

CELEBRATING



**FIRMA<sup>®</sup>**

Fiduciary & Investment Risk Management Association

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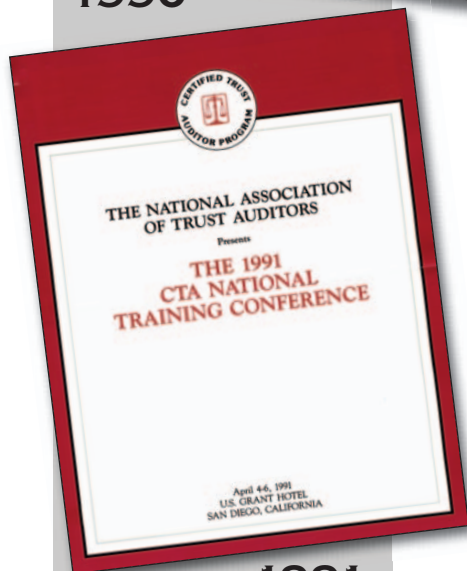
# FIRMA THEN AND NOW



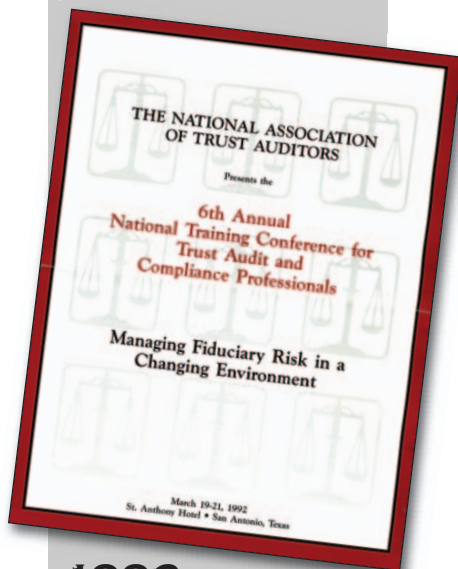
1989



1990



1991



1992

<b>1987</b>	
Number of Members	139
Association Revenues	\$13,615
Conference Keynote Topic	“Addressing Risk” <i>Ted Ridlehuber, Cannon Financial Institute</i>
Conference Attendees	28
<b>1991</b>	
Number of Members	318
Association Revenues	\$76,026
Conference Keynote Topic	“Current Issues in the Trust Industry” <i>Richard V. Fulp, ABA Trust Division</i>
Conference Attendees	74
<b>1996</b>	
Number of Members	581
Association Revenues	\$190,264
Conference Keynote Topic	“The Struggle for Trust Profitability” <i>Victor J. Riley, Jr., KeyCorp</i>
Conference Attendees	124
<b>2001</b>	
Number of Members	787
Association Revenues	\$402,753
Conference Keynote Topic	“Living with Gramm-Leach-Bliley” <i>G. Edward Montero, Citibank</i>
Conference Attendees	221
<b>2006</b>	
Number of Members	786
Association Revenues	\$469,571
Conference Keynote Topic	“The Increasing Role of Risk Management” <i>Mark W. Olsen, Federal Reserve System</i>
Conference Attendees	209
<b>2011</b>	
Number of Members	784
Association Revenues	\$520,077
Conference Keynote Topic	“Dodd-Frank - Fiduciary Perspective” <i>Deborah P. Bailey, Deloitte &amp; Touché, LLP</i>
Conference Attendees	215

## WHAT FIRMA MEANS TO ME

On the occasion of FIRMA's 25th Annual Risk Management Training Conference, I want to extend my congratulations to Keith Bujalski and all my other friends at FIRMA for the quarter century of excellence FIRMA has provided in meeting the risk management needs of the fiduciary and investment services industry. FIRMA's mission today is even more relevant than it

# FIRMA PAST PRESIDENTS

- 1984 – 1990 P. Hale Mast, Jr., CTA
- 1990 – 1993 William T. Walsh, CTCP
- 1993 – 1996 Brian B. Morrow, CTCP
- 1996 – 1999 Steven K. Spady, CTA
- 1999 – 2000 Nanna Goodfellow, CTA
- 2000 – 2002 Francis P. Thomas, III, CTA
- 2002 – 2004 James D. Strickland, CIA, CRP
- 2004 – 2006 Eileen E. Markenstein, CTA
- 2006 – 2008 Deborah A. Austin, CTCP, CFSA
- 2008 – Present Keith A. Bujalski, CTA, CPA



