

THE Rational Optimist™



Phone Scams are on the Rise

BY JEFFREY JANSON, CFP®, AIFA®
SENIOR WEALTH ADVISOR

Recently released data from the FTC shows that fraud scams cost consumers nearly \$8.8 billion in 2022, up over 30 percent from 2021. This number is grossly understated, considering an average of only 1 in every 44 scam calls are reported to authorities. While all adults can be a target, statistics show the age demographic most affected are between the ages of 60 and 69.

WHY ARE PHONE SCAMS SO EFFECTIVE?

For starters, many of them seem believable.

Also, it is a good-paying job for many young people in foreign countries. There are many boiler-room scam operations with a solid training program complete with battle-tested phone scripts proven to work. For example, they may begin by calling you from what appears on the caller-ID to be a local number.

Caller ID spoofing software can make scam calls appear local, from a government agency, a neighbor, a church, or another trustworthy entity, increasing the chances that you will pick up.



Once you have answered the scam call, they may tell you that you are owed a refund on a computer software program you purchased, which has since been discontinued. Next, feigning helpfulness, they may cheerily suggest you grant

them remote access to your computer to "uninstall the program for you." Then they may ask you to log into your bank account to verify receipt of the refund into your account. However, they have already loaded software that steals your keystrokes or login information and then use it to steal funds from your bank account or take your computer hostage and demand ransom.

Unfortunately, scammers prey on lonely, aging adults.

In the US, almost 27% of aging adults live alone, making them ripe targets for scammers. Getting a call offers a lonely person the chance to interact with someone, and usually, scammers are trained to be gracious and engaging - to earn someone's trust. Once trust has been achieved, the victim will likely comply with the caller's request for information or action. From the scammers perspective, these folks make the perfect targets because older Americans usually have substantial savings or investments.

Here are the top 3 phone scams presently in use:



THE GOVERNMENT IMPOSTOR.

The last organization anyone wants to get contacted by is a government agency! They may even volunteer their "government ID number" to sound official. They may be able to verify basic information about you, such as your name, address, or date of birth, which they have gleaned from social media sources to lend credibility to their claim. Scammers often claim to be from the Social Security Administration, IRS, or Medicare and offer a compelling reason for sending money immediately or providing additional personal information.

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2 THE GRANDPARENT SCAM.

The victim receives a call from someone posing as their grandchild who is very upset and frantic and explains they are in trouble and need some money immediately to address the problem. The "problem" is usually some kind of accident, arrest, or robbery, and to make it even more dire and urgent, they may claim they are in the hospital or stuck in a foreign country and cannot be released until the amount is paid.

If they are smart, they may have gleaned some details from the victim's grandchild's social media pages about a recent trip they have taken to make the story seem more compelling and authentic. They then turn the phone over to "someone in authority," such as the "doctor," "police officer," or "customs agent," to back up the story and explain the steps that need to be taken to send funds to resolve the issue. This is usually followed by the fake "grandchild" hopping on the phone again to urgently plead with the grandparent, "Please don't tell Mom & Dad!" Sickening.

3 ROBOCALL SCAMS.

These computer-generated calls first try to verify that they have reached a real person by asking you, "Can you hear me?" If you respond, "Yes," they can use your pre-recorded voice print to authorize bogus charges. Next, they may leave a voicemail about an Amazon purchase made on your account and ask you to call them back to clear up the problem. When you call the number, it is routed to a scammer call center where there are highly trained, "pleasant," and seemingly "helpful" people who seem willing to help clear up the problem for you right after you verify your account information.

So, how can you protect yourself?

First, stop answering phone calls from numbers you don't recognize. If the call is legitimate, the caller will leave a message, and you can call them back.

Second, if you do answer the phone and the caller asks who you are, ask them to first identify themselves and the company they are calling from and get a number where you can call them back. In most cases, scammers will not provide you with a call-back number, which is a huge red flag!

Thirdly, be suspicious of numbers that appear local; unless you recognize the number as being from someone you already know.

