
Next	\$ 10,000,000	<b>1.000</b> %	0.450 %	0.300 %	0.250 %

### *Fixed Income Accounts*

	<u>Market Value</u> <u>of Account</u>	<u>Client Fee</u>	<u>Wealth</u> <u>Mgmt Co.</u>	<u>Investment</u> <u>Manager</u>	<u>IPC</u>
First	\$ 1,000,000	<b>1.250</b> %	0.450 %	0.350 %	0.450 %
Next	\$ 4,000,000	<b>1.000</b> %	0.350 %	0.300 %	0.350 %
Next	\$ 5,000,000	<b>0.750</b> %	0.300 %	0.250 %	0.200 %
Next	\$ 10,000,000	<b>0.625</b> %	0.225 %	0.250 %	0.150 %

### *Preferred Fixed Income Accounts (over \$1,000,000)*

	<u>Market Value</u> <u>of Account</u>	<u>Client Fee</u>	<u>Wealth</u> <u>Mgmt Co.</u>	<u>Investment</u> <u>Manager</u>	<u>IPC</u>
First	\$ 1,000,000	<b>1.050</b> %	0.350 %	0.350 %	0.350 %
Next	\$ 2,000,000	<b>1.000</b> %	0.350 %	0.300 %	0.350 %
Next	\$ 2,000,000	<b>0.900</b> %	0.300 %	0.300 %	0.300 %
Next	\$ 5,000,000	<b>0.800</b> %	0.300 %	0.250 %	0.250 %
Next	\$ 10,000,000	<b>0.650</b> %	0.250 %	0.250 %	0.150 %

### *Fixed Income Plus Accounts*

Fixed Income Plus Accounts are designed for Clients who wish to invest most of their assets in fixed income investments, in conjunction with a smaller investment in equity securities. (The account is designed to contain not more than a 20% equity allocation at cost; however, the equity portion of the account may increase to approximately 30% of the account as a result of market appreciation.) The total fee for a Fixed Income Plus Account is determined by applying the Equity Account Fee Schedule to the equity portion and the Fixed Income Fee Schedule to the fixed income and cash equivalent portion.

## **PMAP UMA Annual Fee Schedules**

### *Multiple Manager Strategy Portfolio (“MMSP”) Accounts*

<u>Market Value Of Account</u>	<u>Client Fee</u>	<u>Wealth Mgmt Co.</u>	<u>IPC</u>
First \$ 250,000	<b>2.250%</b>	1.000%	1.250%
Next \$ 250,000	<b>2.250%</b>	1.500%	0.750%
Thereafter	<b>1.750%</b>	1.000%	0.750%

Within the MMSP, fees are generally negotiable on a case-by-case basis. The total MMSP fee includes a portion for the Wealth Management Company and its Wealth Manager or Investment Executive, as applicable.

Fees with respect to the portion of a Client’s PMAP account not invested in the Multiple Manager Strategy Portfolio will be calculated as set out previously in this Brochure (see sections applicable to those assets). Assets invested in the Multiple Manager Strategy Portfolio Accounts will **not** be considered in establishing fees applicable to those other assets. For example, a Client has \$2,500,000 of investable assets and allocates \$1,500,000 to an MMSP account and \$1,000,000 to an all fixed Income separately managed account. The MMSP fee schedule would apply to the \$1,500,000 and the Fixed Income Preferred Account fee schedule above would apply to the \$1,000,000 account.

### *Emerging Manager MMSP Accounts*

<u>Market Value Of Account</u>	<u>Maximum Client Fee</u>	<u>Maximum Wealth Mgmt Co. Fee</u>	<u>IPC</u>
First \$1,000,000	<b>2.000%</b>	0.800%	1.200%
Next \$1,000,000	<b>1.750%</b>	0.750%	1.000%
Over \$2,000,000	<b>Negotiable</b>		

If the Emerging Manager strategies are incorporated into a MMSP along with non-emerging manager strategies, then the Emerging Manager strategies assets will be billed separately from the other investment model strategies based upon the above fee schedule.

## **Additional Client Fees**

The fee charged for participation in any IPC program, (“Program Fee”) listed in this Brochure is known as a “wrap-fee.” The Program Fee covers the cost of most services provided by IPC, Investment Managers, Sub-Advisers, Model Managers and Emerging Managers including fees for program operations, Pershing Advisor Solutions LLC (“PAS”) custodial charges and all brokerage commissions of PAS. The Program Fees do not include: (1) custodial fees for assets held outside PAS; (2) custodian or brokerage account administrative, maintenance or other services charges or fees; (3) trustee fees charged for PAS (or their clearing agent, Pershing, LLC) on qualified retirement plans, IRAs, cash management or similar accounts; (4) taxes, including transfer taxes, U.S. Federal, State and international sovereign taxes; (5) dividend reinvestment costs; (6) odd-lot differentials; (7) foreign receives and delivers; (8) safekeeping fees; (9) wire fees; (10) checking writing fees or (11) any other charges imposed by law or otherwise agreed to with regard to Client accounts. These fees will be charged to Client accounts in addition to the Program Fees.

As with most wrap-fees, the Program Fee does not cover the management, distribution and other fees and expenses incurred by mutual funds, money market funds, unit trusts, exchange-traded products or closed-end funds held in a Client’s account. These fees are described in the prospectus of each respective investment product and are paid to the fund’s investment advisers and other service providers, but ultimately are borne by all shareholders.

The Program Fee does not cover margin debit balances with PAS, any other custodian fees, nor margin interest on such margin debit balances. To the extent that margin is used, fees will be calculated on the total market value of the account without the reduction of any debit balance. Trades in securities that customarily trade in “dealer markets,” such as fixed income securities, may be placed through broker-dealers other than PAS, and, accordingly, the net purchase or sale prices reflected on Client confirmations of such trades may reflect commissions or dealer “markups” or “markdowns” charged and “spreads” earned by such other broker-dealers. This is also true when Investment Managers select broker-dealers other than PAS for some, or all, of their trade executions.

Additionally, the cash that is in the Client’s Account awaiting investment may be placed in money market funds with management expenses and distribution fees which are paid under distribution plans adopted by the funds pursuant to Rule 12b-1 under the Investment Company Act of 1940. To the extent consistent with ERISA, Pershing, LLC may receive all or a portion of those distribution fees from the funds.

## **Evaluating the Cost of IPC’s Wrap-Fee Programs**

IPC is the sponsor of the Professional Managed Assets Program (“PMAP”), a wrap-fee program, and also provides investment advice as an Investment Manager for the MMSP and



other products offered within PMAP. In these situations, IPC is both the wrap-fee program sponsor and one of the Investment Managers. A separate investment management agreement is used when IPC acts as an Investment Manager in any of the wrap-fee programs.

In evaluating a wrap-fee arrangement to determine if the wrap-fee charged is more or less than the aggregate cost of such services if they were to be provided separately, a Client should recognize the brokerage transactions are made “net” of commissions (i.e., without commissions) and a portion of the wrap-fee is generally considered as being in lieu of commissions. Additionally, the Client should consider the level of activity (trading volume or frequency) in a Client account, the value of custodial and other brokerage services, the associated cost of trading, the advisory services and consulting services provided under this arrangement, including professional account management services.

Investment Executives who recommend IPC’s wrap-fee programs receive compensation as a result of Client participation in the program. The compensation to the Investment Executive may be more or less than they would earn if the Client did not participate in a wrap-fee program. The compensation paid to Investment Executives is typically a variable percentage of the Client fee.

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## **5. Account Requirements and Types of Clients**

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### **MINIMUM ACCOUNT SIZE; ACCOUNT TERMINATION**

#### **Separately Managed Accounts**

Generally, the minimum dollar relationship size for a separately managed account for each manager within PMAP is \$1,000,000. The maximum number of individual accounts permitted in a \$1,000,000 relationship is three. The minimum account size is \$250,000 within a relationship.

#### **Unified Managed Accounts**

The MMSP minimum account size is \$200,000. However, within the MMSP account, the average minimum investment per style or strategy is also \$200,000. For example, a Client may have selected two investment styles within an MMSP, one style with \$400,000 while the other style is invested with \$100,000, totaling \$500,000. The two investments meet the average minimum investment requirement of \$200,000.

The Emerging Manager MMSP minimum account size is \$500,000. However, within the Emerging Manager MMSP account, the minimum investment per style or strategy is \$250,000. The maximum number of styles or strategies permitted within the Emerging Manager MMSP is four (4). Additionally, the Emerging Manager MMSP is not a stand-



alone product, but rather a diversifier to Clients who have at least \$1,000,000 of current equity holdings, exclusive of equities within the Emerging Manager MMSP. Current equity holdings considered may, or may not, be under IPC consultation and/or the introducing Investment Executive's direction.

The minimum account size for the Tax-Transition Management Portfolio is \$2,000,000.

The minimum and maximum account constraints above may be waived at IPC's discretion. Although IPC's general business practice is not to terminate accounts based on reduction in account value, IPC reserves the right to terminate an account that drops below the required minimum size.

Either IPC or the Client may terminate the management agreement(s) upon 30 days' prior written notice. In addition, the Client has the right to terminate the agreement(s) at no cost (excluding market fluctuations or possible ramifications in the event of a liquidation), upon written notice to IPC, any time within five business days after the effective date in which the Client signed the agreement(s). If participation in a wrap-fee program is terminated by either IPC or the Client, a pro-rata fee from the date of termination through the end of the previous billing period will be billed.

## **TYPES OF CLIENTS**

Clients include, but are not limited to, individuals, pension and profit sharing plans, trusts, estates, charitable or non-profit organizations, corporations, municipalities and Wealth Management Companies. Tax-qualified, pension and profit sharing plans or other retirement vehicles subject to the Employee Retirement Income Security Act of 1974, as amended ("ERISA") or the Internal Revenue Code of 1986, as amended are subject to special rules.

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## **6. Portfolio Manager Selection and Evaluation**

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## **INVESTMENT MANAGER DUE DILIGENCE**

### **Selection of Investment Managers Available in the Program**

#### *Separately Managed Accounts*

The separately managed account ("SMA") Investment Managers available in PMAP are chosen by IPC through a detailed assessment of the Investment Manager's strategy, investment philosophy, style, methodology and technical procedures. The program uses Investment Managers with varying investment styles and geographic locations. The Investment Managers chosen for PMAP generally possess or exhibit:

- Specifically stated goals
- Identifiable and consistent investment strategies
- A proven track record
- An appropriate level of assets under management
- Upon acceptance to PMAP, claim compliance to the Global Investment Performance Standards\* (“GIPS®”)

\*The Global Investment Performance Standards (“GIPS®”) are a set of standardized, industry-wide ethical principles that provide investment firms with guidance on how to calculate and report their investment results to prospective clients. The GIPS® standards are voluntary and are based on the fundamental principles of full disclosure and fair representation of investment performance results. Claiming compliance with the GIPS® standards demonstrates a firm-wide commitment to ethical best practices and that the firm employs strong internal control processes. The GIPS® Executive Committee promotes the adoption and implementation of GIPS®, believing that global standardization of investment performance reporting gives investors around the world the additional transparency they need to compare and evaluate investment managers.

