LLC FORMATION CHECK-LIST

TO: **File**

FROM: [1]

RE: **LLC Formation Checklist**

DATE: **Saturday, 6 November 2010**

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PART 1. CLIENT IDENTIFICATION

1.1 Nature of Client is:[2]

a. ¤ Member
b. ¤ The LLC[3]
c. ¤ Manager
d. ¤ Member and the LLC
e. ¤ More than one Member

1.2 Name and address of clients]:

a.

b.

1.3 Engagement letter and waivers[4]:

1.4 Firm's Client Reference:

1.5 Other Advisors: *See* PART **11**, **16**

PART 2. INFORMATION FOR ARTICLES OF ORGANIZATION[5]

2.a State of Organization[6]:

2.2 Name of LLC[7]:

2.3 LLC Management will be[8]:

a. ¤ Member Managed
b. ¤ Manager Managed
c. ¤ Other[9]

2.4 Name of Registered Agent[10]:

a. ¤ Law Firm Services Company
b. ¤ Other:

2.5 Address of Registered Agent[11]:

2.6 Principal Address of LLC[12]:

2.7 Name and contact information of Organizer (Authorized Person)[13]:

a. ¤ Law Firm Services Company
b. ¤ Other

2.8 Name and contact information of Company Communication Agent[14]:

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2.10 Formed by conversion or merger[16]: ¤ Yes ¤ No
See Section **15.3**

2.11 Other provisions[17]:

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PART 3. TAX CLASSIFICATION

3.1 Is this a single member LLC?[19] ¤ Yes ¤ No

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3.3 "Check the Box" - LLC to be taxed under[20]:

a. ¤ Subchapter K[21]
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4.1 General Provisions

a. Effective date of organization[25]: _____
b. Effective date of operating agreement[26]: _____
c. Statement of LLC's purpose[27]:

d. Assumed Name Trade Name Filings[28]:

State(s) in which to file:	Assumed Name:

4.2 Advice given that name registration of company and of trade name does not give trademark protection: ¤ Yes ¤ No
Intellectual Property Work Referred to:

4.3 Operating Agreement to be signed by LLC:[29] ¤ Yes ¤ No

4.4 Operating Agreement to be signed by Managers[30]: ¤ Yes ¤ No ¤ N/A

4.5 Amendments to Operating Agreement[31]

Nature of amendment[32]	Unanimity Required	Percentage Required
Name Change	¤ Yes	¤ ___%
Change in Purpose	¤ Yes	¤ ___%
Change in Financial Requirements	¤ Yes	¤ ___%
Change in Authority of Members of Manager	¤ Yes	¤ ___%
Other (describe):	¤ Yes	¤ ___%

4.6 Pre-emptive rights?[33] ¤ Yes ¤ No

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4.8 Derivative actions:[35] ¤ Yes ¤ No

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If "Yes", Identify the TMP:[37]

4.10 Power of Attorney for tax purposes[38]: ¤ Yes ¤ No

4.11 Identification of Initial Managers (if any) *See* Section **14.4**

PART 5. IDENTIFICATION OF MEMBERS[39]

5.1 Member #1

Name:	
Is member a United States Person?	¤ Yes ¤ No
State(s) of Residence of member:[40]	
If member is an entity, is it tax-exempt?[41]	¤ Yes ¤ No
If member is an entity: form of entity?[42]	¤ Corporation Provide certificate of authority to enter into Operating Agreement ¤ Partnership Provide certificate of authority to enter into Operating Agreement ¤ Trust Provide first and signature pages of the trust, together with trustee's certification of authority to enter into Operating Agreement ¤ Estate Provide certified copy of letters testamentary, and representative's certification of authority to enter into Operating Agreement
Taxpayer Identification or Social Security Account Number:	
Is member an agent acting for another?	¤ Yes ¤ No If "Yes," provide full identifying information for principal and a copy of the appointing document.
Address:	
Telephone Number(s):	
Fax Number:	
E-mail Address:	
Is member related in any manner (whether by family or business) to any other member or manager?	¤ Yes ¤ No If "Yes," provide complete details.

5.2 Member #2

Name:	
Is member a United States Person?[24]	¤ Yes ¤ No
State(s) of Residence of member:[25]	
If member is an entity, is it tax-exempt?[26]	¤ Yes ¤ No
If member is an entity: form of entity?[27]	¤ Corporation Provide certificate of authority to enter into Operating Agreement ¤ Partnership Provide certificate of authority to enter into Operating Agreement ¤ Trust Provide first and signature pages of the trust, together with trustee's certification of authority to enter into Operating Agreement ¤ Estate Provide certified copy of letters testamentary, and representative's certification of authority to enter into Operating Agreement
Taxpayer Identification or Social Security Account Number:	
Is member an agent acting for another?	¤ Yes ¤ No If "Yes," provide full identifying information for principal and a copy of the appointing document.
Address:	
Telephone Number(s):	
Fax Number:	
E-mail Address:	
Is member related in any manner (whether by family or business) to any other member or manager?	¤ Yes ¤ No If "Yes," provide complete details.

5.3 Member #3

Name:	
Is member a United States Person?[24]	¤ Yes ¤ No
State(s) of Residence of member:[25]	
If member is an entity, is it tax-exempt?[26]	¤ Yes ¤ No
If member is an entity: form of entity?[27]	¤ Corporation Provide certificate of authority to enter into Operating Agreement ¤ Partnership Provide certificate of authority to enter into Operating Agreement ¤ Trust Provide first and signature pages of the trust, together with trustee's certification of authority to enter into Operating Agreement ¤ Estate Provide certified copy of letters testamentary, and representative's certification of authority to enter into Operating Agreement
Taxpayer Identification or Social Security Account Number:	
Is member an agent acting for another?	¤ Yes ¤ No If "Yes," provide full identifying information for principal and a copy of the appointing document.
Address:	
Telephone Number(s):	
Fax Number:	
E-mail Address:	
Is member related in any manner (whether by family or business) to any other member or manager?	¤ Yes ¤ No If "Yes," provide complete details.

5.4 Member #4

Name:	
Is member a United States Person?[24]	¤ Yes ¤ No
State(s) of Residence of member:[25]	
If member is an entity, is it tax-exempt?[26]	¤ Yes ¤ No
If member is an entity: form of entity?[27]	¤ Corporation Provide certificate of authority to enter into Operating Agreement ¤ Partnership Provide certificate of authority to enter into Operating Agreement ¤ Trust Provide first and signature pages of the trust, together with trustee's certification of authority to enter into Operating Agreement ¤ Estate Provide certified copy of letters testamentary, and representative's certification of authority to enter into Operating Agreement
Taxpayer Identification or Social Security Account Number:	
Is member an agent acting for another?	¤ Yes ¤ No If "Yes," provide full identifying information for principal and a copy of the appointing document.
Address:	
Telephone Number(s):	
Fax Number:	
E-mail Address:	
Is member related in any manner (whether by family or business) to any other member or manager?	¤ Yes ¤ No If "Yes," provide complete details.

5.5 Member #5

Name:	
Is member a United States Person?[24]	¤ Yes ¤ No
State(s) of Residence of member:[25]	
If member is an entity, is it tax-exempt?[26]	¤ Yes ¤ No
If member is an entity: form of entity?[27]	¤ Corporation Provide certificate of authority to enter into Operating Agreement ¤ Partnership Provide certificate of authority to enter into Operating Agreement ¤ Trust Provide first and signature pages of the trust, together with trustee's certification of authority to enter into Operating Agreement ¤ Estate Provide certified copy of letters testamentary, and representative's certification of authority to enter into Operating Agreement
Taxpayer Identification or Social Security Account Number:	
Is member an agent acting for another?	¤ Yes ¤ No If "Yes," provide full identifying information for principal and a copy of the appointing document.
Address:	
Telephone Number(s):	
Fax Number:	
E-mail Address:	
Is member related in any manner (whether by family or business) to any other member or manager?	¤ Yes ¤ No If "Yes," provide complete details.

5.6 Member #6

Name:	
Is member a United States Person?[24]	¤ Yes ¤ No
State(s) of Residence of member:[25]	
If member is an entity, is it tax-exempt?[26]	¤ Yes ¤ No
If member is an entity: form of entity?[27]	¤ Corporation Provide certificate of authority to enter into Operating Agreement ¤ Partnership Provide certificate of authority to enter into Operating Agreement ¤ Trust Provide first and signature pages of the trust, together with trustee's certification of authority to enter into Operating Agreement ¤ Estate Provide certified copy of letters testamentary, and representative's certification of authority to enter into Operating Agreement
Taxpayer Identification or Social Security Account Number:	
Is member an agent acting for another?	¤ Yes ¤ No If "Yes," provide full identifying information for principal and a copy of the appointing document.
Address:	
Telephone Number(s):	
Fax Number:	
E-mail Address:	
Is member related in any manner (whether by family or business) to any other member or manager?	¤ Yes ¤ No If "Yes," provide complete details.