Fourthly, if it is a robocall, don't respond to any question that tries to get you to verify your name, as this would generate a "Yes" that can be recorded and used to verify bogus purchases.

Lastly, realize that it is highly unlikely that a government agency would ever contact you by phone. Consider call-blocking tools from your phone company or phone apps that block unwanted calls. Essentially, be suspicious first; and trusting second of any unrequested, inbound calls. ♦

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Sources: <https://www.ftc.gov/news-events/news/press-releases/2023/02/new-ftc-data-show-consumers-reported-losing-nearly-88-billion-scams-2022>

<https://www.pewresearch.org/fact-tank/2020/03/10/older-people-are-more-likely-to-live-alone-in-the-u-s-than-elsewhere-in-the-world/#:~:text=In%20the%20U.S.%2C%207%25%20of,130%20countries%20and%20territories%20>

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How to Start Planning for Your Business Succession Today

BY ANDREW DICKENS, AIF®, CEXP™, CBVST™
DIRECTOR OF PENSION SERVICES & WEALTH ADVISOR

One way or another, eventually, every business owner will exit their business. If we're lucky, we'll leave at the right time and transfer the company to the people we choose, with enough money to do what we want to be able to do afterward. We call the "vertical" exit as if you imagine yourself walking out the front door on your own terms.

How do we start planning for a vertical exit? We begin by identifying the key components I just mentioned: the right time, the right people, with the right amount of money.



How do you start planning for a vertical exit from your business?

Begin by identifying the right time, the right people & the right amount of money.

Start with narrowing down a specific time for your exit. If I had a nickel for every time a business owner told me they wanted to exit their business in 3-5 years, I'd at least be \$50 richer.

Planning an exit starts with getting specific but understanding that the timing may need to be flexible. It makes a difference in how we approach the planning process when we stick a pin on a calendar as "this is the day I start doing something different with my life."

Next, we must visualize whom we might want to succeed us. Sometimes the answer is obvious, like a partner or a son/daughter already working in the business. Sometimes the answer is unclear, like when you have a management team eager for ownership but without the complete skill set to continue it successfully or when you have attracted interest from third parties.

Sometimes, the business does not have enough transferable value to do anything with, and liquidation is the only option.

The second step is deciding which exit paths are viable for your business. Once we've identified one or more options, we can begin exploring what we need to do to make them happen successfully.

There are generally six most common ways business ownership is transferred: an IPO, a third-party sale, an internal buy-out (partner, manager, or ESOP), a family transfer and/or gifting, a phase-out, or a liquidation.

IPO, or initial public offerings, are restricted to those businesses so hot there's a primary market level of interest generated, and an investment bank takes the company public. IPOs are the least common way of transferring ownership.

Third-party sales only close for roughly one out of five businesses that go on the market, but it's one of the most chosen initial exit paths when an internal option isn't readily available. Internal transfers, which include partner buy-outs, management buy-outs, and employee buy-outs, usually make up the bulk of successful business transfers. Partner buy-outs are the most common, while Employee Stock Option Plans are the least common.

Family transfers are pretty standard but can turn complicated due to inter-family dynamics, estate equalization issues, and gift tax laws, but when properly structured can be very successful. It's crucial in family transfers that the retiring owners have a nest egg set aside, so the successor family members don't feel the burden of being financially responsible for their parents.

Phase-outs occur when owners slowly transfer responsibilities to managers and/or family but maintain controlling interests with access to distributions.

Phase-outs are popular when the owners haven't saved enough money to retire outright and can slowly transfer responsibilities. Still, phase-outs have their own complications, especially when key managers, partners, or family members resent that their efforts are used to subsidize the retiring owners' lifestyle in retirement. Liquidations are usually a last resort when no other exit path is reasonable.



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Are you Due for a Financial Health Check-up?

BY KRISTIANA DANIELS, CFP®, EA, BFA™
ASSOCIATE ADVISOR

The days are long, but the years are fast – can you believe we are nearly a quarter of the way into 2023? If you are anything like me and could use a few more hours in the day to get the never-ending to-do list done, now is a great time to sit down and force yourself to do a quick mid-year financial health check-up.