Investment Managers who meet these criteria are subject to additional reviews. These reviews may include, but are not limited to, the development of a company profile, analysis of the organization and its procedures and an assessment of the firm’s adherence with regard to some of the general requirements and disclosures of the Investment Advisers Act of 1940. An evaluation of the following may also be completed: (1) the company’s compliance with industry standards; (2) operations; (3) marketing and Client support services; (4) growth characteristics and (5) regulatory/compliance history.

### *Unified Managed Accounts*

The investment model strategies used in the MMSP are provided by Model Managers. Due diligence is conducted on the Model Managers, except for Blue Shores *Capital*, a division of IPC. The Models are chosen by IPC through a detailed assessment of the Model Manager’s strategy’s investment philosophy, style, methodology and technical procedures. However, Model Managers are not required to claim compliance to the Global Investment Performance Standards (“GIPS®”). Although, most of the Model Managers in PMAP claim compliance to the GIPS® standards. The program uses Model Managers with varying investment styles and geographic locations.

In certain situations, the Wealth Management Company or their Client may request that IPC use a Client’s current Investment Manager with respect to all or a portion of a Client’s assets in the PMAP Program. If agreed to by IPC and the Client, the Investment Manager will be accepted into PMAP on a provisional basis, although IPC will not have performed any due diligence on the Investment Manager. IPC, or a third party it engages, will perform due diligence on Investment Manager in order to permit IPC to determine whether to permit Investment Manager to remain in PMAP. This due diligence review is expected to take up to six months. At the end of the six month period, IPC will either

accept Investment Manager into PMAP or reject Investment Manager as an Investment Manager or Model Manager in PMAP. If IPC rejects the Investment Manager, the Client will have thirty (30) days to select another Investment Manager in the program.

### *Other Resources*

Other resources that may be used to identify and monitor Investment Managers and investment model strategies include database services, Form ADV, other disclosure documents, detailed questionnaires completed by each Investment Manager, Model Manager Firm, and on-site visits to the SMA Investment Managers.

### *Performance*

IPC's review of the Investment Managers and the investment model strategy (collectively, "Investment Firms") performance record is an important component of the due diligence process. IPC conducts performance reviews to determine (1) the methodology used in calculating performance, (2) the standards that are being applied and (3) the methods by which the performance composites that are used in the program are constructed. Generally, Investment Firms indicate that performance is calculated and presented in conformity with the Global Investment Performance Standards. However, not all Investment Firms calculate and report performance in a uniform and consistent basis. Not all of the Investment Firms receive a third party audit of their GIPS® Compliance. Inquiries are made by IPC into the methodology used in order to gain a comfortable understanding that the composite performance of the style for which IPC engaged the Investment Firm is calculated in a prudent manner and in compliance with applicable rules and regulations. While IPC reasonably believes such performance numbers are accurate, IPC does not independently verify nor attest to the stated performance of any Investment Firm.

The MMSP and Tax-Transition management services may or may not include the due diligence specific to a performance composite as it relates to a management style. This may be the result of some Model Managers contracting with various intermediate investment firms ("contracted firms") to provide their investment model. Additionally, the Model Manager may not have many, if any, individual clients of their own. Having their own clients is a requirement to create their own performance composite (performance track record). Currently, per industry regulations, such Model Managers are not permitted to show other (contracted firm) clients as their clients.

## **Ongoing Evaluation of Investment Managers in the Program**

Ongoing Investment Firm due diligence reviews are also a part of PMAP services provided. The extent of the review is determined by, among other things, the length of time the Investment Firm has been in PMAP and changes in Investment Firm's personnel or processes. Also, information is obtained from each Investment Firm concerning specific composite performance results for each quarter. In addition, periodic visits are made to each of the management companies to review the firm and update information.

IPC may decide the Investment Firm is no longer appropriate for the Program for various reasons; including, but not limited to: (1) deviation from its stated style and philosophy, (2) performance that varies significantly from its stated benchmark over a market cycle, (3) the loss of key firm personnel, (4) the development of material regulatory problems or compliance issues, or (5) failure to claim compliance with the Global Investment Performance Standards (GIPS®), except as noted above for the MMSP. In such cases, the Investment Executive in consultation with IPC or IPC through communication with the Investment Executive may recommend that the Client select a different Investment Manager or Model Manager.

An Investment Firm will not be recommended for termination from the program solely for having short-term performance that is sub-par in relation to market performance if they have maintained their stated investment style and philosophy, even if such strategy is currently not popular.

## **INVESTMENT MANAGER SELECTION**

### **Selection of Investment Managers for Client Portfolios**

The Investment Executive or Wealth Manager works in conjunction with IPC Consultants. Together, they assist each Client in the selection of one or more of the available Investment Managers and Model Managers, as well as the appropriate styles/strategies that best meet the Client's investment objectives. Recommendations are based upon information gathered while developing an investment policy for the Client. Typically, the following are reviewed: the Client's investment objectives and goals, net worth, current income, future income needs, liquidity needs, risk tolerances, tax considerations, current investment structure and other specific needs if communicated by the Client. An assessment is made based upon economic and market conditions in relation to the information reviewed above. A recommendation as to the Client's appropriate Statement of Investment Policy is developed from the assessment.

To assist in the selection of Investment Managers and Model Managers, IPC makes available to prospective clients and their Investment Executives, Investment Profiles and other information such as performance information. The investment descriptions, performance, and other information are based on data provided by or received from the Investment Managers and Model Managers.

While IPC reasonably believes this information to be accurate, IPC does not independently verify or attest to any Investment Manager's, Model Manager's or Emerging Manager's performance. Additionally, IPC does require Investment Managers, but not the Model Managers or Emerging Managers participating in the MMSP, to present their performance data in conformity with the Global Investment Performance Standards (GIPS®). Performance information may not be calculated on a uniform and consistent basis.

## Ongoing Evaluation of Investment Managers for Client Portfolios

Performance for each account in PMAP is calculated and reported to the Client by IPC in conformance with industry standards that IPC believes are reasonable. Discrepancies between account performance and Investment Manager, Model Manager or Emerging Manager composite performance may occur as a result of an account's individual investment guidelines and/or restrictions. The performance of Client account(s) may deviate from the Investment Manager's, Model Manager's or Emerging Manager's composite performance for the accounts it manages in the same style because of the size of the Client's account(s), the presence or absence of investment restrictions, the timing of trades and the presence or absence of cash deposits and withdrawals.

IPC may believe the Investment Manager, Model Manager or Emerging Manager may no longer be appropriate for the Client for various reasons; including, but not limited to:

- the results based upon IPC's Ongoing Evaluation of Investment Managers and Model Managers in PMAP (as described above in that section) or where the Investment Manager would be terminated in PMAP
- the Investment Manager's or Model Manager's deviation from its stated style and philosophy within a Client's account
- Investment Manager continuously deviates from the investment mandate in the Client's Statement of Investment Policy, unless Client authorizes such changes
- performance that varies significantly from the Client's stated benchmark over a market cycle
- the development of material regulatory problems or compliance issues, or
- changes in the Client's circumstances

In such cases, the Client's Investment Executive, in consultation with IPC, or IPC, through communication with the Client's Investment Executive, may recommend that the Client select a different Investment Manager.

If a Client believes the Investment Manager or Model Manager they have chosen is no longer meeting their investment needs and objectives, and decides to change such Managers, IPC's Ongoing Consulting Group will work with the Investment Executive and the Client to establish an updated Statement of Investment Policy and recommend a new Investment Manager or Model Manager. However, the Client should be aware that a new Investment Manager or Model Manager might not accept all or any of the securities acquired by the former Investment Manager or Model Manager; therefore, liquidation of the portfolio may result in tax consequences for the Client.

### **BLUE SHORES CAPITAL**

IPC's Blue Shores *Capital* ("BSC") division offers investment model strategies within PMAP. BSC investment models are primarily available as investment management strategies within a Multiple Manager Strategy Portfolio ("MMSP"). See "Blue Shores *Capital* Advisory Business"

located in the next section for a description of the BSC's investment philosophy and investment strategies.

BSC may be utilized as a single or multiple investment strategy within an MMSP where BSC attempts to create an asset mix that provides an optimal balance between expected risk and return for a long-term investment horizon.

Within the MMSP, the BSC strategies may also be coordinated with other investment strategies. This gives the Client the ability to invest in multiple manager investment strategies and obtain further diversification, customization and consolidated reporting all in one account. The MMSP services are further described in the section above "Multiple Manager Strategy Portfolio Services" under Section 4, "Services, Fees and Compensation."

Additionally, Blue Shores Capital may be used as part of a Client's overall asset allocation in a Separately Managed Account ("SMA") environment, whereby each investment strategy is managed in a separate account as opposed to the MMSP above. In this situation, BSC as a Model Manager would represent only a portion of a Client's total investment assets in conjunction with a Client's other SMA account(s) managed by third party Managers in PMAP. A Client would choose BSC, as well as other Investment Managers or other Model Managers, to create the Client's overall SMA investment allocation strategy.

When a Client selects Blue Shores *Capital*, IPC indirectly benefits from this selection because a greater amount of the total PMAP fee will be paid to IPC than if the Client selected a third party Manager. Accordingly, IPC has a potential conflict of interest including its Blue Shores *Capital* division as part of a Client's overall investment plan in conjunction with a Client's SMA. For ERISA accounts, due to regulatory constraints until further notice, Client selection of available investment strategies that include third party Managers for Separately Managed Accounts will not include BSC. Therefore, as a Plan, the selection of investment strategies in SMA may be more limited than for PMAP accounts that are not ERISA Plans.

Senior members of IPC's staff regularly monitor BSC's investment processes and performance. However, BSC does not undergo the same due diligence and ongoing monitoring that third party Managers or Model Managers in PMAP undergo and may not meet the same criteria for inclusion in PMAP that third party Managers must meet.

### **Blue Shores *Capital* Advisory Business**

Blue Shores *Capital* ("BSC"), a pioneer in alternative separate account management, seeks to offer a value-added investment management service utilizing an active management approach that BSC believes is not widely offered in the investment industry. BSC believes their process offers more transparency and liquidity than a traditional alternative investment managed portfolio.

Paramount to BSC's investment philosophy is the belief that equity markets are very efficient, but not perfectly efficient, particularly over the short-term. Furthermore, it is BSC's belief that market prices of publicly traded common stocks reflect both rational and



irrational factors. Therefore, while fundamental analysis is the primary investment discipline used, technical analysis is also employed in the investment decision-making process.

### ***Global Long/Short Core Equity***

The Global Long/Short Core Equity Portfolio consists of a diversified group of strategic individual equity holdings, in addition to, various tactical positions. An individual company is purchased for the portfolio primarily on the basis of the portfolio management team perceiving the business to possess some form of competitive advantage, in addition to, its stock trading at attractive absolute valuation levels. Tactical positions take into account ever-changing global business and market conditions and are implemented via the use of traditional and alternative Exchange-Traded Products (“ETPs”). Exchange-Traded Products include Exchange-Traded Funds (“ETFs”) and Exchange-Traded Notes (“ETNs”). Such securities often include, but are not limited to, synthetic short equity positions, as well as, long and short currency and commodity positions.