PART 6. OFFICE OF FOREIGN ASSET CONTROL - COMPLIANCE[43]

6.1 Have you confirmed that no initial manager or beneficial owner is on the **OFFICE OF FOREIGN ASSET CONTROL** (OFAC) **SPECIALLY DESIGNATED NATIONALS** (SDN) List?
Date of List: ¤ Yes ¤ No

6.2 Responsibility for checking SDN upon admission of additional member(s):
- **a.** ¤ Manager
- **b.** ¤ All Members
- **c.** ¤ Legal Counsel
- **d.** ¤ Other (identify):

PART 7. CAPITAL CONTRIBUTION OBLIGATIONS[44]

7.1 Issuance of Equity Interests to Service Provider[45]:
- **a.** As compensation for services[46] ¤ Yes ¤ No
- **b.** Nature of equity interest:
  ¤ Vested ¤ Unvested ¤ Profits Interest ¤ Capital Interest
- **c.** Will an 83(b) election be made?[47] ¤ Yes ¤ No
- **d.** Nature of Service provider[48]:
  - **(i)** ¤ Service provider is a member?
  - **(ii)** ¤ Service provider is a non-member employee? (consider phantom interests[49])

7.2 Capital contributions other than service[50]:
- **a.** Initial Contributions:

Member	Form of Contribution (if debt, how secured)?[51]	Net Value[52]
1		
2		
3		
4		
5		
6		

b. Separate Contribution / Subscription Agreement required?[53]
See Section **15.2** ¤ Yes ¤ No

7.3 Additional contributions[54]:

a. Are additional contributions required? ¤ Yes ¤ No

b. If agreed in advance:

	Form of Contribution	Value	Date or Conditions of Making Contribution
1			
2			
3			
4			
5			
6			

c. Are additional capital calls permitted? ¤ Yes ¤ No
If "No," skip to Section **7.4**.
If "Yes": *See* Sections **13.1**, **14.11**

Who Makes Call	Triggering Event (describe)	Max Contribution[55]	Contribution Due
¤ Manager ¤ Manager with advice & consent of ____% of members ¤ ____% of members		$100,000.00	¤ Within ____ days of call ¤ Withing time specified in call

7.4 Other Capital-Raising[56]:

a. ¤ Voluntary Contributions allowed

b. ¤ Solicitation of new members allowed? *See* Section **10.8**

c. ¤ Pre-emptive rights applicable? *See* Section **4.6**

7.5 Consequences of failure to fund[57]:

a. ¤ Reduction in share of profits

b. ¤ Reduction in share of profits and reallocation of capital

c. ¤ Preferential distributions to other members

d. ¤ Loan from company at %

e. ¤ Loan from non-defaulting member (and interest rate)

f. ¤ Personal liability on the part of member

g. ¤ Opportunities for other members to make up and defaulting member is diluted

h. ¤ Suspension of management authority or voting rights

i. ¤ Right to purchase defaulting member's interest in the LLC

j. ¤ Forfeiture of defaulting member's interest in the LLC[58]

k. ¤ Automatic diversion of distributions to make up deficit (lien like)

l. ¤ Adjustment of Capital Accounts.[59]

7.6 Member guarantees of LLC obligations[60]:

a. ¤ None

b. ¤ Partial:

c. ¤ Unlimited:

d. ¤ Agreement to Participate in Guarantees of Future Obligations *See* Sections **13.1**, **14.11**

PART 8. DISTRIBUTIONS

8.1 General Questions About Distribution Scheme[61]:

a. Will distributions be made in proportion to capital contributed?[62]58

b. Will any members receive a preferential return on capital?[63]

c. Will any members receive a preferential return of capital?[64]

d. Are preferences intended to be temporary or permanent?[65]

e. Are distributions of operating income expected?

f. Will operating distributions and capital distributions be treated differently?

8.2 Guaranteed Payments:[66]

8.3 Distributions of Proceeds from Operations:

a. Define Operations.

b. Sharing Ratios and Economic Units[67]

Member	Sharing Ratio	Economic Units
1		
2		
3		
4		
5		
6		

c. Draws or advances allowed[68] ¤ Yes ¤ No

(i) ¤ In accordance with Capital Accounts

(ii) ¤ From Drawing Accounts only *See* Section **10.3**

(iii) ¤ Any preferred return on Capital Contributions (temporary or permanent)?

(iv) ¤ Other:

8.4 Distribution of Proceeds from Capital Transactions.

a. Define Capital Transactions:

(i) ¤ Sales of capital assets

(ii) ¤ Refinance

(iii) ¤ Other

b. Sharing of distribution

(i) ¤ In accordance with Capital Accounts

(ii) ¤ As preferred return on Capital Contributions

(iii) ¤ In accordance with Sharing Ratios

(iv) ¤ In accordance with Economic Units

(v) ¤ Other:

8.5 Liquidating distributions:[69]

a. Preferences

(i) ¤ State law creditors

(ii) ¤ any membership preferences?

b. Sharing of distributions

(i) ¤ In accordance with Capital Accounts

(ii) ¤ As preferred return on Capital Contributions

(iii) ¤ In accordance with Sharing Ratios

(iv) ¤ In accordance with Economic Units

(v) ¤ As preferred return on capital contributions

(vi) ¤ Other: (Should it mirror distribution provisions? Likely no problem if mirrors economic relationships.)

8.6 Distributions in kind:[70]

a. ¤ Prohibited (all distributions must be in cash)

b. ¤ Permitted if pro-rata among the members

c. ¤ Other:

8.7 Tax Distributions:[71] ¤ Yes ¤ No

a. ¤ automatically at ___% of taxable income

b. ¤ automatically at ___% of taxable income redetermined periodically by members or managers *See* Sections **13.1**, **14.11**

c. ¤ automatically at highest combined marginal state and federal rate for an individual in specified state, taking into account the federal deduction of state taxes

d. ¤ take into account different rates on different types of income

e. ¤ take into account different rates paid by different members

f. ¤ tax distributions to all members, pro rata by profit share

g. ¤ tax distributions only to members who would otherwise have phantom income

h. ¤ member applies approved as provided in Sections **13.1**, **14.11**

PART 9. TRANSFERS OF OWNERSHIP INTERESTS[72]

9.1 Transfers of membership interests[73]:

a. Voluntary transfers:

(i) ¤ Absolutely prohibited[74]

(ii) ¤ Permitted, but assignee is not admitted as member without consent of members[75] as provided in Sections **13.1**, **14.11**

(iii) ¤ Permitted only with consent of members as provided in Sections **13.1**, **14.11**

(iv) ¤ Permitted to:[76]

(A) ¤ Spouse

(B) ¤ Children

(C) ¤ Other relatives:

(D) ¤ Trusts for any of the above

(E) ¤ Controlled business entities,

(v) If permitted, only under these conditions:[77]

(A) ¤ Assignee automatically becomes member

(B) ¤ Assignee is not admitted as member without unanimous consent

(C) ¤ Permitted only with consent of members as provided in Sections **13.1**, **14.11**

b. Involuntary transfers--Assignee is not admitted without consent of members[78] as provided in Sections **13.1**, **14.11**

c. Right of first refusal/offer:[79]

(i) Voluntary transfers:

(A) ¤ Exercisable by LLC

(B) ¤ Exercisable by members but not economic interest holders

(C) ¤ Exercisable by members and economic interest holders

(D) ¤ Exercisable by LLC first and members second

(E) ¤ Exercisable by LLC first and members and economic interest holders second

(ii) Involuntary transfers

(A) ¤ Exercisable by LLC

(B) ¤ Exercisable by members but not economic interest holders

(C) ¤ Exercisable by members and economic interest holders

(D) ¤ Exercisable by LLC first and members second

(E) ¤ Exercisable by LLC first and members and economic interest holders second

9.2 Disengagement Arrangements:[80]

a. Type of arrangement:

(i) ¤ Put[81]

(ii) ¤ Call

(iii) ¤ Buy-Sell[82] (also called a Russian Roulette, High-Noon, or Shotgun Provision)

(iv) ¤ Other:[83]

b. Circumstances for exercise of disengagement:

(i) ¤ Any time

(ii) ¤ Any time after

(iii) ¤ the event of deadlock

(iv) ¤ In the event of certain deadlocks

(v) ¤ Upon the dissociation of a member

(vi) ¤ If non-reciprocal rights among members or classes of members, describe rights of each here:

c. Price:[84]

(i) ¤ Set by agreement by the members or managers on a regular basis[85]

(ii) ¤ "Book" value[86]