Here are a few steps to get you started and help position you to improve your financial outlook this year and beyond.

Eliminate Unnecessary Expenses.

Take inventory of your subscription services. Remember when you signed up for that free trial of Apple Music or Hello Fresh that ended six months ago and have been paying for a service you don't use? Oops! Comb through your credit card statement to look for reoccurring charges and cancel the services that don't serve you well.

Go one step further – on the services that have increased their prices (i.g., your internet or cable provider), call them and see if a better offer is available. You'd be surprised at the deal you may be granted to keep your business.

Review insurance coverage.

If you own a home, you likely have seen it increase in value over the last few years. Now is a great time to glance at your homeowner's policy to understand your coverage.

Did you know an insurance company will only fully cover the costs of damage to your home if your coverage is at least 80% of the home's total replacement value?

It will benefit you to keep an eye on your coverage, especially if it has been a while since you have reviewed your policy. Review your life insurance. Confirm that the coverage amount is still appropriate, given your expenses, income, anticipated needs, etc.

Automate your savings.

Set up a monthly direct deposit or systematic transfer from your bank account to your brokerage account or IRAs. You'll likely forget it is set up and build your savings without thinking about it!

Increase Retirement Plan Savings.

Contributing to your employer-provided retirement plan is a relatively pain-free way to save. Name a percentage of salary to save rather than a flat dollar amount. By assigning a percentage of salary to defer, your savings will automatically adjust as your pay increases.

Go one step further and consider increasing your contribution by 1-2% this year. That small change will make a big difference over the lifetime of your work career.

Secondly, depending on your specific financial situation, consider deferring income to the Roth feature of your employer-provided plan. Roth contributions can give you more flexibility in retirement and tax savings over your lifetime.



Review Estate Planning Documents & Wills.

Do you remember to whom you are bequeathing your assets? Is the person named in your durable medical power of attorney the best person to advocate on your behalf in the case of an emergency? Have your kids reached adulthood, and now you are comfortable naming them as the successor trustees rather than your brother? All of these things can easily be overlooked as people and situations change.

Reevaluate your financial goals.

Are your goals still accurate to what you hope for in the future? Have your priorities changed? Reorganize your list of goals and define what is most important to you.

Are you making forward progress? If not, what roadblocks are you encountering? It isn't easy to evaluate your financial health without reflecting on where you started and objectively monitoring your progress.

If your financial plan needs a wellness check, give us a call. We count it a privilege to walk alongside you in your journey to total financial health. ♦



The Future of Commercial Real Estate

BY JASON PRINT, CFP®
CO-PRESIDENT & CEO

When I moved to Collier County almost 15 years ago, I could never have imagined that Amazon would be committing to a longer-term lease on a 10-acre parking lot in Naples, nor could I suspect that this 10-acre parking lot would sell for \$9.9 million. However, that is precisely what occurred in December of 2021.

Six months earlier, in June of 2021, Amazon opened a 104,860 square foot last-mile delivery station on more than 18 acres on the corner of Davis and Collier Boulevards. It turns out they would also need a fairly good size parking lot to store many of these vans and trucks.

As the pandemic accelerated the movement to online purchasing and home deliveries, Amazon and other online retailers have had to increase their warehousing, parking, and other necessary facilities to meet the increased demand.

In Suburban Chicago, the corporate headquarters for Allstate opened in 1967. At the time, it represented the future for attracting top-quality talented workers. Beautifully manicured grounds, acres of parking, and interconnected buildings - all in a 232-acre campus.

Over the following decades, large multinational companies would follow this same footprint all over the U.S. The Allstate headquarters opened during the heyday of America's suburban office boom in the decades following World War II.

On campus, you could find a pharmacy, salon, and cafeteria. Today, the world is a much different place. Recently, the insurer reached a deal to sell most of the campus. What will become of it?