Typically, when the portfolio management team has a neutral outlook on global equity markets, the portfolio will have an approximate 60% net long exposure to broad stock market movements. This exposure may be adjusted between 0%-100% as market conditions evolve with the goal of participating in up markets, while avoiding substantial losses in large corrections and bear markets.

### ***Global Multi-Strategy Income***

The Global Multi-Strategy Income Portfolio invests in a diversified group of income-producing asset classes which include Real Estate Investment Trusts (“REITs”), Sovereign, Municipal and Corporate Bonds, Mortgages, Master Limited Partnerships (“MLPs”), Bank Loans, Preferred Equity and Equity. The strategy seeks to deliver the highest income opportunities that are attractive on a risk-adjusted basis and will do so only through investments in Exchange-Traded Products (ETFs and ETNs) to implement the strategy.

The strategy begins with a top-down macro assessment of the income landscape by assessing each of its key asset categories across an integrated framework. The assessment includes an analysis of absolute yield levels, credit and spread risks and a forecast yield and total return target for each asset class. Based on the top down-assessment and the BSC team’s asset forecast, a group of Exchange Traded Products (“ETPs”) will be selected. A bottom-up assessment is then made on each qualifying ETP. This assessment will include an analysis of the portfolio holdings, current country and industry exposures, expected yield and duration, issuer quality, technical analysis and certain qualitative characteristics that are important in choosing an exchange-traded product. The team will then select the individual ETFs that maximize yield and provide adequate trading liquidity, while maintaining the targeted risk budget. If market risk levels are elevated or if the portfolio’s forecast risk is too high, the strategy will hedge, via inverse ETPs, or utilize cash holdings in order to satisfy its risk budget.

### ***Concentrated Equity Opportunities***

The Concentrated Equity Opportunities (“CEO”) Strategy’s investment objective is to seek long-term growth of capital. The CEO Strategy attempts to achieve its investment objective by investing in a concentrated portfolio of equity securities, while attempting to find non-correlated positions with specific catalysts that offer a high expected return that also attempt to minimize potential losses. The equity securities in which the CEO Strategy may invest include common and preferred stock (including convertible preferred stock), partnership interests, business trust shares, interests in REITs, MLPs, warrants, and depository receipts. The CEO Strategy may invest in equity securities without regard to the jurisdictions in which the issuers of the securities are organized or situated and without regard to the market capitalizations or sectors of such issuers.

Ideas are generated through the review of companies’ price momentum, valuations, profitability and competitive advantage. The CEO Strategy uses fundamental analysis to identify certain attractive characteristics of companies. Such characteristics may include: free cash flow margins; sensible capital allocation policies; strong competitive positions; solid balance sheets; stress-tested owners/managers; participation in stressed industries having reasonable prospects for recovery; potential for long-term growth; significant tangible assets in relation to enterprise values; high returns on invested equity and capital; and the production of essential services and products. Free Cash Flow is defined as the cash a company would generate annually from operations after all cash outlays necessary to maintain the business in its current condition.

The CEO Strategy may invest in “special situations” to achieve its objective. A special situation arises when the securities of a company are expected to appreciate within a reasonable time due to company-specific developments rather than general business conditions or movements of the market as a whole. Such developments and situations include liquidations, reorganizations, recapitalizations, mergers, spin-offs, management changes, and technological developments.

Although the CEO Strategy normally holds a concentrated portfolio of equity securities, the strategy is not required to be fully invested in such securities and may maintain a significant portion of its total assets in cash and securities generally considered to be cash equivalents, including U.S. Government securities, money market funds, and other quality money market instruments. The CEO Strategy may maintain a certain amount of cash or cash equivalents in a portfolio to take advantage of potentially new investment opportunities. Under adverse market conditions or when the CEO Strategy is unable to find sufficient investments meeting its criteria, cash and cash reserves may comprise a significant percentage of the CEO Strategy’s total assets. However, when the CEO Strategy holds a significant portion of assets in cash and cash reserves, it may not meet its investment objective.



### ***Balanced***

Balanced accounts generally have an allocation to the Global Long/Short Core Equity Strategy and a Fixed Income Strategy as described below. However, a balanced strategy may include or have a separate allocation to the Global Multi-Strategy Income Strategy. Such accounts seek a balance between capital growth, capital preservation, and current income. The amount of Client assets allocated to fixed income securities is determined based upon each Client's unique return and risk objectives. Currently, BSC will only use fixed income ETFs for the portion of the portfolio to be allocated to fixed income and will not use bonds or debt securities.

### ***Fixed Income***

The fixed income strategy seeks to provide low-risk current income and limited capital appreciation utilizing an intermediate fixed income investment strategy. The strategy also seeks investment results that correspond generally to the price and yield performance, before fees and expenses, of the generally investment grade credit sector of (1) the United States Bond Market and the intermediate United States Treasury Market as defined by the Barclays Capital U.S. Intermediate Government/Credit Bond Index for taxable investments and (2) the U.S. Municipal Bond Market, as defined by the Barclays Capital U.S. Five Year Municipal Bond Index for tax-exempt investments.

The fixed income positions of the portfolio may be repositioned from time-to-time to adjust for certain interest rate scenarios based upon BSC's research and analysis of the yield curve. BSC uses research by select economists and/or market strategists for interest rate forecasts. Proprietary technical analysis (the use of price and volume patterns to forecast security price movements) is used to confirm any interest rate forecast before changes to the fixed income strategy security allocations are implemented.

When a Client retains BSC to manage their financial assets, a careful review is conducted to determine the Client's objectives and risk tolerances. The Client's portfolio is constructed accordingly. Client input is primarily limited to decisions about the target amount of cash equivalents in the Statement of Investment Policy and the individual security restrictions. Clients seeking solely fixed income management and do not have a capital appreciation objective as an element of their financial objectives may not be appropriate Clients for BSC.

Blue Shores *Capital* services are provided as an Investment Manager as described in the Services, Fees and Compensation Section of this Brochure. BSC participates as a wrap-fee manager and receives a portion of the fee for its services. There is no difference in how BSC manages wrap-fee accounts and other accounts.

## **PERFORMANCE-BASED FEES & SIDE-BY-SIDE MANAGEMENT**

IPC does not charge any performance-based fees, which are fees based upon a share of the capital gains on, or capital appreciation of, the assets in a Client's account. As a result, IPC does

not engage in side-by-side management of accounts that are charged a performance-based fee with accounts that are charged another type of fee (such as assets under management). As described above, IPC provides investment management services based upon a percentage of assets under management. However, accounts that are managed in the same style (*e.g.*) may not be managed the same way due to the Client's overall investment objective, discretion of the Investment Manager assigned to the account, asset size and account restrictions.

## **BSC METHODS OF ANALYSIS**

Investment analysis is conducted and strategies are implemented by the BSC Investment Strategy Committee for the investment strategies. BSC manages a Global Long/Short Core Equity, Global Multi-Strategy Income and Fixed Income investment strategies.

### **Global Long/Short Core Equity**

BSC's Global Long/Short Core Equity Strategy employs two primary methods of analysis. First BSC uses a top-down approach that examines global macroeconomic data and technical market security data. The second method focuses on individual security selection for the Client portfolios.

The top-down macroeconomic analysis consists of reviewing the broad business conditions and market cycles in an attempt to determine the best opportunities for investing capital. An investment framework is established by focusing on, and determining, the percent long equity exposure, style weightings, sector weightings, and global investment themes. To establish a less than 100% long equity position (*i.e.*, hedge) BSC increases the cash allocation and/or purchases inverse ETFs, which have the effect of reducing total long exposure.

BSC also applies technical analysis to multiple asset classes and markets to assist in the timing of the implementation of investment decisions that lead to portfolio changes.

The BSC security selection process uses a discounted free cash flow model to determine the valuation of stocks. BSC attempts to purchase securities when they are below their fair value estimate and sell when they are at or above their fair value estimate. Attractively valued securities are then screened based upon fundamental characteristics to determine a security's style alignment (*i.e.*, growth or value) for proper representation in a portfolio based upon BSC's top-down macroeconomic analysis.

In some situations a global investment theme may be implemented using Exchange-Traded Products ("ETPs"). This may occur when BSC, through their research, does not find sufficient individual stock opportunities that meet their criteria as good candidates to implement the global macro investment theme. Additionally, this process is supplemented with the use of technical analysis to assist in the timing of purchase and sell decisions.

In some market environments, BSC may hedge the portfolio by purchasing inverse ETFs if the risk of significant market correction appears high. Such securities serve as synthetic

short positions. More frequently, broad market or sector ETFs may be purchased as temporary allocations until individual stock opportunities present themselves. At times, ETFs or Exchange-Traded Notes that track the performance of commodities or currencies may be used.

## **Fixed Income**

Fixed income allocations are managed based entirely on the top-down approach described above and implemented with fixed income ETFs. Fixed income allocations generally are intermediate in term structure and generally investment grade. Adjustments to duration and credit quality are made based on the top-down analysis approach.

## **Global Multi-Strategy Income**

The Global Multi-Strategy Income Portfolio employs a multi-disciplinary approach to investing utilizing macro, fundamental, technical and quantitative considerations. The strategy seeks to be style neutral in its decision-making while pursuing high-yield return opportunities that are attractive on a risk-adjusted basis. The portfolio management team initiates its view with a top-down macro assessment of the income landscape by assessing each of its key asset categories across an integrated framework. The macro assessment includes an analysis of credit items such as absolute yield levels, interest rate risk, curve analysis, credit and spread risk; as well as equity specific items such as the equity risk premium, earnings growth estimates and dividend growth and coverage ratios.

Additionally, an assessment may include an integrated cross-asset class analysis reviewing inter-market relationships such as stock/bond, stock/mortgage, stock/bank loan or bond/REIT, bond/MLP etc., as well as a review of economic, political or regulatory considerations. The macro lens will also analyze opportunities across the capital structure and look for potential mispricing within such a framework.

The fundamental assessment involves an ongoing review and analysis of each of the investment opportunities available at a security level. Factors examined to determine initial portfolio positioning includes what securities constitute “core holdings”, maximum exposures, sector and regional exposures, duration, expected yield, issuer quality and other qualitative characteristics that are important in choosing an exchange-traded product.

The technical analysis includes a review of price action, sentiment, trade volume behavior, tracking error versus the underlying and specific measures of trading liquidity.

Quantitative metrics include multi-asset class return forecasts across short-, medium- and long-term time frames, as well as many aspects of the risk management function. Key metrics within the risk management function include past performance analysis, variance, drawdown, asset class and security covariance and ongoing assessment of changes in trend or behavior across correlations and relative price movements such as beta or tracking error versus key asset classes.

