

You have asked for a fresh consideration of the question of a future design of the firm's operations—and for our working relationship. This question is one that raises complex elements, ie. your unique historical position, the economic power of the firm moving forward , and with matters related to how you wish to spend your personal time in coming years.

In considering these issues, as keeping paramount ,the values you stand for, the firms reputation now and in the future, a number of elements come quickly to the fore. Hopefully an agreement can be worked out that fully captures the economics you desire and maintains the elements that you find most important to your legacy. To be able to craft a meaningful proposal it would be of great help if you could guide me in the following .

1. How do you envision ownership and control of the firm moving forward.
2. How do we decide which client matters will be pursued and on what basis?
3. How should the economics be allocated over time?
4. How much time do you want to spend on firm business moving forward.
5. What “red lines” mark off areas that we should avoid now and in the future?

For this venture to be successful, it will obviously require both your endorsement and support. So the puzzle now is to find a way to formalize your desires and develop a structure that fits your needs. . A next step after receiving your answers might be for us to sit and talk through these ideas hopeful that they might generate some alternative structures .