E-commerce warehouses and other logistics facilities, of course. Many of the buildings will be demolished and replaced with over 3 million square feet of commercial space, with a very different purpose.

Douglas Kiersey Jr., president of Dermody Properties, is paying \$232 million for the parcel and recently said, "I didn't think I would ever live in a world where industrial land is worth more than office land, but here we are."

Allstate, along with most other companies, is trying to figure out what the new normal will be. Certainly, the amount of office space needed in the future for them (and many other large companies) will be less, but how much so?

The workers who once commuted daily to the Allstate campus will primarily work from home. The iconic American office building, where millions of white-collar employees have headed to work for more than a century, is in a state of reckoning.

"I didn't think I would ever live in a world where industrial land is worth more than office land, but here we are."

- Douglas Kiersey Jr., president of Dermody Properties

Despite the uncertainty of the future of workplaces, newly built skyscrapers in central business districts are filling up and charging top rents, even during the pandemic. Even large cities, such as Chicago and Seattle, that suffered significant shutdowns from Covid are seeing demand for office space above the pre-pandemic averages.

Allstate is undoubtedly not alone. Bridge Investment Group, which bid on the Allstate campus, is in contract to buy several office properties in major U.S. cities and convert them to distribution facilities. Some developers are also looking to convert these outdated campuses into schools or lab space. Conversions to apartments and hotels from office towers continue in overcrowded cities.

While most agree the future of large office buildings will likely be different, we have yet to see an overall decrease

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The Blindside of Survivorship Bias

BY RYAN GAVIN, CFA
PORTFOLIO MANAGER

During World War II, the US military faced the challenge of armoring its planes. More armor made the aircraft resistant to enemy fire; however, it also made them heavier, making them less maneuverable and less fuel efficient. Too much armor had its disadvantages, as did too little armor. To make the most of the armor, they had to decide which parts of the planes needed it the most and which needed it the least.

The US military formed a group of statisticians called The Statistical Research Group (SRG) to analyze scenarios such as the armor dilemma. When American planes returned from missions over Europe, they were often full of bullet holes, but some parts had more bullet holes than others.

Instead of looking only at the most visible data, think about what data may be missing

The fuselage, wings, and tail tended to have more bullet holes per square foot than the cockpit and engines. Based on this data, the decision was made to place the most armor on the fuselage, wings, and tail and minimize the amount of armor placed on the engines and cockpit.

The next decision to be made was how much armor to place on the fuselage, wings, and tail. This was the decision posed to mathematician Abraham Wald, who was part of the SRG. Wald answered that the armor didn't need to go where the bullet holes were; it needed to go where the bullet holes weren't.

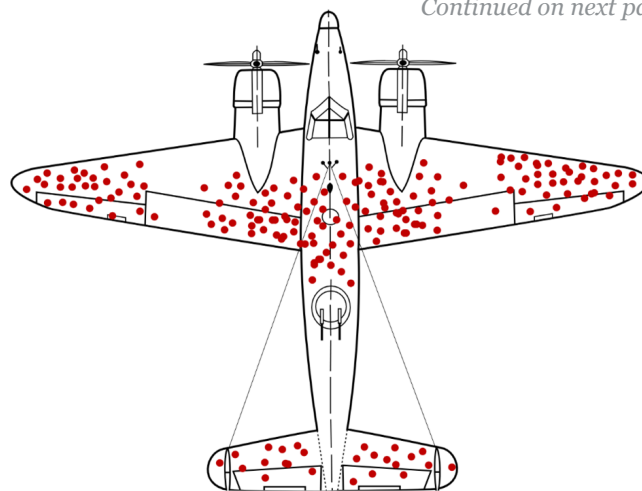
The team was basing its analysis only on the planes that returned and not considering the data from the planes that didn't return, a form of survivorship bias. Survivorship bias is a type of selection bias that focuses on data from successful outcomes - while ignoring the data produced by unsuccessful scenarios. Therefore, the team began to ponder where the bullet holes appeared on the planes that didn't return.