**Keith A. Bujalski**



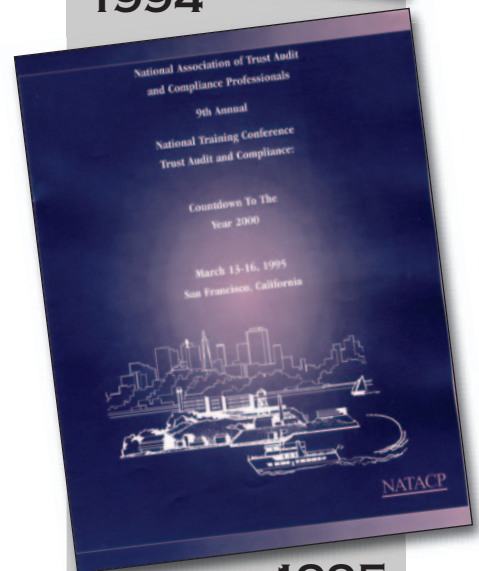
**Deborah Austin**



**1993**



**1994**



**1995**



**Eileen Markenstein**



**James Strickland**



**Fran Thomas**



**Nanna Goodfellow**



**Steve Spady**



**Brian Morrow**



**William Walsh**



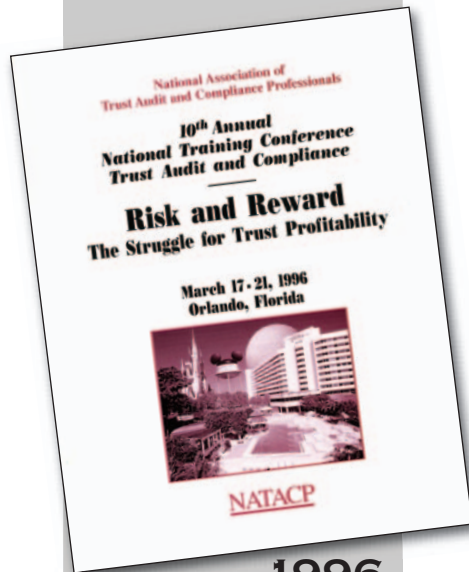
**Hale Mast**

*was at its founding 25 years ago in providing fiduciary risk managers with the tools and knowledge they need to navigate the ever increasing complexities of the financial services environment. I commend the FIRMA Board for its commitment to this critical mission and wish you much continued success in your collective efforts.*