(A) ¤ As kept for tax purposes (prepared by the Company's regularly employed accountant)

(B) ¤ "Booked up" to fair market value of Company assets

(iii) ¤ "Fair Market"[87] determined by appraisal periodically or at time of call, *etc.*[88]

(iv) ¤ Formula[89]

9.3 Dissociation:[90]

a. Voluntary withdrawal of a member[91]

(i) A member may unilaterally withdraw ¤ Yes ¤ No

(ii) A member may withdraw with consent as provided in Sections **13.1**, **14.11**

(iii) Upon an authorized withdrawal:[92]

(A) ¤ Member's interest is repurchased

(B) ¤ Member becomes a mere assignee

b. Death, disability, or bankruptcy of a member:[93]

(i) ¤ Member's representative or heir becomes a member without further action

(ii) ¤ Member's representative or heir continues as a mere assignee

(iii) ¤ Member's interest is repurchased from the representative or heir

(iv) ¤ Member's representative or heir becomes a member only with consent as provided in Sections **13.1**, **14.11**

(v) Definition of disability:

(A) ¤ Guardian/conservator appointed by court

(B) ¤ Primary care physician or designee determines inability to manage business affairs

(C) ¤ Member has not performed business functions for ___ days

(D) ¤ Agent pursuant to power of attorney notifies Company

c. Dissolution/termination of company:[94]

(i) ¤ Member's interests are repurchased

(ii) ¤ Member becomes an assignee

PART 10. GENERAL PROVISIONS[95]

10.1 Accounting & Reporting[96]:

a. Fiscal year[97]:

(i) ¤ Calendar year

(ii) ¤ Other (specify year end):

b. Accounting Method:[98]

Reporting Purpose	Accounting Method
For tax reporting	¤ Cash ¤ Accrual ¤ Other
If "Other," describe:	
For financial reporting	¤ Cash ¤ Accrual ¤ Other
If "Other," describe:	

c. Accounting Procedure for Financial Reporting[99]:

(i) ¤ Tax accounting

(ii) ¤ GAAP - US Generally Accepted Accounting Principles

(iii) ¤ IFRS - International Financial Reporting Standards

(iv) ¤ Other (describe):

d. Periodic financial reports to members[100]:

Name	Period Required	Audit	Compilation &/or Review[101]
Balance Sheet : Compar-ing to prior period	¤ Quarterly	¤ Not Required ¤ Required ¤ At option of Mgrs ¤ At option of Members ¤ Who shall bear cost?	¤ Not Required ¤ Required ¤ At option of Mgrs ¤ At option of Members ¤ Who shall bear cost?
	¤ Annually	¤ Not Required ¤ Required ¤ At option of Mgrs ¤ At option of Members ¤ Who shall bear cost?	¤ Not Required ¤ Required ¤ At option of Mgrs ¤ At option of Members ¤ Who shall bear cost?

Profit & Loss	¤ Quarterly	¤ Not Required ¤ Required ¤ At option of Mgrs ¤ At option of Members ¤ Who shall bear cost?	¤ Not Required ¤ Required ¤ At option of Mgrs ¤ At option of Members ¤ Who shall bear cost?
	¤ Annually	¤ Not Required ¤ Required ¤ At option of Mgrs ¤ At option of Members ¤ Who shall bear cost?	¤ Not Required ¤ Required ¤ At option of Mgrs ¤ At option of Members ¤ Who shall bear cost?
P&L Budget *vs*. Actual	¤ Quarterly	¤ Not Required ¤ Required ¤ At option of Mgrs ¤ At option of Members ¤ Who shall bear cost?	¤ Not Required ¤ Required ¤ At option of Mgrs ¤ At option of Members ¤ Who shall bear cost?
	¤ Annually	¤ Not Required ¤ Required ¤ At option of Mgrs ¤ At option of Members ¤ Who shall bear cost?	¤ Not Required ¤ Required ¤ At option of Mgrs ¤ At option of Members ¤ Who shall bear cost?
P&L Compar-ing to prior period	¤ Quarterly	¤ Not Required ¤ Required ¤ At option of Mgrs ¤ At option of Members ¤ Who shall bear cost?	¤ Not Required ¤ Required ¤ At option of Mgrs ¤ At option of Members ¤ Who shall bear cost?
	¤ Annually	¤ Not Required ¤ Required ¤ At option of Mgrs ¤ At option of Members ¤ Who shall bear cost?	¤ Not Required ¤ Required ¤ At option of Mgrs ¤ At option of Members ¤ Who shall bear cost?

Required quarterly financial reports are due on or before the last day of month following the close of the quarter. Required annual reports (unaudited) are required on or before the 15th day of the second month following the close of the fiscal year. Required audited or reviewed reports are due as soon as possibly obtained from the company's auditors.[102]

e. Tax Returns to Members[103] It is expected that the company will file its annual income tax returns

(i) ¤ on or before the original due date

(ii) ¤ on or before the extended due date

f. Certification of Membership Interests[104]: ¤ Yes ¤ No

g. Other data provided to members[105]:

10.2 Maintenance of Capital Accounts. Capital accounts will be maintained in accordance with Treas. Reg. § 1.704-1(b)(2)(iv):[106] ¤ Yes ¤ No

(i) ¤ "Tax Basis"
(ii) ¤ "Tax Book Rules"
(iii) ¤ GAAP
(iv) ¤ Optional/Additional method:

10.3 Maintenance of Drawing Accounts[107]? ¤ Yes ¤ No
See Paragraph **8.3c**

10.4 Allocations of Profits and Losses:[108]

a. "704(b)" Safe Harbor[109]
(i) ¤ "Deficit Restoration Obligation"
(ii) ¤ "Alternate" Test

b. Targeted capital accounts[110]

c. Other:

10.5 Allocation of debt (if any).[111]

10.6 Dealing with Contributed Property where basis does not equal FMV. IRC § 704(c) methodology and reverse 704(c) methodology:[112]

(i) ¤ Traditional
(ii) ¤ Traditional With Curative
(iii) ¤ Remedial
(iv) ¤ Other:

10.7 Loans from Members: ¤ Permitted? ¤ Required ¤ Not allowed

a. Approved as provided in Sections **13.1**, **14.11**

b. Range of terms;

(A) Amount:
(B) Interest Rate:
(C) Term:
(D) Description of collateral:

(E) Remedies upon default:

(F) ¤ Recourse ¤ Nonrecourse

10.8 Will the LLC be offering interests to the public?[113] *See* Section **7.4b**
¤ Yes ¤ No

PART 11. DISSOLUTION[114]

11.1 Voluntary Dissolution:

- **a.** Consent of members[115] as provided in Sections **13.1**, **14.11**
- **b.** Specific event
  - **(i)** ¤ Upon Sale of substantially all assets of the LLC[116]
  - **(ii)** ¤ Event making it unlawful to carry on business
  - **(iii)** ¤ Disassociation of key person
  - **(iv)** ¤ Date or Event Certain
  - **(v)** ¤ Other:.

11.2 Involuntary Dissolution:

- **a.** Judicial Dissolution[117]
- **b.** Administrative dissolution[118]
- **c.** Authority to reverse as provided in Sections **13.1**, **14.11**
- **d.** Agreement to allow a court ordered dissolution[119]
  - **(i)** ¤ Oppression[120]
  - **(ii)** ¤ Inability to operate except at a loss[121]
  - **(iii)** ¤ Deadlock
  - **(iv)** ¤ Not reasonably practical standard

11.3 Winding Up[122]

- **a.** Who has authority to wind up?
- **b.** Articles or Certificate of Dissolution
- **c.** Publication requirement (Notice to known and unknown creditors)
- **d.** Change in fiduciary duties?