Because the returning planes had the most bullet holes on the fuselage, wings, and tail, those places were likely the strongest parts of the aircraft. The planes were able to return even after being shot many times in those places. The returning planes didn't have as many bullet holes near the engines and cockpit, which meant one of two things.

Either all the planes were being shot less in those places, or the planes that were shot heavily in those places didn't make it back. Both scenarios would explain the observed bullet hole pattern, but the latter explanation was much more likely.

Survivorship bias is widespread. It occurs because success tends to be more visible than failure. We hear stories about successful entrepreneurs, investors, athletes, actors, and actresses. Often, they're the subjects of books, podcasts, and even movies as they describe the steps in their journeys and what led to their success. It's tempting to try to emulate

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SECTION OF PLANE	BULLET HOLES PER SQUARE FOOT
Engine	1.11
Fuselage	1.73
Fuel System	1.55
Rest of the Plane	1.8



As a value-added service to you, please feel free to tell your family, friends and colleagues that they may use us as a sounding board for their financial concerns free of charge and without obligation.

their recipes for success, but these stories often miss the people who took similar paths and were not as successful.

Bill Gates and Steve Jobs dropped out of college and became billionaires. We don't hear about the countless others who have dropped out of college and didn't make it big. What about the person who looks great in every picture they post on social media? That person probably takes dozens of pictures and only posts the best ones.

In the investment industry, fund companies promote the impressive track records of their current fund offerings, while funds that aren't successful are closed and their data removed from marketing materials.

Survivorship bias leads to incomplete analysis and can lead to incorrect conclusions. So how do we avoid it? Instead of looking only at the most visible data, think about what data may be missing, in the way that Abraham Wald thought about the planes that had yet to return from their missions.

Consider the role of chance in outcomes. Surely, stellar fund managers and extraordinarily successful entrepreneurs like Bill Gates and Steve Jobs have worked hard and have unique skill sets, but chance likely played a role as well. Instead of focusing only on success stories, consider why others who took similar paths weren't successful. Sometimes knowing what not to do can be just as valuable as knowing what to do. ♦

Sources:
<https://youarenotsmart.com/2013/05/23/survivorship-bias/>
How Not to be Wrong: The Power of Mathematical Thinking - Jordan Ellenberg

https://en.wikipedia.org/wiki/Survivorship_bias

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The Future of Commercial Real Estate*



in demand. Many companies continue to move forward with their real estate plans even as the Omicron variant delays the back-to-work plans.

Some companies have accommodated hybrid roles, where employees can split their time working from home and on campus. However, many of these companies are also hiring more workers - increasing their overall headcount. Therefore, they don't see a significant reduction in office space demand.

Nonetheless, we live in a capitalist country, so some are betting on a downturn in commercial office demand and, therefore, prices. Some hedge funds have begun to bet against the Empire state building and some of the large office buildings, believing the hybrid model of the future means lower rent prices and lower prices for buildings.

It will undoubtedly be interesting to see how the Commercial Real Estate market plays out over the coming years, and the ultimate outcome of office space is far from certain. However, the demand for warehouse space will remain relatively strong due to the ease and convenience of online shopping. ♦

Sources:
<https://www.globest.com/2021/09/30/new-demand-for-office-space-highest-since-pandemic-onset/?slreturn=20211131132429>

**Let us know how we can help.
Thank you for your TRUST and CONFIDENCE.**



How Tying the Knot Ties Into Your Financial Plan

BY SHARI HOOPER, CSA®, BFA™
SENIOR WEALTH ADVISOR

Marriage introduces changes to a new couple's financial situation that affect all aspects of their life together. It doesn't mean that this information is just for those newly married. Still, we need to recognize how finances play an essential role for all married couples.

Suppose we step back to the time you said, "I do", there should have been a conversation where you shared all of your assets, liabilities, and possibly even any credit issues you may have incurred.

There should have also been a discussion about employee benefits that you each have and how best to use them for your new family, including who will provide the health care and how you will each save for retirement in the 401k or retirement plan provided.