In summary, a broad multi-factor process ensures that the strategy does not rely on a narrow group of explanatory variables for market behavior, but rather the process relies on the “weight of evidence” to prevail within its investment decision-making framework.

The asset classes targeted are generally income producing and a typical portfolio contains a minimum of 4 and a maximum of 11 different asset classes. Each asset class may represent a maximum of 25% of the portfolio. The hedge ratio typically ranges between 0% to 30% and cash allocations range from 0% to 30%. Foreign currency exposure typically will not exceed 50%.

## **Concentrated Equity Opportunities**

The Concentrated Equity Opportunities Strategy will rely primarily on deep-dive, bottoms-up microeconomic analysis, at the company level, to assess investment opportunities. The strategy will rely on proprietary multi-factor models and security screening models to help identify potential investment securities. Selected securities will then be subjected to rigorous analysis of potential risks and various upside and downside catalysts.

Fundamental analysis is used to identify certain attractive characteristics of companies. Such characteristics may include: high levels of Free Cash Flow; strong management teams; consistent, investor-friendly capital allocation policies; robust balance sheets, with attractive ratios of cash flow to debt service requirements; participation in recently challenged industries that present reasonable prospects for cyclical recovery; potential for long-term growth; significant tangible assets in relation to enterprise values; high returns on invested equity and capital; high operating margins; a strong business competitive moat; long-term market pricing power for the company’s goods and/or service; and the production of essential services and products. Free Cash Flow is defined as the cash a company would generate annually from operations after all cash outlays necessary to maintain the business, as a going concern.

The CEO Strategy’s preference is to own a core group of quality securities available at a discount to estimated intrinsic value. The strategy seeks to find securities which offer the opportunity of long-term compounded gains, while also providing a quantifiable margin of safety. These investments will be monitored via a multi-factor model and potentially reviewed if deemed to be at risk. Additionally, investments would be reviewed upon reaching fair value targets or sold if superior investment opportunities are found.

All new investment opportunities will be evaluated in the context of their historical correlations to the existing portfolio in an effort to reduce risk. The microeconomic analysis used in security selection will also be complimented by the macroeconomic capabilities of the BSC investment team, in both to assess macroeconomic risks and opportunities, as well as in the investment review/candidate for sale selection process.

To help offset the concentration risk, investments will be designed to capitalize on the alpha of the differentiated investment thesis (i.e., security specific catalysts), rather than on market beta. Examples of CEO investment catalysts and opportunities include, but are not limited

to; spin-offs, turn-around investments, deleveraging situations, merger and acquisition take-out candidates, reorganizations, dividend changes, misunderstood product launches, company-specific cyclical opportunities, roll-ups, management change, industry consolidation plays, disruptive technology opportunities, secular change opportunities, etc.

In the event the portfolio manager believes that there are not adequate investment opportunities available, the Concentrated Equity Opportunities Strategy would be able to hold a significant amount of cash. It is the belief of the portfolio manager that the investment set of available opportunities should not only include securities available today at current prices but also the securities that are available in the future at future prices. The Concentrated Equity Opportunities Strategy portfolio manager will, in that way, view the available investment opportunity set along a time continuum to take advantage of differences of security prices over time, as the market conditions change.

Additionally, the Concentrated Equity Opportunities will seek to be geographically opportunistic by investing in liquid foreign securities (primarily U.S. Traded ADRs). Under normal market conditions, the CEO Strategy would preferentially invest the majority of its investments in U.S. based companies. However, in the event that few U.S.-based investment opportunities were available for a protracted period, the CEO Strategy could opportunistically seek a greater proportion of its concentrated portfolio in foreign ADRs.

## **INVESTMENT STRATEGIES AND RISK OF LOSS**

All investments are subject to inherent risks, and accordingly, you may lose money by investing in a strategy as investments will fluctuate, reflecting day-to-day changes in market conditions, interest rates, and numerous other factors that cause markets to fluctuate which may cause your portfolio to decline over short- or long-term periods.

Risk may be defined as the chance that an investment's or investment strategy's actual return will be different than expected. Risk includes the possibility of losing some or all of the original investment. A fundamental idea in finance is the relationship between risk and return. The greater the amount of risk that an investor is willing to take on, the greater the potential return. The reason for this is that investors need to be compensated for taking on additional risk.

**Market risk** is defined as the risk of loss arising from adverse changes in market rates and prices, such as interest rates, foreign currency exchange rates, commodity prices, and other relevant market rate or price changes (e.g., equity prices). The price of a stock, bond or other security may drop in reaction to tangible and intangible events and conditions. This type of risk is caused by external factors independent of a security's particular underlying circumstances.

There can be no assurance that any investment, investment strategy or the investment asset allocation selected will be profitable or successful in achieving its investment objectives. Clients should understand the primary risk of investing in securities involves a loss of capital and should be prepared to bear such a loss. Investment in securities comes with inherent risks in exchange for a return on that investment as described above. In general, an investor may lose a portion of their principal and experience volatility in the value of that principal over time for various

reasons as outlined below. This list is representative of many risks and is not necessarily a complete indication of all the risks a Client may assume.

### ***1. Fixed Income Securities (Bonds)***

Fixed income securities are debt obligations of the issuer. The market value (price) of those obligations can vary over time for various reasons such as those listed below:

- a. **Fixed Income Securities:** An investment strategy that invests in fixed income securities includes corporate bonds, government bonds, municipal bonds, other debt instruments, Exchange-Traded Funds and mutual funds that invest in these securities. Issuers generally pay a fixed, variable or floating interest rate and must also repay the amount borrowed at maturity. Some debt instruments, such as zero-coupon bonds, do not pay current interest, but are sold at a discount from their face value. Prices of fixed income securities generally decline when interest rates rise and rise when interest rates fall.

Investment strategies that invest in U.S. Government securities include securities issued or guaranteed by the U.S. Treasury; issued by a U.S. Government agency; or issued by a Government-Sponsored Enterprise (GSE). U.S. Treasury securities include direct obligations of the U.S. Treasury (i.e., Treasury bills, notes and bonds). U.S. Government agency bonds are backed by the full faith and credit of the U.S. Government or guaranteed by the U.S. Treasury (such as securities of the Government National Mortgage Association (GNMA or Ginnie Mae)). GSE bonds are issued by certain federally-chartered but privately-owned corporations, but are neither direct obligations of, nor backed by the full faith and credit of, the U.S. Government. GSE bonds include: bonds issued by Federal Home Loan Banks (FHLB), Federal Farm Credit Banks, Federal Home Loan Mortgage Corporation (FHLMC or Freddie Mac) and the Federal National Mortgage Association (FNMA or Fannie Mae).

- b. **Duration Risk:** Duration is a measure of sensitivity of the change in market value to a given change in interest rates over time. Longer duration bonds, which typically have longer maturities, have more sensitivity to interest rate changes than short duration bonds. Additionally, longer-term debt and zero-coupon bonds are more sensitive to interest rate changes than debt instruments with shorter maturities.
- c. **Convertible Security Risk:** Securities that may be converted into other securities may be subject to the market risks of equity securities, the risks of debt securities, and other risks. The market value of securities tends to decline as interest rates increase. Their value also tends to change whenever the market values of underlying securities fluctuate.
- d. **Credit Risk:** Fixed income securities are also subject to credit risk, which is the chance that an issuer will fail to pay interest and/or principal on time. Many fixed income securities receive credit ratings from Nationally Recognized Statistical Rating



Organizations (NRSROs). These NRSROs assign ratings to securities by assessing the likelihood of issuer default. Changes in the credit strength of an issuer may reduce the credit rating of its debt investments and may affect their value. High-quality debt instruments are rated at least AA or its equivalent by any NRSRO or are unrated debt instruments of equivalent quality. Issuers of high-grade debt instruments are considered to have a very strong capacity to pay principal and interest. Investment-grade debt instruments are rated at least Baa or its equivalent by any NRSRO or are unrated debt instruments of equivalent quality. Baa-rated securities are considered to have adequate capacity to pay principal and interest, although they also have speculative characteristics. Lower-rated debt securities tend to pay higher interest and are more likely to be adversely affected by changes in economic conditions than higher-rated debt securities.

An issuer suffering an adverse change in its financial condition could cause a lowering of the credit quality of a security, leading to greater price volatility of the security. A lowering of the credit rating of a security may also offset the security's liquidity, making it more difficult to sell. Investment strategies investing in lower quality debt securities, although generally having a higher yield, are more susceptible to these problems and their value may be more volatile.

**Non-Investment Grade Debt:** Credit risk is more pronounced for investments in fixed-income securities that are rated below Investment Grade or which are of comparable quality. The risk of default may be greater and the market for these securities may be less active, making it more difficult to sell the securities at reasonable prices, and also making valuation of the securities more difficult.

**Additional Risks Associated with Municipal Securities:** Income from municipal bonds could be declared taxable because of unfavorable changes in tax laws, adverse interpretations by the Internal Revenue Service or state tax authorities, or noncompliant conduct of a bond issuer. Certain municipal bonds may generate income that is subject to the alternative minimum tax.

## **2. *Equity Securities (Stocks)***

Stocks generally represent an ownership share in a company. The market value (price) of those ownership shares fluctuate over time.

- a. **Equity Securities Risk:** Equity securities include common stocks, preferred stocks, convertible securities, mutual funds and Exchange-Traded Funds that invest in these securities. Equity markets can be volatile. Stock prices rise and fall based on changes in an individual company's financial condition and overall market conditions. Stock prices can decline significantly in response to adverse market conditions, company-specific events, and other domestic and international political and economic developments.
- b. **Loss of Capital:** An owner of stock can lose some or all of their investment.

- c. **Risk Related to Company Size:** Investment strategies that include investing in mid, small and micro capitalization companies generally involves greater risks than investment strategies investing in larger, more established companies, and possibly have a higher probability of experiencing a loss of principal in exchange for potentially higher growth. The market may value companies according to size or market capitalization rather than financial performance. As a result, if mid-cap, small-cap or micro-cap investing is out of favor, these holdings may decline in price, even though their fundamentals are sound. They may be more difficult to buy and sell, subject to greater business risks and more sensitive to market changes than larger capitalization securities. However, the pattern of their volatility may be different than those of larger stocks; and, therefore, may have diversification benefits, possibly reducing the overall portfolio volatility.
- d. **Foreign Securities Risk:** Investments in foreign securities involve certain risks that differ from the risks of investing in domestic securities. Adverse political, economic, social or other conditions in a foreign country may make the securities of that country difficult or impossible to sell. It is more difficult to obtain reliable information about some foreign securities. The costs of investing in some foreign markets may be higher than investing in domestic markets.
- However, some of this investment risk may be reduced by investing in foreign securities typically through American Depositary Receipts (“ADRs”). ADRs are certificates deposited with a U.S. bank that represent the right to own a foreign security. Since ADRs are traded in U.S. markets and the issuers are subject to the same auditing, accounting and financial reporting standards as domestic securities, owning ADRs has advantages over owning other foreign securities.
  - Other risks an investor should be aware of when selecting an investment strategy that invests in foreign or international securities are:
    - i. **Currency Risk** – the risk that the U.S. Dollar’s exchange rate versus other currencies may change, thus increasing or decreasing the value of the stock once exchanged back into U.S. Dollars.
    - ii. **Political or Sovereign Risk** – Countries outside the U.S. have different legal, economic and political structures that can affect the value of investments in those countries.
    - iii. **Emerging Markets:** Investment strategies that invest in emerging international markets may experience additional risks beyond those listed above. Emerging markets may have less developed legal, economic and political structures that are in the process of emerging, and, therefore, may experience additional volatility beyond that of more economically developed countries.