11.4 Termination

PART 12. GENERAL MEMBER INFORMATION

12.1 Classification of members:[123]

- **a.** ¤ One class
- **b.** ¤ Multiple classes of members:
  - **(i)** ¤ Differing voting rights
  - **(ii)** ¤ Differing economic rights
  - **(iii)** ¤ Other:

12.2 Methods of measuring level of authorization or consent:[124]

- **a.** ¤ Per capita[125]
- **b.** ¤ By sharing ratios/units
- **c.** ¤ By listed capital contributions[126]
- **d.** ¤ By current capital account balances[127]
- **e.** ¤ Other:

12.3 Initial voting rights:

Member	Class of Voting Rights	_____ of Voting Rights
1		
2		
3		
4		
5		
6		

12.4 Manner of consenting[128]: (*Compare* rules for Managers at Section **14.8**

a. ¤ Meetings with rules of order

b. ¤ Voting by Proxy

c. ¤ Written Consent

(i) ¤ Unanimity required[129]

(ii) ¤ Vote of less than unanimity[130]

(iii) ¤ Other:

12.5 Notice to Members[131]:

a. ¤ Certified Mail

b. ¤ Ordinary Mail

c. ¤ Private Courier (UPS, FedEx)

d. ¤ E-mail

e. ¤ Telephone

PART 13. INFORMATION PARTICULAR TO MEMBER-MANAGED COMPANY

13.1 Actions requiring different levels of authorization or consent:

Action to be Taken		Majority of Members	Supermajority of Members	Unanimous Consent of Members	Other
Acquire property					
Maintain insurance					
Borrow funds					
Approve or initiate a Loan from a Member *See* Section **10.7**					
Call a Loan					
Investment of LLC funds in excess of $					
Execute documents					
Employ professionals and other agents					
Decisions with respect to investment of funds					
Maintain records					
Do other acts to carry on business in the usual way					
Cause the LLC to participate in a reorganization *See* Section **4.7**					
Sell all or substantially all of the property of the LLC outside of the ordinary course of the LLC's business *See* Section **4.7**					

Incur indebtedness not in excess of $ *See* Section 7.6						
Incur indebtedness in excess of $ *See* Section 7.6						
Expend funds of the LLC not in excess of $						
Expend funds of the LLC in excess of $						
Construct capital improvements not in excess of $						
Construct capital improvements in excess of $						
Cause the LLC to guarantee the obligation of any person or to pledge its property to secure the obligation of any person						
Lend money of the LLC to any person						
File on behalf of the LLC under the reorganization, insolvency, or bankruptcy laws						
Cause the LLC to require a capital contribution from its Members *See* Section 7.3c						
Determine the time and amounts of distributions to the Members						
Determine or approve tax distributions *See* Section 8.7						
Admit an assignee as a Member *See* Section 9.1						
Make tax elections[132]						
Commence litigation in the name of the LLC						
Enter into agreements on behalf of the LLC						
Exercise LLCs rights under rights of first refusal or buy/sell agreements						
Open bank accounts and authorize check signing						
Approve payment of compensation to Members and other agents *See* Section 13.3						
Approve reimbursement of expenses of members and other agents						
Authorize the withdrawal of a member *See* Section 9.3						
Determine to expel member						
Authorize organization of series *See* Section 15.5						
Institute voluntary dissolution *See* Section 11.1						
Overturn administrative dissolution *See* Section 11.2						

Approve Conflict of interest of Manager *See* clause **13.2b.(v)**					

13.2 Duties of members *inter se*

a. Duty of care[133]

(i) ¤ Gross negligence

(ii) ¤ Ordinary prudence

(iii) ¤ Other:

b. Duty of Loyalty

(i) Right to compete[134]

(A) ¤ Yes

(B) ¤ No

(C) ¤ Yes, but limited to:

(D) ¤ No, but may invest in entities competing with the Company if no management rights and investment in other entity does not exceed a ___% interest in the competing venture.

(ii) Duty to offer opportunities to the LLC:[135] ¤ Yes ¤ No

(iii) Expectation that members will have other activities: ¤ Yes ¤ No

(iv) Good Faith/Fair Dealing:[136] ¤ Yes ¤ No

(v) Member Approval of Conflict of Interest Transaction as provided in Section **13.1**

(vi) Standard for Judicial Approval of Conflict of Interest Transactions between LLC and Managers:

¤ Entire Fairness ¤ Arms Length[137]

13.3 Compensation to Members approved pursuant to Sections **13.1**, **14.11**

PART 14. INFORMATION PARTICULAR TO MANAGER-MANAGED COMPANY

14.1 Managers:

a. Number of Managers: _____

b. Board of Managers?[138] ¤ Yes ¤ No

c. Classes of Managers[139] ¤ Yes ¤ No

14.2 Qualification of Managers:

a. Must be members?[140] ¤ Yes ¤ No

b. Must be individuals?[141] ¤ Yes ¤ No

14.3 Term of Office of Managers:

a. Periodic election of managers

(i) ¤ Annual

(ii) ¤ Election or appointment only on the removal or departure of a manager

(iii) ¤ Specific succession provided in operating agreement (describe):

(iv) ¤ Other:

14.4 Identification of Initial Manager(s):

a. Manager #1

Name:	
Is manager a member?[122]	¤ Yes ¤ No
State(s) of Residence of manager:[142]	
Is manager an entity?[123]	¤ Yes ¤ No
Taxpayer Identification or Social Security Account Number:	
Address:	
Telephone Number(s):	
Fax Number:	
E-mail Address:	
Is manager related in any manner (whether by family or business) to any other manager or member?	¤ Yes ¤ No If "Yes," provide complete details.

b. Manager #2

Name:	
Is manager a member?[122]	¤ Yes ¤ No
State(s) of Residence of manager:[124]	
Is manager an entity?[123]	¤ Yes ¤ No
Taxpayer Identification or Social Security Account Number:	
Address:	

Telephone Number(s):	
Fax Number:	
E-mail Address:	
Is manager related in any manner (whether by family or business) to any other manager or member?	¤ Yes ¤ No If "Yes," provide complete details.

c. Manager #3

Name:	
Is manager a member?[122]	¤ Yes ¤ No
State(s) of Residence of manager:[124]	
Is manager an entity?[123]	¤ Yes ¤ No
Taxpayer Identification or Social Security Account Number:	
Address:	
Telephone Number(s):	
Fax Number:	
E-mail Address:	
Is manager related in any manner (whether by family or business) to any other manager or member?	¤ Yes ¤ No If "Yes," provide complete details.

d. Manager #4

Name:	
Is manager a member?[122]	¤ Yes ¤ No
State(s) of Residence of manager:[124]	
Is manager an entity?[123]	¤ Yes ¤ No

Taxpayer Identification or Social Security Account Number:	
Address:	
Telephone Number(s):	
Fax Number:	
E-mail Address:	
Is manager related in any manner (whether by family or business) to any other manager or member?	¤ Yes ¤ No If "Yes," provide complete details.

e. Manager #5

Name:	
Is manager a member?[122]	¤ Yes ¤ No
State(s) of Residence of manager:[124]	
Is manager an entity?[123]	¤ Yes ¤ No
Taxpayer Identification or Social Security Account Number:	
Address:	
Telephone Number(s):	
Fax Number:	
E-mail Address:	
Is manager related in any manner (whether by family or business) to any other manager or member?	¤ Yes ¤ No If "Yes," provide complete details.

14.5 Selection of Managers:

a. Method of Selection:

(i) ¤ Unanimously selected by members

(ii) ¤ Selected by a ___% majority of members

(iii) ¤ Managers selected by particular members or classes of membership interests:

Member / Class	Number of Managers that Member can appoint

b. Cumulative voting allowed?[143] ¤ Yes ¤ No

c. Special rule where manager removed for cause

(i) ¤ All of the members other than member who appointed the manager

(ii) ¤ The member appointed the manager

(iii) ¤ Same rule as for other elections or appointment

(iv) ¤ Majority of the members other than the member who appointed the manager

(v) ¤ Majority of the members

(vi) ¤ Other:

14.6 Removal of Managers:

a. Who determines removal of manager?

(i) ¤ Unanimity of the members

(ii) ¤ Unanimity of the members who appointed the manager

(iii) ¤ ___% of the members who appointed the manager

(iv) ¤ Unanimity other than the member(s) who appointed the manager

(v) ¤ ___% of the members

(vi) ¤ ___% of the members other than the member(s) who appointed the manager

(vii) ¤ Unanimity of the managers other than the manager being removed

(viii) ¤ ___% of the managers other than the manager being removed

(ix) ¤ Other:

14.7 Removal only for cause? ¤ Yes ¤ No

a. Definition of "cause:"

(i) ¤ Fraud

(ii) ¤ Gross negligence

(iii) ¤ Bankruptcy

(iv) ¤ Disability; if so, definition of disability:

(A) ¤ Guardian/conservator appointed by court

(B) ¤ Primary care physician or designee determines inability to manage business affairs

(C) ¤ Member has not performed business functions for ___ days

(D) ¤ No performance of duties for Company in ___ days

(E) ¤ Agent pursuant to power of attorney notices Company of disability

(v) ¤ Willful misconduct

(vi) ¤ Conviction of a crime (of moral turpitude)

(vii) ¤ Conviction of a crime against the Company

(viii) ¤ Violation of the operating agreement:

(A) ¤ Any violation

(B) ¤ Material violation

(C) ¤ Repeated violation

(D) ¤ Violation of particular provisions:

(ix) ¤ Other:

b. Who determines "cause"?