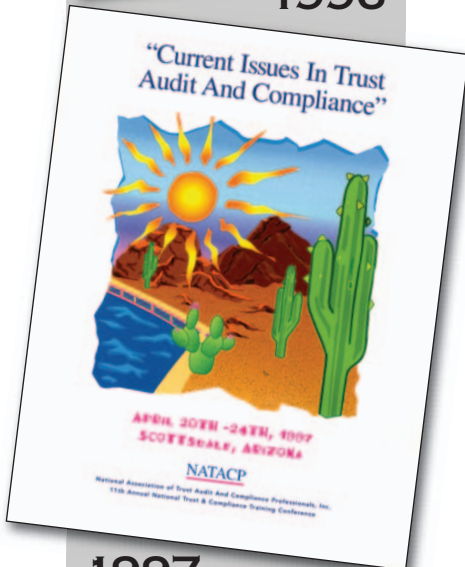
**..... Sarah (Sally) Miller, Speaker**

# FIRMA MILESTONES

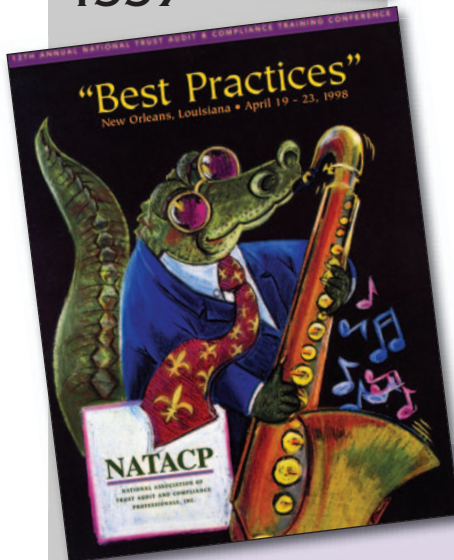
- 1984 Association formed – named the Certified Trust Auditor Program.
- 1985 First CTA Grandfathered.
- 1985 Association partners with the Western Association of Trust Auditors (WATA) and recognizes WATA as the West Coast Chapter.
- 1985 Association develops and creates the CTA Examination, consisting of 200 multiple-choice questions and one essay.
- 1985 First class of CTAs graduate from Cannon Trust Audit School. These individuals were the first to pass the CTA Examination, which was given at the school.
- 1986 First Newsletter – April 30, 1986.
- 1987 First National Conference – “CTA National Convention” – Washington, DC.
- 1989 Association establishes CTA Code of Ethics.
- 1989 Association name changed to National Association of Trust Auditors, Inc. (NATA) – incorporated in Virginia.
- 1989 Association begins requirement of Continuing Education Credits for CTAs.
- 1990 Association forms three Regional Chapters –  
New York  
Ohio / Michigan / Indiana  
New Jersey / Pennsylvania
- 1992 Association recognizes CTCs – Certified Trust Compliance Professionals.
- 1992 Association name changed to National Association of Trust Audit and Compliance Professionals, Inc. (NATACP).
- 1992 Association’s first regional seminar, held in Cleveland, OH. Partnered with the IIA.
- 1996 Association website started.
- 1996 Association hires full-time Executive Director.



1996



1997

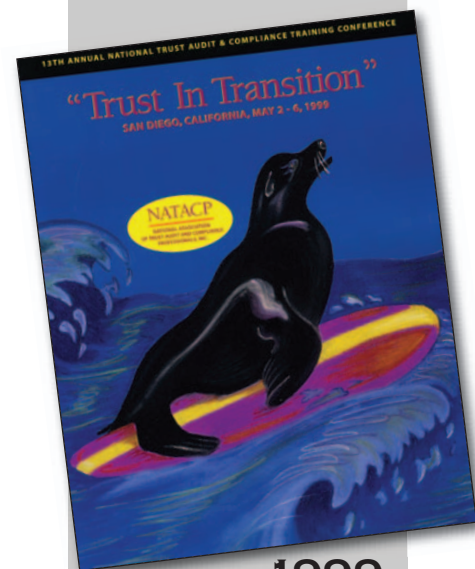


1998

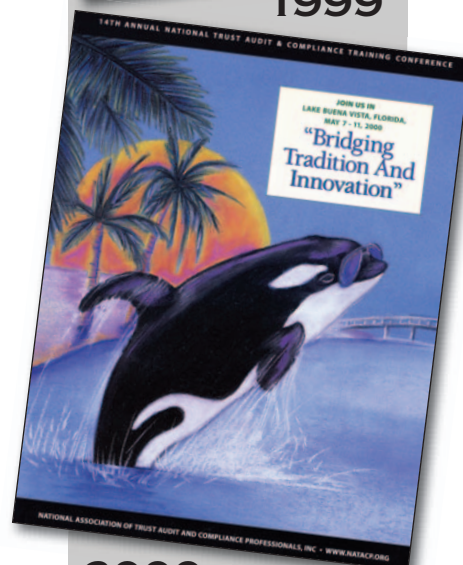
## WHAT FIRMA MEANS TO ME

*It was my privilege to speak a number of times at FIRMA, regional and annual meetings. The quality of the other speakers as well as the knowledge level of the participants always forced me to prepare with extra diligence. The warmth and friendship I found at the meetings encouraged me to attempt to make my presentations entertaining as well as (hopefully) informative. As a participant myself I learned so much and was able to broaden my scope on the compliance issues that my firm faced daily. Since my job change, I sincerely miss the FIRMA gatherings. I have a special memory of Hale waking me up from a sound sleep to fill in for an ill presenter on something I knew very little about and a lingering fear that I was no less insightful than usual that morning. Happy 25th FIRMA!*