This discussion should have also included sharing your short and long-term goals for finances, faith beliefs, children, charity, or travel. Did you ever have this conversation, and if not, what's stopping you from having it now? The above all fall under what I would call "Financial Secrets."



Marriage can provide positive financial benefits if disclosed, discussed, and carried through together as a team with the same targeted goals. During your ongoing discussion, you would determine your "spending plan" so you both follow the same rules for making purchases. Questions such as "How much can I spend without talking to my spouse?" Is this amount \$100 or \$500 so that you both recognize the boundaries and keep everything out in the open.

The spending plan – not to be confused with a budget for its negative connotation, should include both fixed and variable expenses. It would be a good idea to be very conservative with your numbers as you begin your life together.

Another critical area of your spending plan should be your savings. This account is for emergencies that will arise, including home and auto maintenance, health issues, job loss, or any unexpected expense. Remember that saving for new purchases or even vacation is separate from your emergency savings, so it keeps you from needing a credit card or personal loan in a pinch.

If you've been married for a while and are looking to adjust your spending habits, sitting down and reviewing your bank and credit card statements is a significant first step to bringing awareness to your current practices and knowing the best places to make changes.

A big question that should come up is the issue of life insurance. Do you have the appropriate coverage? Where will that coverage come from, and how much will the premiums be? Again, taking a look at your employee benefits will give you a great start to finding out how much you may already be eligible for and whether or not to add your spouse for the amount your employer will provide—double-check beneficiary designations.

You now have a spouse to consider, possibly dependents, and potentially a new home with a mortgage. Many questions can arise during an insurance review, and the answers are rarely the same for everyone.

Have you discussed children and the future expenses that they will bring? Will this mean that one of you will need to stay home and care for the children, or will the additional cost of daycare need to be considered? Will your new family go to college or trade school, and do you plan to invest into an account to help provide these expenses for them or even a partial amount? How will the impact of losing one employer's benefits change or alter your future goals of retirement?

At some point, your annual tax preparation may be more complicated, and it could benefit you to work with a professional who can provide more planning and advice.

The last area to consider that will help you feel more comfortable and give you peace to sleep each night is having documents in place that will provide instructions to your loved ones and provide for them if something were to

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happen to you. Estate planning can include drafting a Will, Power of Attorney, Durable Healthcare Power of Attorney, or Trust.

Some of these documents will provide instruction while you are alive, and others are relied upon once you've passed away. As a married couple, you plan for each other and give authority to each other to help advocate and keep your family in order.

There always seems to be at least one in the relationship that is perhaps more in tune with finances or enjoys it more, and that's a good thing as opposed to neither of you taking on the task, which takes time and energy for it to all work for the family goals.

When one partner lacks basic financial knowledge, the ensuing missteps in a marriage can lead to arguments, tension, and mistrust. It's essential to communicate and be transparent.



Let's talk about solutions for the success of your goals and family:

- 1 Finances need to be FUN – use your own flair with charts, stickers, bartering with each other, and rewards.
- 2 Consider making the Family Finance Conversation into a date night--on an annual basis, cover the most important topics of spending plan, savings, assets, debts, income, and success of your existing or new goals. You could touch on a couple of topics each month over a Saturday breakfast date or just coffee and a walk together.
- 3 Read books or listen to podcasts about personal finances and share the information with each other. If listening separately or find one you enjoy and listen or read together.
- 4 Include a financial advisor to help you with education, advice, and accountability. The way to achieve money and success is by working with someone willing to walk life with you and help you navigate its changes. ♦

Finally, we need to know what you need to get from the business to be able to do what you want to do later in life. It would be a good idea to do a "gap" analysis - what you project to have saved at the exit date versus what you need to receive net, after-taxes, and fees from the sale or transfer of the business. Too many owners focus on the sale price and neglect components like capital gains, depreciation recapture, commissions, legal and tax prep, and more.

The bottom line is that once you've set a date, decided on at least one viable exit path, and worked with your financial advisor to project that net, after-tax proceeds number, the fun part of succession planning can begin.