(i) ¤ Same as determines removal of manager, above

(ii) ¤ Adjudication

(iii) ¤ Arbitration

14.8 Manner of consenting: (*See* endnotes for Section **12.4**)

a. ¤ Meetings with rules of order

b. ¤ Voting by Proxy[144]

c. ¤ Written Consent

(i) ¤ Unanimity required

(ii) ¤ Vote of less than unanimity

(iii) ¤ Other:

14.9 Notice to Managers:

a. ¤ Certified Mail

b. ¤ Ordinary Mail

c. ¤ Private Courier (UPS, FedEx)

d. ¤ E-mail

e. ¤ Telephone

14.10 Methods of measuring level of consent:[117]

a. ¤ Per capita

b. ¤ Other:

14.11 Actions requiring different levels of authorization or consent[145]:

Action to be Taken	Initial Approval by:					Ratification Required by:				Other
	Any single	Single Specific	Majority of	Supermajority of	Unanimous	NOT REQUIRED	Majority of	Supermajority of	Unanimous Consent of	
	Managers					Members				
Acquire property										
Maintain insurance										
Borrow funds										
Approve or initiate a Loan from a Member *See* Section **10.7**										
Call a Loan										
Investment of LLC funds in excess of $										
Execute documents										
Employ professionals and other agents										
Decisions with respect to investment of funds										
Maintain records										
Do other acts to carry on business in the usual way										

Cause the LLC to participate in a reorganization *See* Section **4.7**										
Sell all or substantially all of the property of the LLC outside of the ordinary course of the LLC's business *See* Section **4.7**										
Incur indebtedness not in excess of $ *See* Section **7.6**										
Incur indebtedness in excess of $ *See* Section **7.6**										
Expend funds of the LLC not in excess of $										
Expend funds of the LLC in excess of $										
Construct capital improvements not in excess of $										
Construct capital improvements in excess of $										
Cause the LLC to guarantee the obligation of any person or to pledge its property to secure the obligation of any person										
Lend money of the LLC to any person										
File on behalf of the LLC under the reorganization, insolvency, or bankruptcy laws										
Cause the LLC to require a capital contribution from its Members *See* Section **7.3c**										
Determine the time and amounts of distributions to the Members										
Determine or approve tax distributions *See* Section **8.7**										
Admit an assignee as a Member *See* Section **9.1**										
Make tax elections[128]										
Commence litigation in the name of the LLC										
Enter into agreements on behalf of the LLC										
Exercise LLCs rights under rights of first refusal or buy/sell agreements										

Open bank accounts and authorize check signing										
Approve payment of compensation to Members and other agents *See* Sections **13.3**, **14.13**										
Approve reimbursement of expenses of managers										
Determine to expel member										
Authorize the withdrawal of a member *See* Section **9.3**										
Authorize organization of series *See* Section **15.5**										
Institute voluntary dissolution *See* Section **11.1**										
Overturn administrative dissolution *See* Section **11.2**										
Approve Conflict of interest of Manager *See* clause **14.12b.(v)**										

14.12 Duties of managers:

a. Duty of care[125]

(i) ¤ Gross negligence

(ii) ¤ Ordinary prudence

(iii) ¤ Other:

b. Duty of Loyalty

(i) Right to compete[126]

(A) ¤ Yes

(B) ¤ No

(C) ¤ Yes, but limited to:

(D) ¤ No, but may invest in entities competing with the Company if no management rights and investment in other entity does not exceed a ___% interest in the competing venture.

(ii) Duty to offer opportunities to the LLC:[127] ¤ Yes ¤ No

(iii) Expectation that manager will have other activities: ¤ Yes ¤ No

(iv) Good Faith/Fair Dealing:[128] ¤ Yes ¤ No

(v) Member Approval of Conflict of Interest Transaction as provided in Section **14.11**

(vi) Standard for Judicial Approval of Conflict of Interest Transactions between LLC and Managers: ¤ Entire Fairness ¤ Arms Length[129]

14.13 Compensation of managers[146] – Approved pursuant to Section **14.11**

14.14 Titles of certain managers, if any:

14.15 Manager Access to Information:[147]

a. ¤ All books and records

b. ¤ Same rights as members

c. ¤ All books and records pertinent to discharge of responsibilities as a manager

d. ¤ Other (describe):

PART 15. OTHER MATTERS

15.1 Qualification in foreign Jurisdictions:[148] ¤ Yes ¤ No

If yes, specify where and registered agent/office. Keep in mind that each state has its own requirements as to when state registration is required. Each state will require a registered office and registered agent

15.2 Subscription / contribution agreement (*See* Section **7.2b**)

If yes, then provide for:

a. Disclosure that membership interests are not registered securities

b. Acquisition of membership / economic interests

c. Acceptance of contribution; consideration

(i) ¤ Cash

(ii) ¤ Letter of Credit

(iii) ¤ Secured promissory note

(iv) ¤ Personal guaranty of company debt (if permitted by state law)

d. Representations as to investor suitability standards (*e.g.,* accredited investor status) and other disclosures required pursuant to applicable federal and state securities laws

e. Representations as to non-foreign person status; residence *See* PART **6** regarding the OFAC Specially Designated Nationals List

f. Representations that all requested information was made available

g. Representations that investment intent only

h. Indemnification as to representations; security therefor

i. Representations as to Transferability

j. Consider legal review of other offering documents

15.3 Ongoing Business (previously a general or limited partnership or sole proprietorship): ¤ Yes ¤ No

a. Transfer of documents of assets in exchange of capital contribution

b. Bill of sale for assets (request listing from client)

c. Assignment for intangible assets and other assets

d. Tax considerations for initial contribution (book-up; taxable event, etc.)

e. Tradename registrations with Secretary of State:

15.4 Dispute Resolution

a. Mediation required:[149] ¤ Yes ¤ No

b. Arbitration required:[150] ¤ Yes ¤ No

(i) Initiation of arbitration:

(A) Who?

(B) How?

(ii) Rules for Procedure, Evidentiary, Substantive

(A) ¤ American Arbitration Association

(B) ¤ Other arbitration organization[151]

(iii) Single arbitrator or Panel

(iv) Selection

(A) ¤ Pursuant to rules of arbitration organization[152]

(B) ¤ Each party picks one & the two agree on a third (only if necessary)

(v) Require written decision ¤ Yes ¤ No

(vi) Exclusive remedy ¤ Yes ¤ No

(vii) Binding ¤ Yes ¤ No

(viii) Limitations on Damages ¤ Yes ¤ No

c. If no arbitration:

(i) Waiver of jury trial[153] ¤ Yes ¤ No

(ii) Choice of venue:

15.5 Series[154]

a. Is LLC being organized in a jurisdiction with series:[155] ¤ Yes ¤ No

b. Are series desired: ¤ Yes ¤ No

c. Authority to organize an individual series as provided in Sections **13.1**, **14.11**

d. Membership of series:

(i) ¤ LLC

(ii) ¤ All Members

(iii) ¤ Other

e. Management of series:[156]

(i) ¤ Managers of Parent LLC

(ii) ¤ Series Specific Managers

(iii) ¤ Members

(iv) ¤ Other

Task	Party Responsible	Promised to client by
Articles/Certificate of Organization		
File immediately? Yes/No Delayed Effective Date? Yes/No		
Operating Agreement		
Capital contribution agreement[150]		
Manager employment agreement(s)		
Member employment agreement(s)		
Equity compensation documents		
Subscription agreements[151]		
Bills of sale for capital contribution		
Assignments for capital contribution		
Tax identification number (SS-4)		
State Revenue Cabinet initial filing registration		
Company minute book		
Foreign state qualifications		

PART 16. ADVISORS

16.1 Accountant name & address[157]:

Name:	
Address:	
Telephone Number(s):	
Fax Number:	
E-mail Address:	
Is advisor related in any manner (whether by family or business) to any member or manager?	¤ Yes ¤ No If "Yes," provide complete details.

16.2 Other Financial Advisor name & address:

Name:	
Address:	
Telephone Number(s):	
Fax Number:	
E-mail Address:	
Is advisor related in any manner (whether by family or business) to any member or manager?	¤ Yes ¤ No If "Yes," provide complete details.

16.3 Tax Advisor name & address[158]:

Name:	
Address:	

Telephone Number(s):	
Fax Number:	
E-mail Address:	
Is advisor related in any manner (whether by family or business) to any member or manager?	¤ Yes ¤ No If "Yes," provide complete details.

16.4 Estate Planning Attorney name & address[159]:

Name:	
Address:	
Telephone Number(s):	
Fax Number:	
E-mail Address:	
Is advisor related in any manner (whether by family or business) to any member or manager?	¤ Yes ¤ No If "Yes," provide complete details.

16.5 Other Advisor name & address:

Name:	
Address:	
Telephone Number(s):	
Fax Number:	
E-mail Address:	
Is advisor related in any manner (whether by family or business) to any member or manager?	¤ Yes ¤ No If "Yes," provide complete details.