..... Brad Markham, Speaker



1999



2000



2001

- 1999 First teleconference offered – “Current Fiduciary Tax Issues,” presented by Fran DeMaris.
- 1999 First female elected President of the Association – Nanna Goodfellow. Nanna also becomes the first individual to hold every elected Board office of the Association (Secretary, VP, & President).
- 2000 Association holds contest during 14th National Conference, held in Orlando, and members choose the new name of the Association – the Fiduciary and Investment Risk Management Association, Inc. (FIRMA).
- 2001 Association unveils the new name, logo, and banner in conjunction with the opening of the 15th Anniversary National Conference in San Antonio.
- 2001 Association changes the state of incorporation from Virginia to Georgia.
- 2001 Association trademarks the name FIRMA™ and the FIRMA logo.
- 2001 Association publishes the first and only printed Membership Directory.
- 2004 Association creates Project Bridge, under the guidance of President Eileen Markenstein – a project to align FIRMA with strategic industry partners.
- 2004 Association publishes first magazine edition – the FIRMA FORUM.
- 2008 Association hires full-time Office Manager.
- 2009 The FIRMA FORUM moves to online publication.
- 2009 Association creates new level of membership for college students and accepts first class of Student Members from Campbell University.
- 2010 Association establishes social media accounts with Facebook, LinkedIn, and Twitter.
- 2011 Association publishes 25th Anniversary Conference Commemorative booklet.

### WHAT FIRMA MEANS TO ME

*I am proud of the distinction of being FIRMA's 84th member as noted on my membership certificate. The reasons that I have continued my membership all these years are several, but these are just a few: the organization's dedicated commitment to offer fiduciary and investment management risk and compliance professionals quality training; timely updates on regulatory changes and trends; and wonderful networking opportunities. The conferences always bring together wonderful speakers and training sessions. FIRMA's leadership recognizes that it's conference scholarship program is a win for its recipients and their employer's and is another benefit of being a member of FIRMA. It is not possible to talk about FIRMA without recognizing Hale Mast and Amy Caple. Over the years, I have watched them work tirelessly at committee meetings and projects, regional seminars, annual conferences, and webinars. Congratulations FIRMA members, FIRMA Board, Hale and Amy!*

..... Lynn Kovacs, FIRMA Scholarship Winner

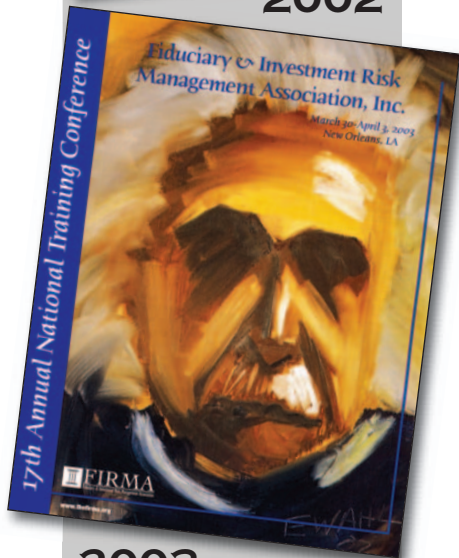
# FIRMA DISTINGUISHED

## FOUNDING BOARD OF ADVISORS – 1984

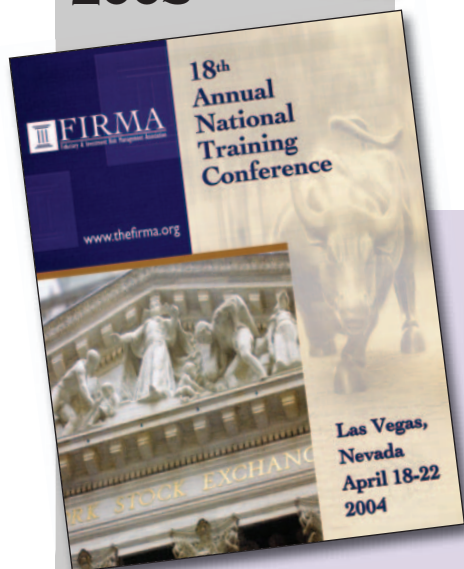
Almon D. Fussell  
 Leon Graves  
 Donald R. Johnson  
 P. Hale Mast, Jr.