Economies in Emerging Markets generally are heavily dependent upon international trade and, accordingly, have been, and may continue to be, affected adversely by trade barriers, exchange controls, managed adjustments in relative currency values and other protectionist measures imposed or negotiated by the countries with which they trade. These economies also have been, and may continue to be, affected adversely by economic conditions in the countries in which they trade. Because of the special risks associated with investing in Emerging Markets, investments in such securities should be considered speculative. Investors in such strategies are advised to consider carefully the special risks of investing in emerging market securities.

The risk also exists that an emergency situation may arise in one or more developing markets, as a result of which trading of securities may cease or may be substantially curtailed and prices for an investment strategy's securities in such markets may not be readily available. Investors should note that changes in the political climate in Emerging Markets may result in significant shifts in the attitude to the taxation of foreign investors. Such changes may result in changes to legislation, the interpretation of legislation, or the granting to foreign investors the benefit of tax exemptions or international tax treaties. The effect of such changes can be retrospective and can (if they occur) have an adverse impact on the investment return of the investment strategy.

- e. **Concentration Risk and Non-Diversification Risk:** A strategy is considered to be “non-diversified,” which means that the strategy can invest a greater percentage of its assets in the securities of fewer issuers than a diversified portfolio. The strategy may also have a greater percentage of its assets invested in particular industries than a diversified portfolio, exposing the portfolio to the risk of unanticipated industry conditions, as well as risks particular to a single company or the securities of a single company. Additionally, a non-diversified portfolio generally is more volatile, and the portfolio may have a greater risk of loss if the portfolio redeems shares during a period of high volatility. Lack of broad diversification also may cause the portfolio to be more susceptible to economic, political, regulatory, liquidity or other events than a diversified portfolio.
- f. **Special Situation Risk:** Investments in special situations may involve greater risks when compared to other strategies due to a variety of factors. Mergers, reorganizations, liquidations or recapitalizations may not be completed on the terms originally contemplated, or may fail. Expected developments may not occur in a timely manner, or at all. Transactions may take longer than originally anticipated, resulting in lower annualized returns than contemplated at the time of investment.

Furthermore, failure to anticipate changes in the circumstances affecting these types of investments may result in permanent loss of capital.

### **3. REITs**

- a. **REITs:** Real estate investment trusts, known as REITs, are entities that invest in different kinds of real estate or real estate related assets, including shopping centers, office buildings, hotels, and mortgages secured by real estate. There are basically three types of REITs:
- Equity REITs, the most common type of REIT, invest in or own real estate and potentially make money for investors from rents they collect as well as from price appreciation;
  - Mortgage REITs lend money to owners and developers or invest in financial instruments secured by mortgages on real estate; and
  - Hybrid REITs are a combination of equity and mortgage REITs.

The Internal Revenue Code lists the conditions a company must meet to qualify as a REIT. For example, the company must pay 90% of its taxable income to shareholders every year. It must also invest at least 75% of its total assets in real estate and generate 75% or more of its gross income from investments in, or mortgages on, real property.

Investing in real estate and real estate investment trusts (REITs) involve special risks, such as: limited liquidity, changes in tax laws, tenant turnover or defaults, competition, casualty losses and use of leverage. Real estate values may fluctuate based on economic and other factors. REITs are dependent upon management skills and are not diversified. When interest rates decline, the value of a REITs investment in fixed-rate obligations can be expected to rise. Conversely, when interest rates rise, the value of a REITs investment in fixed-rate obligations can be expected to decline. Mortgage REITs may be affected by the quality of any credit extended to them. An investment in real estate or REITs may not be suitable for all investors, and there are no assurances that the investment objectives of any real estate program or strategy will be attained.

### **4. Exchange-Traded Products**

- a. **Exchange-Traded Products (“ETPs”)** are a type of security that is derivatively-priced and which trades intra-day on a national securities exchange. Derivatively-priced ETPs means the value is derived from other investment instruments such as a commodity, currency, share price or interest rate. Generally, Exchange-Traded Products are benchmarked to stocks, commodities, indices or they can be actively managed funds. Exchange-Traded Products include Exchange-Traded Funds

("ETFs"), Exchange-Traded Vehicles ("ETVs"), Exchange Traded Notes ("ETNs") and certificates.

- b. **Exchange-Traded Funds ("ETFs") Risk:** ETFs are open-end investment companies, unit investment trusts or depository receipts that may hold portfolios of bonds, stocks, commodities and/or currencies that are commonly designed, before expenses, to closely track the performance and/or yield of (i) a specific index, (ii) a basket of securities, commodities or currencies, or (iii) a particular commodity or currency. The types of indices sought to be replicated by ETFs most often include domestic equity indices, fixed income indices, sector indices and foreign or international indices. ETF shares are traded on exchanges and are traded and priced throughout the trading day. ETFs permit an investor to purchase a selling interest in a portfolio of stocks throughout the trading day. Because ETFs trade on an exchange, they may not trade at Net Asset Value ("NAV"), which is the value of the underlying securities after expenses. Sometimes, the prices of ETFs may vary significantly from the NAVs of the ETFs' underlying securities. Additionally, if an investor decides to redeem ETF shares rather than selling them on a secondary market, the investor may receive the underlying securities which must be sold in order to obtain cash.

Also, ETFs consisting of bonds and bond funds will generally decrease in value as interest rates rise. ETFs and Exchange-Traded Notes ("ETNs"), particularly those consisting of commodities, exhibit their own unique potential risk as these markets have historically been extremely volatile. For example, an ETN's indicative price is calculated by the issuer and could differ "sometimes significantly" from the market value. Inverse ETF funds should lose money when their benchmark indexes rise – a result that is opposite from traditional mutual funds.

Inverse ETF funds also entail certain risks, including inverse correlation, leverage, market price variance and short sales risks. Generally, such an exchange-traded fund (ETF) is constructed by using various derivatives for the purpose of profiting from a decline in the value of an underlying benchmark. Investing in these ETFs is similar to holding various short positions, or using a combination of advanced investment strategies to profit from falling prices. Inverse ETFs are also known as a "Short ETF" or "Bear ETF." One advantage is that these ETFs do not require the investor to hold a margin account as would be the case for investors looking to enter into short positions. As part of the strategies described above, BSC will use inverse ETFs as part of its hedging strategy dependent upon BSC's view of the markets. See Section 6, BSC Methods of Analysis, above for more information on the BSC investment strategy.

## **5. *Master Limited Partnerships***

Master Limited Partnerships is an ownership unit in a publicly traded limited partnership or master limited partnership ("MLP"). This trust gives the unit holder a stake in the income generated by the partnership company. An MLP often distributes

all available cash flow from operations to unit holders after the deduction of maintenance capital.

Partnership units are beneficial to investors because the MLP allows the company's cash distributions to circumvent the double taxation that would normally be imposed, which generally means greater distributions for partnership unit holders. In an MLP, the cash distributions of the company are taxed only at the unit holder level and not at a corporate level. Another benefit of this type of investment is that because the units are publicly traded, there is much more liquidity for investors compared to a traditional partnership.

MLPs do present some risk. For example, MLP returns can be impacted if there is a slide in the commodity or underlying business that supports the MLP. This means that MLPs go up and down with the market and with commodity prices. MLPs don't always offer the same easy liquidity prominent with stocks, mutual funds, and exchange-traded funds.

#### ***6. Political, Economic and Regulatory Risk***

Changes in economic and tax policies, high inflation rates, government instability, war or other political or economic actions or factors may have an adverse effect on a strategy's investments. Governmental and regulatory actions, including tax law changes, may have unexpected or adverse consequences on particular markets, strategies, or investments. Legislation or regulation may also change the way in which the strategy itself is regulated. The Investment Manager cannot predict the effects of any new governmental regulation that may be implemented on the ability of the strategy to invest in certain assets, or affect the Investment Manager's ability to access financial markets, and there can be no assurance that any new governmental regulation will not adversely affect the a strategy's ability to achieve its investment objective.

### **VOTING CLIENT SECURITIES (PROXY VOTING POLICY SUMMARY)**

Within the MMSP, Independent Portfolio Consultants, Inc., as a matter of policy and as a fiduciary to IPC's Clients, has responsibility for voting proxies consistent with the best economic interests of the Clients. IPC's policy and practice includes the implementation of a Proxy Voting Service for corporate actions and Client proxies. Clients may retain the right to vote any proxies or take action relating to specified securities held in the Account provided the Client gives timely, written prior notice to IPC. Clients are provided the option to vote their proxies in the Investment Management Agreements and Investment Advisory Agreements. IPC makes the information available to Clients about the voting of proxies for their portfolio securities and maintaining relevant and required records upon request. A copy of the Policy and voting information may be obtained by writing to: Independent Portfolio Consultants, Inc., Attention: Compliance, 5002 T-Rex Avenue, Suite 225, Boca Raton, FL 33431.

IPC may be unable to vote, or may decide not to vote, a proxy on behalf of one or more Clients. For example, a vote might not be entered because the shares are on loan as part of the Client's securities lending program. Certain countries require shareholders to stop trading securities for a period of time before and/or after a shareholder meeting ("share blocking"). Generally, IPC does not vote securities in countries that require share blocking because it potentially limits IPC from exercising IPC's investment discretion. In addition, IPC may be unable to complete a thorough and informed review of the proxy materials if the issuer does not provide the information in a timely fashion or if translated materials are not available. IPC may determine that the cost of executing the proxy exceeds the benefits to the Client's account. As a general matter, IPC does not vote securities in countries that require the Client to execute a power of attorney.

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## **7. Client Information Provided to Portfolio Managers**

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### **INVESTMENT POLICIES AND INVESTMENT MANAGER COMMUNICATIONS**

For each account, an investment management agreement is signed between the Client and the Investment Manager or IPC as the Overlay Portfolio Manager. This agreement outlines the terms by which the Client's account is to be managed. Clients also complete an Investor Profile, along with the Client's Statement of Investment Policy. This includes such information as: the purpose of the account, the Client's primary investment objective, tolerance for risk, liquidity needs, age, occupation, income, net worth and other special considerations that would impact how the Client desires the account to be managed. This information is passed on to the Investment Manager(s) selected by the Client. However, the MMSP accounts are managed by IPC and no information is provided to the Model Manager(s) or Sub-Adviser(s).