Task	Party Responsible	Promised to client by
Articles/Certificate of Organization		
File		
Operating Agreement		
Capital contribution agreement[150]		
Manager employment agreement(s)		
Member employment agreement(s)		
Equity compensation documents		
Subscription Contribution agreements		
Bills of sale for capital contribution		
Assignments for capital contribution		
Tax identification number (SS-4)		
State Revenue Cabinet initial filing registration		
Company minute book		
Foreign state qualifications		

ENDNOTES:

1. Attorney initiating file.

2. Clearly identifying who is the client and making that determination clear to not only the client but those others who may believe or assert an attorney-client relationship is crucial. The situation is complicated by the fact that if the client is the LLC, then the client does not exist prior to filing articles/certificate. Some states apply the incorporation rule under which the organizers consult with an attorney regarding the formation of a business entity, and upon its formation the attorney-client relationship shifts to the newly formed business structure. *See*, *e.g.*, Manion v. Nagim, 2004 U.S. Dist. LEXIS 1776 (D. Minn. 2004), *aff¶d*, 394 F.3d 1062 (8th Cir. 2005). *But see* Pucci v. Santi, 711 F. Supp. 916, 927 n.4 (N.D. Ill. 1989) (attorney for partnership also represents each general partner); Schwartz v. Broadcast Music, Inc., 16 F.R.D. 31 (S.D.N.Y. 1954) (each member of unincorporated association is client of association's attorney); New York City Bar Ass'n Comm. on Professional and Judicial Ethics, Formal Op. 1986-2 (1986). *See also* ABA Model Rules 1.7, 1.9, 1.13, 2.2 (now deleted by ABA but still in place in some states, *see*, *e.g.*, Ky.R.S.Ct. 3.130(2.2)); Thomas E. Rutledge and Phuc H. Lu, *No Good Deed Goes Unpunished: Pitfalls for Counsel to a Partnership About to be Governed by a New Law*, 45 BRANDEIS L.J. 755 (2007). In *Montgomery v. eTreppid Technologies, LLC*, 548 F. Supp.2d 1175, 2008 WL 1826818 (D. Nev. 2008), the Court held that counsel to an LLC were counsel to it as a distinct legal organization, that a former manager and member was not, for purposes of privilege, a joint client with the LLC for that time he was the manager thereof, and that in a dispute between that former manager/member and the LLC, communications between the LLC and its counsel were not discoverable. Counsel should also consider whether there are potential problems with counsel's representing all of the LLC members, either during the formation or operational stages of the LLC. For example, the competing interests of the members may be so strong or antagonistic that the counsel's representing those members may create unavoidable conflicts of interests. Indeed, there is potential for this complication

to arise whenever there is multiple representation in business organizations. In such a situation, it may be advisable for the LLC members to have separate representation. See ABA Model Rules of Professional Conduct, Rule 1.7 Conflict of Interest: Current Clients, especially Comments [8],[18] and [29]-[32].

3. For an extensive analysis of choice of entity issues, *see* ROBERT R. KEATINGE & ANN E. CONAWAY, KEATINGE AND CONAWAY ON CHOICE OF BUSINESS ENTITY (2009) ("KEATINGE AND CONAWAY"). *See Also* CARTER G. BISHOP AND DANIEL S. KLEINBERGER, LIMITED LIABILITY COMPANIES: TAX AND BUSINESS LAW, CH. 3 (CHOICE OF ENTITY: TAX AND NONTAX COMPARISON) ("BISHOP AND KLEINBERGER").

4. Letters to other initial members who will be involved in the organization but who are not represented should be considered as well. *See also* GARY A. MUNNEKE & ANTHONY B. DAVIS, I THE ESSENTIAL FORMBOOK COMPREHENSIVE MANAGEMENT TOOLS FOR LAWYERS, ch. 4 (ABA: Chicago, 2000). A popular approach is to include a provision in the operating agreement that identifies the client.

5. In certain states the initial filing with the Secretary of State is designated "Articles of Organization" or a "Certificate of Formation." *See*, *e.g.*, DEL. CODE ANN. tit. 6 § 18-201 (certificate of formation); KY. REV. STAT. § 275.025 (articles of organization); WASH. REV. CODE § 25.15.070 (certificate of formation); VA. CODE § 13.11010 (articles of organization); N.J. STAT. ANN. § 42:2B-11 (certificate of formation); N.Y. LLC Law § 203 (articles of organization); and TEX. BUS. ORG. CODE § 3.001 (certificate of formation). *See also* PROTOTYPE LLC ACT § 201 (articles of organization).

6. Choice of the jurisdiction of organization may have an impact upon the rules thereafter governing the LLC and its owners. For example, while certain states provide a default rule of unanimous approval for amendment of the operating agreement (*see*, *e.g.*, ALA. CODE § 10-12-24(b); MONT. CODE ANN. § 35-8-307(3)(a)); TEX. BUS. ORG. CODE §101.053; and VA. CODE ANN. § 13.1-1023(B)(2), other states permit the amendment of the operating agreement by less than unanimous approval. *See*, *e.g.*, CONN. GEN. STAT. § 34-142(b) (2/3rd of the members); KY. REV. STAT. ANN. §275.175(2)(a) (a majority in interest of the members); and OKLA. STAT. tit. 18 § 2020(B)(3) (a majority of the members). By way of another example, the Delaware LLC Act provides that an operating agreement may provide that a resigning member may receive the fair value of its membership interest therein (DEL. CODE. ANN. tit. 6, § 18-603, 604); other states provide that a member, upon withdrawing, becomes simply an assignee of its membership interest in the company and has no right to liquidate that interest. *See*, *e.g.*, Revised Uniform Limited Liability Company Act § 603(a)(3), 6A U.L.A. 603. While those and other default rules are subject to modification in the operating agreement, not appreciating the underlying default rule can materially impact the resulting agreement. For an overview of the basic approach of LLC statutes including a discussion on selection criteria, *see* BISHOP AND. KLEINBERGER at ¶¶ 5.01-.04.

7. Each state has a requirement regarding mandatory designators for a limited liability company such as "limited liability company" or "L.L.C." *See*, *e.g.*, KY. REV. STAT. ANN. § 275.100(1); VA. CODE § 13.1-1012; DEL. CODE ANN. tit. 6 § 18-102; FLA. STAT. § 608.406; N.Y. LLC LAW § 204; and TEX. BUS. ORG. CODE § 5.056. Consider also the requirements for "distinguishability" imposed by the laws of the jurisdiction of organization and of states in which it is anticipated the LLC will do business and need to qualify to transact business. State and federal trademark and service mark protections and infringements should also be considered.

8. Some, but not all, LLC acts require a designation in the articles of organization of the LLC as "member--managed" or "manager-managed." *See*, *e.g.*, MONT. REV. CODE § 35-8-202(1)(2); KY. REV. STAT. ANN. § 275.025(1)(d); and TEX. BUS. ORG. CODE § 101.254. States without this requirement include Delaware (DEL. CODE ANN. tit. 6 § 18-402) (Delaware defaults to member-managed if no designation), Georgia (GA. CODE ANN. § 14-11301) (Georgia defaults to member-managed if no designation), and Virginia, although Virginia does expressly allow this designation. (VA. CODE § 13.1-1021.1(B)(1)). This election has implications for both the external apparent authority on behalf of the LLC and the internal decision-making mechanism of the LLC. *See*, *e.g.*, KY. REV. STAT. ANN. § 275.135; § 275.165; VA. CODE § 13.1-1021.1(b)(1); § 13.1-1022. *See generally* Thomas E. Rutledge, *The Lost Distinction Between Agency and Decisional Authority: Unfortunate Consequences of the Member-Managed versus Manager-Managed Distinction in the Limited Liability Company*, 93 KY. L.J. 737 (2004-05). The recently adopted Revised Uniform Limited Liability Company Act (6A U.L.A. (2007 Suppl.)), unlike its predecessor (*see* Uniform Limited Liability Company Act § 203(a)(6), 6A U.L.A. 579), does not require a designation of whether the LLC is "member managed" or "manager managed" and does not condition agency authority on behalf of the LLC upon such a designation. *See* Uniform Limited Liability Company Act § 301, 6A U.L.A. (2007 Supp.) 301. For an analysis of member management and manager management structures in the LLC, *see* BISHOP AND KLEINBERGER at ¶¶ 7.01-.04. For a state-by-state guide to management structures of LLCs, *see id.* ¶ 7.09. *See also* Thomas E. Rutledge and Steven G. Frost, *RULLCA Section 301 ± The Fortunate Consequences (and Continuing Questions) of Distinguishing Apparent*

Agency and Decisional Authority, 64 BUS. LAW 37 (Nov. 2008).