**2002**



**2003**



**2004**

Beverly A. Antonich, CTA	1986 – 1990
Deborah A. Austin, CTCP	2005 – 2008
Bradley F. Beshea, CRP, CFIRS	2009 – present
Melanie J. Bowling, CTA	1997 – 2002
Keith A. Bujalski, CTA	2006 – present
Robert C. Collins, CPA	2001 – 2005
Michael Daly, CFIRS	2007 – present
Jennifer L. De Vries, CTA	2008 – present
Judith A. Dorian, CRP	2003 – 2009
William A. Duhs, CTA	1989 – 1996
Almon D. Fussell, CIA	1984 – 1987
Bruce K. Goldberg, CTA, CPA	2008 – present
Nanna Goodfellow, CTA	1994 – 2000
Carol A. Goulding	2007 – present
Leon Graves, CTA	1984 – 1990
Larry Green, CTA	1990 – 1993
Howard F. Himes, CTA	1987 – 1991
Donald R. Johnson, CTA	1984 – 1991
Thomas G. Kennedy	2008 – 2008
Karil B. King, CTA	1987 – 1991
Julia L. Kirby, CTFA	2002 – 2006
Bridget C. Kovalik, CFIRS	2007 – present

### WHAT FIRMA MEANS TO ME

The FIRMA organization is truly unique. We emulate the definition of being unparalleled. There is no other association who dedicates itself to the mission of serving fiduciary and investment risk professionals throughout all aspects of financial services. This entity has grown and evolved with the changes in the industry and is no longer just for audit and compliance professionals but represents the interests of everyone working in an operational risk capacity.

I have always felt that you get out of an organization what you put into it. I can't stand people who sit back and complain but won't volunteer to lend a hand and put their time and talent to work to make things better for everyone. The amazing thing about FIRMA is the number of members who actively participate. The sharing of information and the networking of members among all different types of employers and regulated institutions is simply the best! To know you can pick up the phone or send an email, and you will get a direct answer to your question, situation, or dilemma makes you understand the cost of dues is a real value. The members truly are like a big family looking out for each other, lending a hand and making sure someone who needs help, gets it. I've been introduced to countless quality professionals through my contacts at FIRMA and it has enriched my job experience every year.

# DIRECTOR SERVICE

Jeffery S. Kropschot, CTCP	2007 – present
Catherine LaFalce, CTA	1994 – 1997
Elizabeth Lewis, CTA	1991 – 1997
Larry R. Long, CTA	1997 – 2004
Eileen E. Markenstein, CTA	2001 – 2009
P. Hale Mast, Jr., CTA	1984 – 1995
Kathleen A. Miller, CTA	1995 – 2001
Pedro M. Miras, CTA	1986 – 1990
Brian B. Morrow, CTCP	1989 – 1994
Joseph Mulrooney, CTA	1990 – 1996
Larry J. Musher	2009 – present
Anthony M. Palma, CFSA	2009 – present
Satish G. Pattegar, CTA	1999 – 2005
Gary E. Pelcak, CTA	2005 – present
Warner W. Price	2005 – 2009
Marilyn Smith, CTCP	2001 – 2007
Steven K. Spady, CTA	1993 – 1999 & 2000 – 2003
Arthur W. Steele, CTA	1989 – 1995
James D. Strickland, CIA	2001 – 2007
Ralph G. Strohbach, CTA	1995 – 2001
Francis P. Thomas, III, CTA	1996 – 2002 & 2004 – 2007
William T. Walsh, CTCP	1988 – 1994

## IN MEMORIAM

Leon Graves  
Howard Himes  
Ralph Strohbach

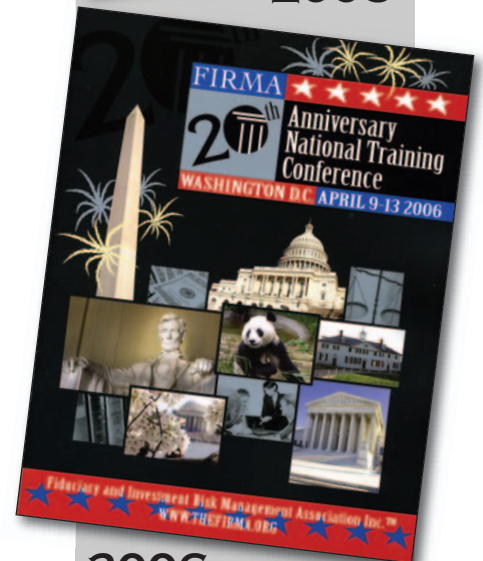
When people ask me how you convey this sense of value, I tell them to think of paying dues as if you were buying shares of stock. Think of the membership as owners and FIRMA is our entity. If you bring a sense of ownership to the equation, that usually translates to working harder to ensure the net worth increases. When you feel you have a vested interest in the activities that take place, you contribute extra effort and you take satisfaction in the success that develops. Well FIRMA has steadily grown into a solid professional success and it reflects directly on the people who make up this organization.