If a Client's financial situation or investment objectives change and a Client wants to modify their investment objectives and or account restrictions at any time, the Client should notify their Investment Executive or IPC. On a quarterly basis, the Client will be reminded to provide their Investment Executive with any information regarding significant changes to their financial condition and other information that may change their investment objectives. IPC will communicate this to the Client's Investment Manager(s) or Overlay Portfolio Manager. This information typically requires the completion of a new Investor Profile and may require an update to the Client's Statement of Investment Policy which, if changed, will be provided to the Investment Manager.

Clients will also receive a quarterly performance report, which the Client can review with their Investment Executive as often as is determined to be necessary, but at least annually. This report can be used to assist the Client in monitoring the results of their investment account in relation to their particular goals and objectives stated in their Statement of Investment Policy. The Client's Investment Executive and the IPC Ongoing Consulting Group will consult with the Client concerning the Investment Managers' investment performance, and assist the Client in making future investment management decisions, based both on account performance and upon changes

in their overall financial circumstances. IPC's Ongoing Consulting Group works with the Investment Executive to set up and coordinate Client reviews of their PMAP accounts. If deemed appropriate, the Investment Executive and IPC may recommend that the Client select a new Investment Manager or Model Manager strategy at no additional cost.

IPC provides Investment Managers but not Model Managers with electronic access to Client portfolio holdings on a regular basis. Investment Managers may access Client portfolio statements that are balanced and reconciled monthly. Additionally, the electronic access enables the Investment Manager to view Client accounts daily and includes a list of the Client's holdings, a cash ledger of activity in the account for the current month, as well as a performance report for the Client's portfolio. Also, IPC provides the Investment Manager with access to an electronic copy of the Client's quarterly portfolio report.

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## **8. Client Contact with Portfolio Managers**

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A Client may choose to meet or speak with their Investment Manager directly to review their account objectives and performance. The Investment Executive, through the IPC Ongoing Consulting Group, coordinates the conferences or meetings with their Investment Manager(s). The Investment Manager is the person who is making the investment decisions pertaining to the Client's account on a day-to-day basis. Clients may communicate directly with their Investment Manager(s), consistent with the reasonable constraints of the Investment Manager's business.

However, the MMSP services described above in Section 4 do not provide the Client with the following services:

- direct contact with the Sub-Adviser, Model Manager, or Emerging Manager
- an extensive amount of individual portfolio customization, in-depth, coordinated tax planning or
- the ability to consider previously existing holdings.

For these accounts, the Client's Investment Executive and IPC Consultant will meet or conference with the Client, at the Client's request, to review their account objectives and performance. They will also work with the Client to develop their objectives and investment strategies. Additionally, Client's input is primarily limited to decisions about: the investment strategy(ies) selected, asset allocation, target amount of cash equivalents in the investment policy and the individual security and any other reasonable restrictions on the account. While an initial Client presentation, via a telephone conference call, may be provided by a specific Model Manager, ongoing Client consultation will be provided primarily by an IPC Consultant and the Investment Executive or Wealth Manager.



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## **9. Additional Information**

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### **DISCIPLINARY INFORMATION**

IPC is required per the Security and Exchange Commission Rule 206(4)-4 to disclose in the Brochure material facts about any legal or disciplinary events of IPC or its management personnel. IPC does not have any legal or disciplinary events to report.

### **OTHER FINANCIAL INDUSTRY ACTIVITIES & AFFILIATIONS**

Independent Portfolio Consultants, Inc. is a registered investment adviser with the Securities and Exchange Commission and is primarily engaged in the managed assets business. IPC, and its executive officers, spend the majority of their time with these business activities. However, most persons associated with IPC who provide investment advice to Clients are also registered representatives of Managed Account Services, LLC (“MAS”). MAS is actively engaged in business as a securities broker-dealer. The proportion of time spent on activities by IPC representatives is not determinable.

IPC also has entered into a brokerage services arrangement with PAS. PAS is actively engaged in business as a securities broker-dealer and acts as the primary executing broker for most of PAS’ brokerage and advisory activities. In this capacity, PAS performs, among other services, trade executions and clearing support, in addition to related administrative and client services.

### **INVESTMENT DISCRETION**

IPC provides discretionary investment advisory services to Clients via equity, balanced and fixed income account management through its MMSP services. Prior to a Client retaining IPC to manage all or part of their financial assets, a careful review is conducted to determine the Client’s objectives and risk tolerances. IPC then develops an investment plan or statement of investment policy for the Client based upon the Client’s investment goals, objectives and financial circumstances. Once accepted, the Client enters into an Investment Advisory Agreement with IPC. Thereby, Client grants IPC, as the Overlay Portfolio Manager or Portfolio Manager (“investment manager”) for the account, full discretion in the management of the investments of the Account. Client authorizes IPC, without prior consultation with, or approval from, the Client to invest and reinvest the assets in the Account.

Both cash and securities may be used to fund accounts in MMSP. However, it is the intent of IPC that all securities so received be liquidated prior to, or simultaneous with, the purchase of securities for the account.

## **CODE OF ETHICS**

IPC has adopted a Code of Ethics, in compliance with Rule 204A-1 of the Investment Advisers Act of 1940. The Code of Ethics, among other things, sets ethical standards and requires compliance with the securities laws, safeguards material, nonpublic information about Clients' transactions and portfolio holdings, and requires initial and annual reports of securities holdings for access persons. This Code of Ethics sets forth the rules for business conduct and personal investing activities of IPC's employees.

The provisions of the Code of Ethics apply to all IPC employees. A copy of the Policy may be obtained by writing to: Independent Portfolio Consultants, Inc., Attention: Compliance, 5002 T-Rex Avenue – Suite 225, Boca Raton, FL 33431.

## **PARTICIPATION OR INTEREST IN CLIENT TRANSACTIONS & PERSONAL TRADING**

IPC's employees and officers may maintain positions in, or buy or sell the same securities or related options as Clients buy or sell. In cases such as this, employees and officers of IPC would have an interest in the success of a security that may be recommended to, owned by, sold for or purchased for a Client.

Employee trades are reviewed, so that no employee's trade execution receives a better execution price than a Client's for the same security traded on the same day in an MMSP account. IPC employees are not permitted to buy or sell any securities that are included on an "IPC Restricted Security List" (security trades placed by IPC acting in the capacity of a portfolio manager) for a 24 hour period. However, this restriction does not apply to employee accounts under contract with, and managed by, a professional Investment Manager. The IPC Portfolio or Overlay Managers will distribute the "IPC Restricted Security List" via an office-wide e-mail prior to trading securities for an MMSP managed investment account. The time stamp and date on the e-mail begins the 24 hour restriction. Employee trades will be reviewed and, if an employee traded a security on the "IPC Restricted Security List," the employee trade may be busted to an error account, on a case-by-case basis, based upon the review of the previous day's trades, except as noted above. The intent is to avoid potential conflicts of interest that may arise in the trading activities on behalf of Clients.

## **Brokerage Executions**

### *Best Execution*

As an investment advisory firm, Independent Portfolio Consultants, Inc. ("IPC") has a fiduciary and fundamental duty to seek best execution for Client transactions. While best execution is difficult to define and even more challenging to measure, it is generally accepted that it does not only mean achieving the best price but also includes many factors, such as the characteristics of specific trades, the stock being traded, specific needs of IPC Clients, conditions in the market at the time the order is placed and the overall efficiency of market structure. In addition, IPC takes into account the fact that the



Client's Program Fee covers trades executed by Pershing Advisor Solutions LLC (i.e., there are no additional commissions charged if traded via PAS).

### *Brokerage Transactions*

IPC's policy is to not accept an advisory Client's instructions for directing a Client's brokerage transactions to a particular broker-dealer.

IPC sponsors wrap-fee programs in which transactions executed through Pershing Advisor Solutions LLC would be free of commission charges to Clients. Investment Managers in the programs are generally free to consider PAS' trading capability versus other brokers' trading capability. However, IPC anticipates that most trades will be placed through PAS for execution because of their execution capabilities and because the wrap-fee paid by Clients covers trade charges only when trades are executed through PAS or their agents. Wrap-fees do not cover charges resulting from trades effected with, or through, broker-dealers other than PAS or their agents nor mark-ups nor mark-downs by such other broker-dealers. Further, it is expected that Investment Managers would typically consider trades executed via PAS are without commissions or retail mark-ups or mark-downs when comparing the cost of trading for equity securities with other brokers. IPC would expect such a comparison by an Investment Manager would generally result in a decision to execute most trades through PAS.

IPC has full discretion in the management of accounts in its capacity as a Portfolio Manager or Overlay Portfolio Manager for the MMSP accounts. Clients direct IPC to use the brokerage services offered by PAS to effect transactions for the Client's account. IPC may use another broker or dealer to effect transactions for the account when it reasonably believes it can achieve best execution by using such other broker or dealer. However, because commissions for transactions executed by PAS are included in the wrap-fee the Client pays, IPC will not seek to negotiate commission rates with PAS and will use PAS to execute most, if not all, transactions for the account. However, if IPC believes that it would not be able to achieve best execution on a securities transaction by placing trades for the Client's account through PAS, IPC may execute securities transactions through another broker-dealer, and the account will pay separate transaction costs.

IPC's policy is to not engage in principal or agency cross-transactions. An agency cross-transaction is defined as a transaction where a person acts as an investment adviser in relation to a transaction in which the investment adviser, or any person controlled by or under common control with the investment adviser, acts as broker for both the advisory Client and for another person on the other side of the transaction (SEC Rule 206(3)-2(b)). Agency cross-transactions typically may arise where an adviser is dually registered as a broker-dealer or has an affiliated broker-dealer.

Also, as a matter of policy, IPC does not have any formal or informal arrangements or commitments to use research, research-related products and other services obtained from broker-dealers, or third parties, on a soft dollar commission basis.

## *IPC Trade Aggregation and Allocation*

The aggregation or blocking of Client transactions allows an Investment Manager to execute transactions in a more timely, equitable and efficient manner. Blocking is done in an attempt to achieve a better overall price execution for the Client.

As a matter of policy, IPC's allocation procedures must be fair and equitable to all Clients, with no particular group or Client(s) being favored or disfavored over any other Clients. IPC's policy prohibits allocation of trades in a manner that favors IPC's proprietary accounts or any particular Client(s) or group of Clients.

IPC has adopted a policy for the fair and equitable allocation of transactions. The policy is as follows: For Client accounts managed by the Overlay Portfolio Manager on a discretionary basis, IPC may aggregate, block, or bunch Client trades, provided that the following conditions are met: (1) IPC will not aggregate transactions, unless it believes that aggregation is consistent with its duty to seek best execution for its Clients; (2) no advisory Client will be favored over any other Client; (3) each Client that participates in an aggregated order will participate at the average share price for a given order, in a given security, on a given business day, and (4) if the aggregated order is filled in its entirety, it will be allocated proportionately to receive the same allocation as the proportion of the total pre-trade allocation at the average price. For remaining portions that are filled on the following business day, Clients will receive the same allocation as the proportion of the total pre-trade allocation at the average price of the business day.