It needs to be recognized that the statutory provisions for either a "member-managed" or a "manager-managed" LLC, as such relate to the inter-se decision making function, are optional and non-exclusive models. Minnesota, North Dakota, and Tennessee, by statute, each provide an alternative management structure, namely a board managed LLC. *See* MINN. CODE § 322B.606 et seq.; N.D. CENT. CODE § 10-32-69 et seq.; and TENN. CODE § 48-239-101 *et seq*. In each of those states, if the board-managed option is utilized, it may be customized in the operating agreement. In the other states, even though there is no statutory mechanism for board management, it may be provided for in the operating agreement. Even then, there is a nearly inexhaustible number of options that might be provided. For example, it could be provided that there will be any number of individuals who will bear the title of manager, and that while any individual manager has authority to bind the LLC up to a particular dollar threshold, any obligation in excess of that limit must be sanctioned by some threshold of the entire number of managers before the company is to be bound. Alternatively, it could be provided that there will be a board of directors, elected or appointed from time to time by the members, that has a general oversight responsibility for the LLC but whose individual constituent members do not, as members of the board of directors, have any agency authority to bind the LLC. Rather, the LLC will act through those persons who are granted specific authority with respect to a particular transaction or through persons who have been afforded apparent agency authority to bind the LLC such as through a title such as president that indicates apparent agency to bind a business organization.

9. Tennessee, North Dakota, and Minnesota fall outside of the general "member-managed" or "manager-managed" structures. Minnesota does not specifically authorize management of the LLC by its members, and it requires that each LLC have at least two managers, a chief executive manager and a treasurer. Minnesota LLCs have a board of governors who appoints the managers (MINN. STAT. ANN. § 322B.676). It should be noted, however, that the power to directly manage some or all aspects of the LLC may be reserved to the members pursuant to a control agreement (MINN. STAT. ANN. § 322B.37) and that any decisions that could be made by the managers may as well be taken by unanimous vote of the members (MINN. STAT. ANN. § 322B.606, subd. 2). Tennessee utilizes a structure under which LLCs are either member-managed or board-managed (T.C.A. § 48-238-101). Where the LLC is board-managed, the members may override the decisions of the board by a two-thirds vote. (T.C.A. § 48-238101(a)(3)). North Dakota provides a board-managed structure, where the board consists of one or more governors (N.D. CENT. CODE § 10-32-70) and may be elected by the organizers or named in the articles of organization or member-control agreement (N.D. CENT. CODE § 10-32-69(1)). Members may, by unanimous vote, take any action that is permissible or required by the board (N.D. CENT. CODE § 10-32-69(2). Members may, subject to exceptions, remove any one or all governors with or without cause by majority vote (N.D. CENT. CODE § 10-32-78(3).

10. Every LLC Act requires the designation by the company of a registered agent.

11. Must be within state of formation and must be physical street address.

12. Depending upon the specifics of state law, the principal office address may be a P. O. Box or, in the alternative, it may be required that it be a street address. If, at the time this checklist is being completed, a determination as to the state of organization has not yet been finalized, the best practice may be to get both the streets and, if different, the mailing address that will be the principal address of the LLC.

13. Organizer/Authorized Person need not be a member.

14. Certain acts require the LLC to identify to its registered agent a "communications contact" authorized to receive communications on behalf of the LLC from the registered agent. *See, e.g.*, DEL. CODE ANN. tit. 6, § 18104(g); KY. REV. STAT. ANN. § 14A.4-010(3). Even when not required by statute, most commercial registered gent companies will ask the LLC to identify a person filling the role of the communications contact.

15. California allows the use of the LLC for structuring a professional practice except for the professions of law and medicine. CAL. CORP. CODE § 17375. All other states allow the use of the LLC for legal and medical practices as well as for other professions. For the state or states at issue, check the LLC act for what is defined to be a "profession." *See*, *e.g.*, KY. REV. STAT. § 275.015(20); FLA. STAT. § 621.03(3); TEX. BUS. ORG. CODE § 301.003(8). Some states require additional information in the articles of organization of a professional LLC (*see*, *e.g.*, KY. REV. STAT. § 275.025(3) (profession or professions to be practical through LLC); TENN. CODE § 48-249-1103(a)(2)-(3) (that LLC is a professional LLC and that it has one or more professional owners and no non-professional members); TEX. BUS. ORG. CODE § 3.014). In forming a professional LLC, care must be taken to address compliance with professional regulatory rules that impact upon structure and ownership. *See*, *e.g.*, KY. REV. STAT. § 325.301(1)(a-c),(f); 201 KAR 1:081 (rules applicable to accounting firms). In some states, the name of a professional LLC must include the word "professional" or an appropriate abbreviation in its name. *See* N.C. GEN. STAT. § 57C-2-01(c); FLA. STAT. §

621.12(2)__; TEX. BUS. ORG. CODE § 5.059, *contrast* N.Y. LLC LAW § 1212 ("Professional" not required to be in the name of a professional service limited liability company).

16. Certain state laws allow an LLC to be formed by the conversion of an existing general partnership, limited partnership, or corporation. *See, e.g.,* KY. REV. STAT. ANN. § 275.370; § 275.375; § 275.376; GA. CODE ANN. § 142-1109.1, § 14-11-212; FLA. STAT. § 608.439; TEX. BUS. ORG. CODE § 10.101; ULLCA § 902; IOWA CODE § 177684; TENN. CODE § 48-249-114(f); Maryland Corporations & Assn's Article § 4A-211. Maryland as well permits the conversion of a sole proprietorship into an LLC. Maryland Corporations & Assn's Article § 4A-212. As contrasted with the merger of an existing business entity into an LLC, (i) at any moment there exists only one business entity, (ii) there having been no merger, "due on merger" clauses are not triggered, and (iii) the converted entity is the same entity as that which existed prior to the conversion. Note that a merger or conversion may be subject to challenge if its sole purpose is to decrease the level of fiduciary duties by having the resulting entity governed by the law of a different state. This tactic might be considered a breach under the law of the initial state.

17. Many LLC Acts permit the articles of organization to contain provisions that are not required to be set forth therein. *See*, *e.g.*, KY. REV. STAT. ANN. § 275.025(4); DEL. CODE ANN. tit 6 § 18-201(a)(3); TEX. BUS. ORG. CODE § 3.005(b). However, while the states may permit this additional information in the Articles, they have different rules with respect to whether those provisions, simply by filing with the Secretary of State, constitute notice to third parties who are not otherwise aware. *See*, *e.g.*, DEL. CODE ANN. tit. 6 § 18-207 (only those provisions of the Certificate of Formation setting forth the name, the registered agent/office, and whether the LLC is a series LLC constitute notice by filing with the Secretary of State's office); KY. REV. STAT. ANN. § 275.025(8) (Articles of Organization on file with the Secretary of State are notice that an LLC organized under Kentucky law and of all other facts set forth therein that are required to be set forth therein); N.H. REV. STAT. ANN. § 304-C:16 (2008) (Certificate of Formation on file with the Secretary of State is notice that the entity has been formed as an LLC "and is notice of all other facts set forth in the certificate which are required to be set forth by RSA 304-C:12II(a), (b), and (c)."). For a discussion on optional contents in the Articles of Organization, *see* BISHOP AND KLEINBERGER at ¶ 5.05[3]. New York has an additional requirement that the articles of organization be published in two newspapers for 6 weeks and the LLC needs to file proof of such publication with the department of state (N.Y. LLC Law § 203).

18. Several of the LLC acts expressly permit the members, by a provision in the articles of organization, to waive their limited liability either in total or with respect to certain obligations. *See*, *e.g.*, ME. REV. STAT. ANN. tit. 31 § 645(4) (2008) (limited liability waived by all or specified members of an LLC where a statement to that effect is contained in the articles of organization.). Other LLC acts allow such an election to be set forth in either the articles of organization or in another written agreement. *See*, *e.g.*, KY. REV. STAT. ANN. § 275.150(2); IOWA CODE § 17-7688(2) ("Notwithstanding the provisions of subsection a of this section, under an operating agreement or under other agreement, a member or manager may agree to be obligated personally for any or all of the debts, obligations, and liabilities of the limited liability company."); TEX. BUS. ORG. CODE § 101.114, § 101.051. It is unusual for LLC members to waive limited liability completely. It is more common, however, for LLC members to guarantee some or all of the LLC debt or to agree to a limited obligation to restore a deficit capital account. Besides the obvious economic consequences, a guarantee of debt or deficit restoration obligation can have important tax consequences, including consequences under Code § 465 ("at risk" rules) and Code § 752 (LLC debt included in member's basis).

19. All states now permit the formation of a single member LLC. LARRY E. RIBSTEIN AND ROBERT R. KEATINGE, RIBSTEIN AND KEATINGE ON LIMITED LIABILITY COMPANIES § 4.3 (2004). A single member LLC is generally simple to organize and many of the items on this Checklist will be unnecessary, including, for example, requirements for given levels of member approval of decisions, or items presupposing that the LLC is a partnership for tax purposes.