We are a sum of the parts, and we have a plethora of great individuals who have contributed a quarter century of expertise that makes FIRMA one of the best in the business. I am very proud to have been a small part of that overall vision and I wish the association nothing but continued success in the future. We cannot predict who will be around for a 50th anniversary celebration, so we have to be sure people with like minds and goals take over the mission and carry us to even bigger and better opportunities. FIRMA is your organization and with your good works, it will continue to prosper.

.....Fran Thomas, Member Since '86



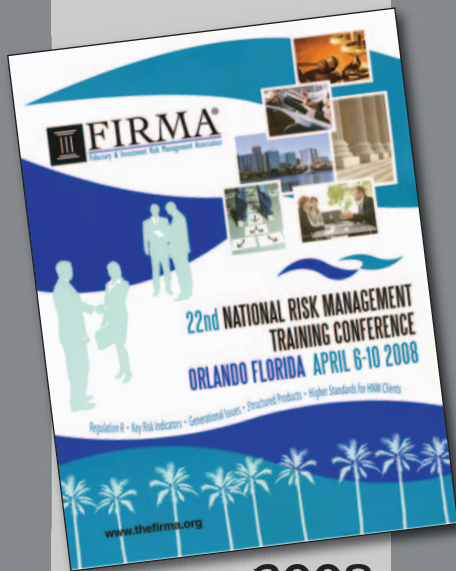
2005



2006



2007



2008



2009



2010

2011

## FIRMA NATIONAL TRAINING CONFERENCES THROUGH THE YEARS



- 1987 JW Marriott, Washington, DC
- 1988 Westin St. Francis, San Francisco, CA
- 1989 Adam's Mark Hotel, St. Louis, MO
- 1990 Hyatt Regency, Tampa, FL
- 1991 US Grant Hotel, San Diego, CA
- 1992 St. Anthony Hotel, San Antonio, TX
- 1993 Grosvenor Resort, Orlando, FL
- 1994 Hotel Washington, Washington, DC
- 1995 Grand Hyatt, San Francisco, CA
- 1996 Hilton Hotel, Orlando, FL
- 1997 Radisson Resort, Scottsdale, AZ
- 1998 Westin Canal Place, New Orleans, LA
- 1999 Hyatt Regency, San Diego, CA
- 2000 Caribe Royale Resort, Orlando, FL
- 2001 Hilton Palacio del Rio, San Antonio, TX
- 2002 Radisson Resort, Scottsdale, AZ
- 2003 Hotel Intercontinental, New Orleans, LA
- 2004 Rio All-Suites Hotel, Las Vegas, NV
- 2005 Omni San Diego Hotel, San Diego, CA
- 2006 Grand Hyatt, Washington, DC
- 2007 Wyndham Hotel, Phoenix, AZ
- 2008 Hilton Hotel, Orlando, FL
- 2009 Sheraton Hotel, New Orleans, LA
- 2010 The Palace Hotel, San Francisco, CA
- 2011 The Marriott Marquis, Atlanta, GA

### WHAT FIRMA MEANS TO ME

*FIRMA has provided me with comprehensive expert training on current hot topics and relevant fiduciary and investment matters through several delivery channels with industry's elite and well respected professionals. The networking opportunities and the FIRMA Discussion Forum have greatly aided me in development of risk assessments, compliance programs, and best practices over the years. I am going to attend my 3rd National Conference in Atlanta this April, and I have attended about a dozen Regional Conferences and Teleconferences over the years, all of which have been AWESOME experiences with a lot of takeaways. My only regret is not becoming a member sooner. Hale, thank you and FIRMA for all that you have done for me, both personally and professionally. I would not be where I am at today without you.*

.....Mike Plasko, Member Since '08