There are certainly things that can happen along the way, such as bad economic conditions forcing us to extend that exit date. Still, the sooner you start an exit plan, the sooner you'll be able to manage those situations and position the business and your family for successful outcomes.

Sometimes life happens, and things don't go as we planned. We might get sick, injured, or die too soon. We call this the horizontal exit as if we are carried out of the office.

The good news is that we can take steps to protect our loved ones and ourselves if we don't get to exit the business under our planned conditions. With proper planning, we can still have a lot to say about the terms of a horizontal exit.

If you have any questions, please don't hesitate to contact us today. ♦

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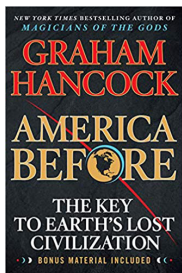


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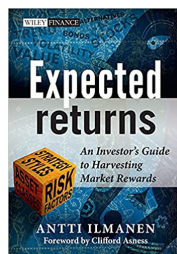
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BOOKS WE'RE READING:



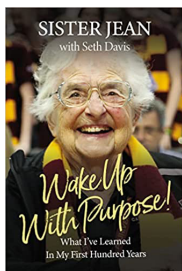
America Before: The Key to Earth's Lost Civilization | by Graham Hancock

Was an advanced civilization lost to history in the global cataclysm that ended the last Ice Age? Graham Hancock, the internationally bestselling author, has made it his life's work to find out—he draws on the latest archaeological and DNA evidence to bring his quest to a stunning conclusion. We've been taught that North and South America were empty of humans until around 13,000 years ago — amongst the last great landmasses on earth to have been settled by our ancestors. But new discoveries have radically reshaped this long-established picture and we know now that the Americas were first peopled more than 130,000 years ago — many tens of thousands of years before human settlements became established elsewhere.



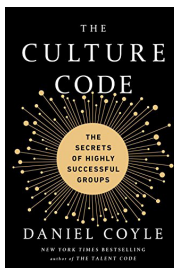
Expected Returns: An Investor's Guide to Harvesting Market Rewards | by Antti Ilmanen

This comprehensive reference delivers a toolkit for harvesting market rewards from a wide range of investments. Written by a world-renowned industry expert, the reference discusses how to forecast returns under different parameters. Expected returns of major asset classes, investment strategies, and the effects of underlying risk factors such as growth, inflation, liquidity, and different risk perspectives, are also explained. Judging expected returns requires balancing historical returns with both theoretical considerations and current market conditions. Expected Returns provides extensive empirical evidence, surveys of risk-based and behavioral theories, and practical insights.



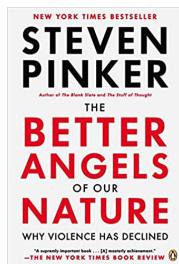
Wake Up With Purpose!: What I've Learned in My First Hundred Years | by Sister Jean

Dolores Schmidt Known to millions as simply "Sister Jean," the Loyola Chicago matriarch and college basketball icon invites you into her remarkable memoir filled with history, wonder, and common-sense wisdom for this century and beyond. As Sister Jean wisely says, "I've seen so many changes in the last 102 years, but the important things remain the same." Part life story, part philosophy text, and part spiritual guide, Sister Jean's wit, wisdom, and common sense has broad appeal and application that transcends religious creed, belief, and even feelings on Loyola's basketball team.



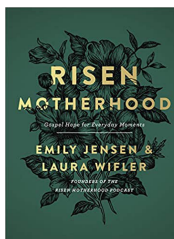
The Culture Code: The Secrets of Highly Successful Groups | by Daniel Coyle

Where does great culture come from? How do you build and sustain it in your group, or strengthen a culture that needs fixing? Coyle goes inside some of the world's most successful organizations—including the U.S. Navy's SEAL Team Six, IDEO, and the San Antonio Spurs—and reveals what makes them tick. He demystifies the culture-building process by identifying three key skills that generate cohesion and cooperation, and explains how diverse groups learn to function with a single mind. Coyle unearths helpful stories of failure that illustrate what not to do, troubleshoots common pitfalls, and shares advice about reforming a toxic culture. Culture is not something you are—it's something you do.