Investment Managers, Sub-Advisers or IPC ("Manager(s)") may trade foreign ordinary shares in their principal local market if the liquidity of American Depositary Receipts ("ADRs") in the US market is, in their estimation, insufficient to accommodate the total amount of ADRs they wish to trade without significant impact on the market price. A Manager will typically use an unaffiliated broker or PAS to execute foreign ordinary share trades in the local market for delivery to (or receipt from) the Depositary for creation (or conversion) of ADRs. This approach leaves the selection of and control over the executing broker with the Manager, including the negotiation of the local broker's commissions and the Depositary's ADR creation (or conversion) fee. Such commissions and fees are incorporated in the net price at which the ADR is delivered by the broker to (or from) the Client's account. Depending on the quality of the local market execution and the rates negotiated for the services of the brokers and the Depositary, the net price of the ADR to the Client's account could be more favorable or less favorable than if the ADR had been traded directly in the US market.

Consistent with the Manager's fiduciary obligation, the Manager may decide to trade away from PAS in certain circumstances when the Manager expects that the net cost to the Client (including all commissions and mark up and mark downs) will be lower than it otherwise would have been. Trading away (also known as "stepping out") entails the use of a broker other than PAS to execute the trade. Managers use trade away transactions in an effort to achieve the best net realized price when trading large blocks, particularly of

ADR securities. Wrap-fee program accounts can benefit from these trade away transactions because the Manager or Sub-Adviser maintains control over the transaction from order placement through settlement. They can usually negotiate lower commissions and ADR creation (or conversion) fees for large blocks than IPC can negotiate with PAS in the local market. In addition, a Manager or Sub-Adviser will seek to select a broker whose local market execution capabilities are at least as good as, and may be superior to, those of PAS.

When transactions are executed with other firms than PAS, the cost of execution is embedded in the price of the security. Any imbedded execution cost on trades done away from PAS are in addition to the Program fees.

### *Error Correction Practices*

As a fiduciary, IPC has the responsibility to effect orders correctly, promptly and in the best interests of IPC's Clients. In the event an error occurs in IPC's handling of any MMSP transactions, due to IPC's actions, or inaction, or actions of others, IPC's policy is to seek to identify and correct any errors as promptly as possible, without disadvantaging the Client.

Profits and losses that result from the correction of erroneous trades made via PAS are absorbed by PAS' error accounts. Losses that are incurred as a result of an error made by an Investment Manager or IPC are passed on to the Investment Manager or IPC. If the resulting balance in PAS' error accounts at the end of the year is a profit, the amount might be considered additional compensation to PAS.

Exceptions to the general rule of moving errors to the error account can be made for ERISA accounts in which case gains, resulting from the error correction, may be awarded to the Client. This is only permitted to the extent that the trade does not violate legal or Client guidelines.

## **REVIEW OF CLIENT ACCOUNTS**

On a daily basis, account activity is reviewed by IPC for exceptions (entries that are not consistent with the Client account) and violations of Client restrictions. Each PMAP account is balanced and reconciled, at least monthly, against the Client's custodian's statement. The IPC Manager of Advisory Operations is responsible for overseeing this activity.

### **Separately Managed Accounts**

On a quarterly basis, the IPC's Consulting Group reviews each actively managed account relationship. These individuals review accounts to look at asset allocation, holdings, performance, as well as industry, sector and issue concentrations and for general adherence to an Investment Manager's stated style. Any discrepancies noted will be reviewed with the Investment Manager. Other items reviewed may include the risk profile of the portfolio, the Client's objectives and performance versus a comparable benchmark. The IPC Manager of

Advisory Operations & Performance Analyst is also responsible for reviewing the performance for all accounts. Any account performance that significantly varies from a comparable benchmark is flagged. Accounts are also reviewed for dispersion characteristics. An inexplicable or unsatisfactory response from the Investment Manager may subject them to a review by the Vice President of Due Diligence.

Account reviewers follow IPC's policies and procedures that are reasonably designed to detect or prevent violation of a Client's investment guidelines. When an issue is raised during a review, an inquiry must be made until such issue is resolved. Upon further examination, and if warranted, an in-depth review may be followed by a discussion with the Wealth Manager, Investment Executive and/or Investment Manager and, finally, with the Client.

IPC's Ongoing Consulting Group will review the Client's investment objectives and, on at least an annual basis, IPC will inquire if his or her financial situation or investment objectives have changed. The Client's Wealth Manager or Investment Executive, through communication with the Client, is expected to monitor the management of the account's assets for appropriateness, given the Client's stated investment objectives and risks.

## **Multiple Manager Strategy Portfolio Accounts**

On a daily basis, the Multiple Manager Strategy Portfolio ("MMSP") accounts are reviewed for exceptions and restrictions by IPC. Each account is balanced and reconciled at least monthly, if not daily, against the Client's custodian. On a monthly basis, MMSP accounts are also reviewed for performance dispersion. If there is unexpected dispersion among Client accounts utilizing the same strategy, the transactions and/or security positions may be reviewed to determine the reason for the unexpected dispersion. On a quarterly basis, IPC's composite strategy performance results are compared to the performance results that the Model Manager and Emerging Manager Models achieved in their direct managed accounts which are reported in the Model Manager's or Emerging Manager's composite results. Any significant divergence of MMSP strategy results, as compared to Model Manager or Emerging Manager composite results, will be reviewed in order to determine if the divergence is logical, or if the divergence may be due to a problem with the implementation of the Model Manager's or Emerging Manager's Model portfolio. Also, accounts are reviewed to compare the current asset allocation between cash, equities and bonds to the Client's target allocation as determined by the Statement of Investment Policy ("SOP"). When an asset class is out of the predefined allowable range, the MMSP Overlay Portfolio Manager will work to bring the asset allocation back towards its target allocation.

## **Client Reporting**

IPC provides the Wealth Managers, Investment Executives and their Clients a quarterly report that includes portfolio analysis, portfolio performance, asset allocation, portfolio holdings, capital gains and losses report and a cash ledger detailing account transactions for the quarter. MMSP Clients are provided a quarterly report that includes portfolio performance, asset allocation, portfolio holdings, capital gains and losses and contributions,

withdrawals and income transactions for the quarter. However, IPC will not disclose information about the Client to the Wealth Managers, Investment Executives and others except as disclosed in IPC's Privacy Policy. IPC will share Client information with parties who provide services to the Client's accounts, including investment management firm(s). The quarterly reports referred to above are generated following the quarters ending March 31st, June 30th, September 30th and December 31st.

Portfolio performance reporting is calculated and presented by IPC independently of the Investment Manager(s) and Model Manager(s). This third-party consultation about performance allows for a system of checks and balances for separately managed accounts when reporting a Client's performance. IPC follows industry standards in the calculation of performance information for a Client's account.

Clients generally receive confirmation of transactions, as well as monthly statements, from Pershing Advisor Solutions LLC (produced by Pershing, LLC) in accordance with their Managed Account Application and Agreement. If the Client has selected a custodian other than PAS, the nature and frequency of reports will be determined by the agreement between the Client and the custodian. IPC advises Clients to compare the information on their IPC statement with the statement from their custodian. If Clients have any questions about their statements, please call IPC Client Services at 561-912-1040 or 800-346-4570.

Although each client account is reconciled against the client's custodian statement, at least monthly, there may be a difference in account valuations between the statements. The differences may be attributed as follows:

- Individual security pricing differences may be attributed to the different pricing services utilized by IPC and the Custodian. This is particularly evident in the pricing of fixed income securities and International ADRs.
- Accrued Income is a factor as IPC statements include the accrued income in the valuation of the account. Not all custodians include accrued income in the account valuation. And, when they do, there may be a difference depending upon the pricing services used in the valuation of individual securities.
- IPC statements record trading transactions on the date the trade was transacted (trade date) versus some custodian, such as bank custodians, which generally record trading transactions on the day the trade settles (settlement date). For example, a manager may place a trade on June 30. The trade does not settle until July 2. The IPC statement will record the trade on trade date and will include the security position as part of the account holdings as of June 30. However, some custodians, such as bank custodians, may record the trade on settlement date and does not include the security as part of the clients holding as of the June 30 month end report.
- Margin balances are reflected as part of the clearing entity's statement, such that the margin on the account is subtracted from the equity in the account to yield a net value

for the account. IPC statements do not reflect the margin balance, as IPC is paid on the total value of the account that is being managed and not the net margin balance.

- Unsupervised Holdings are client assets where neither the manager nor IPC has discretion over such assets; however, client(s) may wish to see these assets as part of their overall holdings. Unsupervised Holdings are not managed nor does the client pay a management fee on such assets held in a portfolio. There are various reasons why clients utilize Unsupervised Holdings. For example, clients may hold low cost-basis stock, assets they do not intend to sell, restricted securities and so forth as Unsupervised Holdings.

## **Electronic Access of Communications**

As an IPC advisory Client, the Client may consent to electronic delivery of account communications (“Account Communications”) at IPC’s discretion. IPC will provide this delivery of Account Communications by giving Clients access to their IPC account information via IPC’s internet site utilizing an access password and account number. This may include all current and future advisory account statements, trade confirmations, notices, disclosures, regulatory communications, and other information, documents, data, and records regarding Client’s IPC account. However, IPC is not able to provide electronic access or delivery of the Client’s custodian statements and information. This consent to electronic delivery, when given, will be effective immediately and will remain in effect unless and until revoked. Clients may revoke this consent at anytime and request paper copies by writing to: Independent Portfolio Consultants, Inc., Attention: Compliance, 5002 T-Rex Avenue – Suite 225, Boca Raton, FL 33431.

## **CLIENT REFERRALS & OTHER COMPENSATION**

### **Referral Arrangements**

IPC enters into referral arrangements with individuals, including independent financial planners, CPAs, registered investment advisers, Wealth Management Companies and broker dealers who are not employees or agents of IPC. These arrangements are done in compliance with the rules and regulations of the Investment Advisers Act of 1940, and the terms of the arrangements are fully disclosed to the Client at the time the referral is made. Clients do not typically pay a higher fee as a result of such payment arrangement.

### **Additional Compensation to IPC and its Affiliates**

The primary compensation under IPC’s Managed Assets Programs is derived from the wrap-fee. IPC does not require Investment Managers, Model Managers, Sub-Advisers or investment companies participating in its programs to participate in its educational and training conferences. However, IPC generally requires Investment Managers, Model Managers, Sub-Advisers and investment companies choosing to participate in any of its educational and training conferences to pay IPC for associated expenses. This money is used to offset the cost of conferences and special meetings with the Investment Executives to



discuss such managers or companies. These payments may be considered additional compensation to IPC and may create an incentive to direct more business to those companies. However, IPC does not consider participation attendance when evaluating and recommending Investment Managers for its programs.

Additionally, IPC has received payments from advisers that participate in IPC's managed asset programs. These payments may be for third party Wealth Management Company-sponsored conference attendance, participation, speaker slots, sponsorship or exhibition fees; educational and training fees; or fees tied to program participation or for a specific marketing initiative within a program.

