

**From:** "jeffrey E." <jeevacation@gmail.com>  
**To:** Brad Wechsler <[REDACTED]>  
**Bcc:** Melanie Spinella <[REDACTED]>  
**Subject:** Re: Fw: MARCH 8th meeting  
**Date:** Tue, 23 Feb 2016 10:44:53 +0000

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i need to see the fire drill report some days before a meeting . if need be -with leons consent, delay that part , if the report is not ready by the 5th .re art part - I see little benefit in the documents reminding leon again and again that rent might need to be paid. if something happens to debra. there are other solutions. it should be focused on the benefits of transfer to children, all expenses. . operations. etc. operations , mechanics. plan for succession etc

On Mon, Feb 22, 2016 at 10:44 PM, Brad Wechsler <[REDACTED]> wrote:

Jeffrey,

As a follow-up to the note above (and some others) and with the goal of making the March 8<sup>th</sup> meeting with Leon as constructive as possible, I wanted to do a little advance organization. Some part of the day can be you and Leon alone, as necessary, other parts can be you, me and Leon with various office personnel who I plan to have physically available as well. Alan Halperin will also join us for much of the day.

#### Agenda

1. The genesis of the meeting was to get all the Art Partnership issues discussed and behind us.
  - a. In advance of the meeting, you and Leon will have a structure document, rights and obligations, and administrative issues summary for discussion. We should also discuss Art use agreements where you, Alan and Ada have to get on the same page.
2. We will get to you and Leon the trust and personal consolidated balance sheets in the form developed by you and Rich J, and as updated and adjusted by Joe, for review before the meeting.
3. Paul Weiss' actuarial department is updating the estate \$\$ flow (aka "fire drill") on LDB/DRB death. This sounds simpler than it is and I want to make certain it is adequately reviewed before discussion. My guess of the timing is that we'll have Ada and Alan walk us through it on March 8th. If we want to re-convene afterwards to discuss/refine we can. The US Trust format was overly complicated which I may want to streamline as well.
4. We will also address the implications of the BRH agreement on death.
  - a. An open item for Leon is who get's his position on the executive committee. It is set up currently as John Suydam, with Scott Kleinman as his second.

5. To the extent you, Leon and I want to discuss wills, heritage trusts, what dollars go to the kids and at what ages, we should probably do that privately...bringing in Alan and Ada as necessary.
6. I would like to wrap up airplane structure as well.
7. One of your key priorities recently has been thinking about and working on the TRA (and estate planning implications). As you know, better than anyone: (i) this is amazingly complex (ii) in my view (and I think yours) nobody in the office truly understands it. To me, this is a perfect example of where the office can/should support you and you should run with it.

■ sure we'll jump around and the following may turn out to be useless, but here's what ■ suggest

9:15am – 10:00am	Art Partnership
10:00am – 10:30am	Balance Sheet
10:45am – 11:45am	Estate \$\$ Flow
12:00pm – 2:00pm	Wills, Heritage, Trusts
	BRH on death

Thanks, Brad

**From:** jeffrey E. [mailto:[jeevacation@gmail.com](mailto:jeevacation@gmail.com)]  
**Sent:** Friday, February 19, 2016 12:14 PM  
**To:** Brad Wechsler <[REDACTED]>  
**Subject:** Re: Fw: MARCH 8th meeting

accounting steps for the partnership. bank accounts. payments for insurance . signing authorities. valuations. . purchases of interests , dollars involved. . art list with basis attached. . expenses able to be deducted in future, ie consultanats etc. new contracts . shift lauder interests to tenants in common? ,

On Fri, Feb 19, 2016 at 11:52 AM, Brad Wechsler <[REDACTED]> wrote:

Jeffrey-a few things:

1. Can I ask you to interact with ada on what specifically you want/need re: "estate plan, will, trusts". Better for there to be direct communication than us speculating.
2. Art pshp: you shld have docs and we will be ready to discuss.
3. Balance sheets for ldb/drb and trusts will not be a problem tho we wld like to start with the summary roll-ups (format initially developed by you and joslin which is cogent and clear) as updated and adjusted by joe.

4. We will try to have "estate flow" document updated from 2014 in time. We are using old UST format (ok, not great) but having PW accountant inputting and running new #'s with new trust structures. We'll do our best to have this complete for your review in advance, but there may be a time squeeze.

Thx, brad

Sent from my Verizon Wireless BlackBerry

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**From:** Melanie Spinella <[REDACTED]>

**Date:** Wed, 17 Feb 2016 20:05:17 +0000

**To:** Brad Wechsler ([REDACTED]) <[REDACTED]>

**Subject:** FW: MARCH 8th meeting

Brad- Leon asked me to send this to you. thanks

**From:** jeffrey E. [mailto:[jeevacation@gmail.com](mailto:jeevacation@gmail.com)]

**Sent:** Wednesday, February 17, 2016 2:58 PM

**To:** Melanie Spinella

**Subject:** Re: MARCH 8th meeting

to make it useful and constructive an entre list of esate plan will trusts , art partnership. balance sheets. all trusts , and old fire drill document should be updated and presented before for review

On Wed, Feb 17, 2016 at 2:27 PM, Melanie Spinella <[REDACTED]> wrote:

Leon would like to have a meeting with the three of you from 9-2:30 on March 8<sup>th</sup> in our office regarding the Family Office. thanks

**Melanie Spinella | Apollo Management**

9West 57th Street, New York, New York 10019

[REDACTED]  
Executive Assistant to Leon D. Black

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