The Better Angels of Our Nature: Why Violence Has Declined | by Steven Pinker

Believe it or not, today we may be living in the most peaceful moment in our species' existence. In his gripping and controversial new work, Pinker shows that despite the ceaseless news about war, crime, and terrorism, violence has actually been in decline over long stretches of history. Exploding myths about humankind's inherent violence and the curse of modernity, this ambitious book continues Pinker's exploration of the essence of human nature, mixing psychology and history to provide a remarkable picture of an increasingly enlightened world.



Risen Motherhood: Gospel Hope for Everyday Moments | by Emily A. Jensen & Laura Wifler

Motherhood is hard. In a world of five-step lists and silver-bullet solutions to become perfect parents, mothers are burdened with mixed messages about who they are and what choices they should make. If you feel pulled between high-fives and hard words, with culture's solutions only raising more questions, you're not alone. Discover how closely the gospel connects with today's motherhood.

Covers & Summaries: Amazon.com

Get to know
**MARC
HERNANDEZ,**
one of our Client
Service Specialists

SUMMIT SPOTLIGHT

A LOOK INTO THE LIVES OF THE SUMMIT TEAM

Hi everyone,

My name is Marc Hernandez, and I'm an alumnus of the University of Central Florida class of 21' (Go Knights!) and the newest member of Summit Wealth Partners. Throughout my college career, I learned about the Finance industry through multiple avenues. My professional work experience encompasses insurance, banking, and client relations roles. It was always a passion of mine to explore a career in Financial Services and be an integral part of a client's financial success and future goals.

This passion came to fruition when I had the opportunity to join Summit Wealth Partners as a Client Service Specialist in June of 2022. The experience I have gained from prior positions serves as a solid foundation. I continue to build my knowledge to provide the highest service levels to Summit clients in all stages of life. I am currently studying for my Series 65 examination to advance my proficiency and ability to execute more complex client tasks. I want to continue to expand my training within the Firm and contribute to its internal growth.

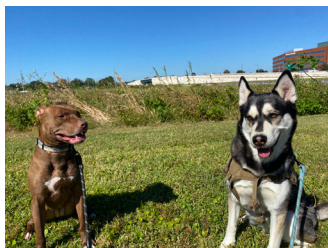
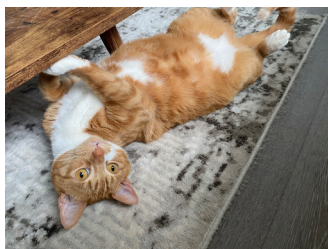
After receiving the Series 65 license, I plan to continue my education through the rigorous course curriculum needed for a Certified Financial Planner Designation. I would not have thought to make this decision before joining Summit, but thanks to the support of Kristiana, Amanda, and others at the Firm, I am more confident in the direction I want to grow in my career.

Pursuing these professional licenses, designations, and certificates will aid in my progress to become an Associate Advisor at the Firm. I have always been passionate about providing the highest care of client service to all individuals, and I genuinely value relationships. As time goes on in my current role, I will continue to gain the necessary experience that will be invaluable in future roles.

Outside work, I enjoy taking my pitbull, Coco, and husky, Kita, on walks. Two dogs seem like a lot, but it does not stop there because I also have a Cat named Nugget. Nugget is a quarter of the size of the dogs but is notorious for putting them in their place. The constant animal chaos in my house keeps me on my toes, but thanks to my amazing fiancé Dom, I can weather any storm. We enjoy trying new foods together, so you will always catch us at a Farmer's Market or local Mom & Pop shops. Our appetite for adventure bodes well for us since we also love to travel; our most recent trip was to Italy.

I hope you enjoyed this brief snippet of my past, present, and future. Its been a pleasure to get to know all of our clients individually, so I am thankful for this opportunity to share some details about my life. Over time, I will look to grow with you all and in my role, just like my predecessors before me.

Best Regards,





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