These payments may be considered additional compensation to IPC and may create an incentive to direct more business to those advisers. However, IPC does not consider the existence or level of payments from advisers in determining whether to select or retain an adviser in the program. Advisers that participate in the conferences and training sessions as described above may have an advantage over those managers that do not participate.

These payments to Sponsor vary from adviser to adviser depending on, among other things, the amount of separate account client assets under the adviser's management. These payments to Sponsor may be as high as \$20,000 per year per firm. Clients should review their adviser's brochure (Form ADV, Part 2A) for a description of business arrangements between program sponsors and investment advisers.

## **Custody**

IPC does not maintain physical custody of Clients' funds or securities. Clients must select their own independent, third-party qualified custodian to maintain the Client's account. Client funds and securities will be held with a bank, broker-dealer, or other independent, qualified custodian. The Client selects a custodian to have possession of the assets of the account, to settle transactions for the account and to accept instructions from Investment Managers and/or IPC regarding the assets in the account. In addition, these custodians provide the Investment Managers and Overlay Portfolio Manager information on the additions to, or withdrawals from, the account.

IPC will directly debit a Client's account(s) for the payment of IPC's advisory fees, as authorized by the Client. This ability to deduct IPC's advisory fees from a Client's accounts causes IPC to exercise limited custody over the Client's funds or securities. IPC is not a qualified custodian and the Client should know that IPC does not have physical custody of Clients' funds and/or securities.

Clients will receive account statements from the independent, qualified custodian(s) holding Client funds and securities at least quarterly. The account statements from the Client's custodian(s) will indicate the amount of IPC's advisory fees deducted from the Client's account(s) each billing period. The Client should carefully review account statements for accuracy. IPC urges Clients to carefully review the account statements from the Client's qualified custodian promptly on receipt to determine that it completely and accurately states



all holdings in Client's account and all account activity over the relevant time period. If the Client has any questions or concerns, or if the Client notes any discrepancies between the custodian's and the IPC's statements, IPC urges the Client to contact IPC and the Client's qualified custodian. Please note that the information on the statements from IPC and the statements from the Client's qualified custodian may differ slightly for reasons including: the use of different pricing sources; the use of trade-date versus settlement-date accounting and timing differences in the posting of trades, corporate actions, dividend payments and tax reclaims.

If the Client has a question regarding the Client's account statement or if the Client did not receive a statement from the Client's custodian, please contact Russell Lowe, Managing Director at 561-912-1080.

Pershing Advisor Solutions LLC, is a subsidiary of The Bank of New York Mellon Corporation, member FINRA, SIPC. Clearing, custody, or other brokerage services may be provided by Pershing, LLC ("Pershing"), member FINRA, NYSE, SIPC. Pershing Advisors Solutions LLC relies on its affiliate Pershing to provide execution services. Clients who maintain securities accounts with PAS, through Pershing, are protected by the Securities Investor Protection Corporation ("SIPC") up to \$500,000 for cash and securities, with a limit of \$250,000 for cash awaiting reinvestment. For additional security, Pershing also provides coverage in excess of the \$500,000 SIPC limits through its policy with Lloyd's of London Syndicate, the underwriter of this additional protection. This additional protection covers missing securities and cash in Client brokerage accounts up to a firm aggregate limit of \$1 billion, of which \$1.9 million may cover cash awaiting reinvestment at the individual account level. However, this protection does not cover market losses. Assets held in custody outside of Pershing are not protected by Pershing's SIPC coverage or the additional insurance. Additionally, custody fees may be incurred if a custodian other than PAS is used. IPC does not maintain custody of Clients' funds or securities.

## **CONFLICTS OF INTEREST**

IPC recognizes that there may be potential conflicts of interest between IPC's interests and a Client's interests if, for example, IPC may have a client who is a vendor or has some other business relationship with IPC. IPC has adopted policies and procedures which IPC believes are reasonably designed to manage the conflicts of interest created by those business relationships.

Additionally, if a Client is in need of certain types of products and/or services that are not offered by IPC, IPC may refer the Client to various third-party entities that provide such products and/or services, and may receive direct or indirect compensation through referral fees, commissions or fee sharing, to the extent permitted by law, paid by the applicable third party. Examples of these types of products and/or services may include, without limitation, risk management strategies, hedging and diversification strategies.

IPC, and/or the Investment Executives, may recommend to the Client services or investments that are offered or managed by the Investment Executive's affiliate. In such cases, the affiliate

has a financial interest and will benefit from increased use or purchase of the service or investment.

IPC, and its various relationships, provide a broad range of financial services to Clients. In offering such services, IPC, its employees, officers and affiliates may give advice and take action in the performance of their duties to certain of their Clients which may differ from advice given, or the timing and nature of action taken, with respect to other advisory Clients' accounts.

IPC may receive research reports and other materials from Investment Managers, Model Managers, and Sub-Advisers participating in its programs. IPC uses this information in various capacities in its business relationships with clients and advisors; however, IPC may provide all or some of this research to its Blue Shores *Capital* Division, which manages client assets on a discretionary basis. IPC's receipt of free research from Investment Managers, Model Managers, and Sub-Advisers may cause IPC to favor such managers and advisers over managers and advisers that do not provide it with free research, when selecting and retaining managers and advisers.

### **Video Conferencing**

IPC does provide a video conferencing unit to some Investment Executives in their Wealth Management Company's Office at no cost to the Wealth Management Company. IPC believes that a video installation increases the effectiveness of the communication between IPC and the Client. The installation of a video conferencing unit to communicate with IPC may be considered an inducement for the Wealth Management Company or an Investment Executive to recommend a managed account offered by IPC over other managed account services.

## **FINANCIAL INFORMATION**

IPC does not require nor solicit prepayment of more than \$1,200 in fees per Client, six months or more in advance.

## **SERVICES AND COMPENSATION DISCLOSURE (ERISA)**

If the *Employee Retirement Income Security Act of 1974* ("ERISA") governs IPC's duties to a Client's pension or retirement plan (the "Plan"), the Client must consider the disclosures described in this Brochure and the Client's Letter Agreement signed with Independent Portfolio Consultants, Inc. which describes the services that IPC will provide to the Client for participating in the managed assets program. If the Client signs an Investment Management Agreement with the investment management firm the Plan selects to provide investment management for the Client's Account, please refer to that document for additional disclosures. Also, if applicable, refer to the Investment Advisory Agreement signed with IPC for Clients electing to participate in the Multiple Manager Strategy Portfolio.

## **Services**

IPC services provided to the Plan are as stated by the Client's Letter Agreement, Investment Management Agreement and/or Investment Advisory Agreement as described in the above paragraph. Additionally, please refer to the following sections in this disclosure brochure document for additional services provided: "Services, Fees and Compensation," "Portfolio Manager Selection and Evaluation" and "Additional Information."

## **Status**

IPC provides those services directly to the Plan as an investment adviser registered under the *Investment Advisers Act of 1940* and as a fiduciary (within the meaning of ERISA) pursuant to the terms and conditions and the services provided to the Plan as described in the Client's Letter Agreement, Investment Management Agreement and/or Investment Advisory Agreement as described above at the beginning of this section.

## **Direct Compensation**

IPC's direct compensation is as stated in the Client's Letter Agreement signed with Independent Portfolio Consultants, Inc. which describes the services that IPC will provide to the Client for participating in the managed assets program. If the Client signs an Investment Management Agreement with the investment management firm the Plan selects to provide investment management for the Client's Account, please refer to that document for additional disclosures. Also, if applicable, refer to the Investment Advisory Agreement signed with IPC for Clients electing to participate in the Multiple Manager Strategy Portfolio. In addition, please refer to the following sections in this disclosure brochure document for additional services provided: "Services, Fees and Compensation" and Evaluation" and "Additional Information."

## **Indirect Compensation**

Indirect sources of compensation is compensation IPC will receive from other parties that are not related to the Plan ("indirect" compensation). This section describes potential sources of indirect compensation that IPC may receive in connection with its provision of investment advisory services (i.e., those fees or other compensation that may be received by IPC from parties other than the Client's Plan, or the Plan Sponsor).

From time to time, IPC may receive marketing and training support payments, conference subsidies, and other types of financial and non-financial compensation and incentives from Investment Managers and other vendors to support the sale of IPC's products and services to IPC's clients, including IPC's ERISA Plan clients. However, based on IPC's historical experience, the aggregate value of these payments to IPC in any particular year has represented less than one basis point (0.0001) or 1/100ths of 1.0% of IPC's total customer assets. Note that the level of vendor support, is not dependent on, nor related to, the level of assets invested by the Plan or any of IPC's other clients invested in or with the products or

services of the Investment Manager. A list of those Investment Manager(s) can be provided by contacting Independent Portfolio Consultants, Inc. ("IPC") at the address listed on the 1<sup>st</sup> page of this document or calling (800) 346-4570 or sending an e-mail to [customerservice@ipcanswers.com](mailto:customerservice@ipcanswers.com).

IPC employees may receive non-cash indirect compensation from time to time in the form of gifts of nominal value (i.e., having value less than \$250), occasional meal or entertainment (e.g., tickets to concert or sporting events), or reimbursement for certain expenses related to attendance at educational conferences or seminars that may be attended by plan sponsors and representatives. Based on historic trends, IPC does not expect to receive gifts in excess of the *de minimis* threshold under the regulations with respect to the Plan.

The services for which indirect compensation is received are the services provided to the Plan as described in the Client's Letter Agreement signed with Independent Portfolio Consultants, Inc. which describes the services that IPC will provide to the Client for participating in the managed assets program. If the Client signs an Investment Management Agreement with the investment management firm the Plan selects to provide investment management for the Client's Account, please refer to that document for additional disclosures. Also, if applicable, refer to the Investment Advisory Agreement signed with IPC for Clients electing to participate in the Multiple Manager Strategy Portfolio.

### **Compensation Paid Among Related Persons**

Except as described by the preceding paragraph, IPC will not, concerning IPC's services under the Client's Letter Agreement, Investment Management Agreement and/or Investment Advisory Agreement as described above at the beginning of this section, pay to an affiliate or a subcontractor compensation that is set on a transaction basis or that is charged directly against the plan's investment and reflected in the net value of the investment.

### **Manner of Receipt**

In a separately managed account, IPC's direct compensation is billed and collected from the Plan's assets as provided by the terms and conditions in the Client's Letter Agreement, Investment Management Agreement and/or Investment Advisory Agreement as described above at the beginning of this section.

### **Compensation for Termination of Contract or Arrangement**

A Client's Letter Agreement, Investment Management Agreement and/or Investment Advisory Agreement as described above at the beginning of this section does not provide IPC with compensation that results because of either party's termination. IPC remains entitled to compensation that accrued before the effective time of the Client's Letter Agreement, Investment Management Agreement and/or Investment Advisory Agreement termination.

## **BROCHURE SUPPLEMENT**

Refer to IPC's Part 2B of Form ADV ("Brochure Supplement") for information about each of IPC's employees who formulate investment advice, have discretionary authority over Clients' assets or have direct Client contact ("Supervised Persons").