20. Note that this question addresses only federal tax classification. Some states impose an entity-level tax on business structures that, for federal tax purposes, are pass-through entities. *See generally* Bruce P. Ely, *State Taxation of Subchapter S and Subchapter K Entities and Their Owners ± An Overview*, CHOICE OF ENTITY-2007 (ALI-ABA, Feb. 8, 2007), Appendix B, Appendix C; KEATINGE & CONAWAY at Ch. 15 (West 2007); BISHOP AND KLEINBERGER at Ch. 3 (Choice of Entity: Tax and Nontax Comparison). Many states that follow the federal classification for income tax purposes diverge from the federal classification for purposes of other taxes, such as sales and use tax. The Georgia LLC Act, for example, now follows the federal classification rules only for "income" tax purposes. GA. CODE ANN. § 14-11-1104 (2001 amendment inserted the word "income" in four places).

An entity that is not formed under a statute that "describes or refers to it as incorporated or as a corporation, body corporate, or body politic" is an "eligible entity" as as defined in the so-called "Check-the-Box" classification regulations, meaning that it is eligible to choose between corporation or non-corporation classification. Treas. Reg. § 301.7701-2(b)(1). A business entity that is taxable as a corporation under some provision of the Code other than Code § 7701(a)(3), however, is not eligible to select another classification. Treas. Reg. § 301.7701-2(b)(7). Furthermore, any

entity will be ineligible if it is a "publicly traded" entity that is required to be treated as a corporation under Code § 7704. Finally, in addition to many publicly traded entities, some of the other categories of businesses that are ineligible – and will always be classified as corporations – include insurance companies, state-chartered banks holding federally insured deposits, certain government-owned entities, certain foreign entities and entities claiming federal tax-exempt status. Generally, unless specifically excluded, any LLC will be an eligible entity.

21. Assuming that an LLC is an "eligible entity" and it has two or more members, it will have a default classification as a "partnership" and will be governed by Subchapter K of the Internal Revenue Code. Where the LLC is an eligible entity and has only a single member it will have a default classification as a "disregarded entity." Treas. Reg. § 301.7701-2. As noted above, a member or "partner" for tax purposes is not necessarily the same as a "member" under applicable LLC law. Most (not all) multi-member LLCs will be classified as partnerships for tax purposes. Unless otherwise noted, comments in this Checklist relating to the tax treatment of the LLC and its members assume that the LLC will be treated as a partnership and that the members will be treated as partners but it is not always clear whether they will be treated as general or limited partners.

22. In almost every case, a limited liability company not otherwise required to be taxed as a "C" corporation may elect to be taxed as a C corporation, subjecting the LLC to taxation under Subchapter C. The election is made by filing a Form 8832 with the IRS. Essentially, the only limitation on an LLC's eligibility to be classified as a C corporation is that an LLC (or other entity) generally may change its election once every sixty months (although an election by a new entity effective on the date of formation does not count as a change). Treas. Reg. § 301.77013(c)(1)(iv). The LLC's election must be signed by all the members or "any officer, manager, or member of the electing entity who is authorized (under local law or the entity's organizational documents) to make the election . . . ." Treas. Reg. § 301.7701-3(d)(2).

23. Many LLCs will be ineligible for S corporation status. For example, if one of the members of the LLC is a corporation or another LLC that is classified as a partnership or a trust other than an electing small Business Trust or any other disqualified entity, eligibility for S-corporation status is lost. IRC § 1361(b)(1)(B). If the LLC seeks to be taxed under sub-Chapter S under Code § 1361, it will file a Form 2553. When S corporation status is desired, the Form 8832 need not be filed, and the Form 2553 will accomplish both the election to be classified as an association taxable as a corporation and the election under Code § 1361. Treas. Reg. § 301.77013(c)(1)(v)(C).

Should an LLC elect to be an S-corporation, it will be subject to the one class of stock rule of Code § 1361 (b)(1)(D).

24. There are many "other" possibilities, although they do not commonly arise. For example, in some cases a LLC may be able to elect classification as a cooperative and taxation under Subchapter T. While it does not appear the issue has been directly addressed by the IRS, the consensus answer appears to be that an LLC, otherwise taxed under Subchapter K, in most circumstances may not make an election under Code § 761 out of Subchapter K. *See generally* LARRY E. RIBSTEIN AND ROBERT R. KEATINGE, RIBSTEIN AND KEATINGE ON LIMITED LIABILITY COMPANIES § 17.20 (2004); BISHOP AND KLEINBERGER at ¶ 2.10 (Election Out of Subchapter K).

25. Typically the LLC will be deemed organized upon the filing of the articles of organization. *See*, *e.g.*, KY. REV. STAT. ANN. §§ 275.020; 275.060(1); TEX. BUS. ORG. CODE § 3.001(c)(d); ULLCA § 202(b); RULLCA § 201(d)(1); Maryland Corporations and Assn's Article Section 4A-202(b) (2007 Replacement Volume). Most, if not all, states allow the filing of documents, including articles of organization, with a delayed effective date. *See*, *e.g.*, KY. REV. STAT. ANN. § 275.060(2) (allowing a filed document to have a delayed effective date not later than the 90th day after the filing); FLA. STAT. § 608.409(2) (delayed effective date for a document may not be later than the 90th day after the filing date); N.Y. LLC LAW § 203(d) (allowing a filed document to have a delayed effective date not to exceed 60 days after the filing date); TEX. BUS. ORG. CODE §§ 4.052-4.053 (same). In Virginia, a company is deemed organized upon the issuance of a Certificate of Organization by the Virginia State Corporation Commission VA. CODE § 13.1-1004.B. The Delaware Act requires there to be a limited liability company agreement to complete the formation process but allows a limited liability company agreement to be entered into after the filing of a certificate of formation and allows the agreement to be made effective as of the formation of the limited liability company or at such other time or date as provided in the limited liability company agreement. DEL. CODE ANN. tit. 6 § 18-201(d).

Federal tax principles, rather than state LLC law, determine the time at which a "partnership" comes into existence for federal tax purposes. One influential decision notes that "A partnership is generally said to be created when persons join together their money, goods, labor, or skill for the purpose of carrying on a trade, profession, or business and when there is community of interest in the profits and losses." Commissioner v. Tower, 327 U.S. 280, 286 (1946). *See also* Sparks v. Commissioner, 87 T.C. 1279, 1282 (1986) ("A partnership is formed when the parties to a venture join together capital or services with the intent of conducting presently an enterprise or business"). *See also* Torres v. Commissioner, 88 T.C. 702 (1987).

Accordingly, other than the confusion of having the date of the operating agreement differ from the date of the

LLC's formation, there should be no substantive difference dating the agreement as of the date it is signed or as of the date of its formation when the LLC does not conduct any business or engage in any other material activities during the period between those two dates. An argument exists, however, during the interim period that one state's default rules govern and may result in unintended consequences for that time period.

26. Assuming this is the initial operating agreement, the effective date is usually the effective date of the filing of articles of organization, unless a different date is desired. Care should be taken in determining when the operating agreement is effective to avoid a gap in the understanding and agreement of the parties. Some state statutes deem an operating agreement to exist as of the date of organization of the LLC and other statutes do not. See the endnote regarding the effective date of formation, above.

27. It is all too easy to take refuge in statutory provisions to the effect that the business at issue may be used for "any lawful business" and assume that purpose limitations are no longer a concern for modern business organizations. Such comfort is unjustified. Members, particularly minority members, should pay careful attention to the purposes for which the company is organized. Otherwise, they may find out that they have invested in a business that is substantially more risky than that which they intended.

Furthermore an array of proper purpose limitations exist, and there are a number of statutes that expressly remind practitioners that these other limitations on proper purpose must be considered. For example, the PROTOTYPE LIMITED LIABILITY COMPANY ACT, at section 106, provides in part: "If the purpose for which a limited liability company is organized or its activities make it subject to a special provision of law, the limited liability company shall also comply with that provision." PROTOTYPE LTD. LIAB. CO. ACT § 106 (1992). *See also* KY. REV. STAT. ANN. § 275.005 ("Except as otherwise provided in KY. REV. STAT. § 275.150, if the purpose for which a limited liability company is organized or its activities make it subject to one (1) or more special provisions of law, the limited liability company shall also comply with those provisions."); S.D.C.L. § 4734A-112(a). This issue can also arise where a foreign business organization, engaged in its jurisdiction of organization of permissible activity, engages in an activity in a foreign jurisdiction in which it is not permitted to so act. ULLCA § 1001(c) ("A certificate of authority does not authorize a foreign limited liability company to engage in any business or exercise any power that a limited liability company may not engage in or exercise in this State.); KY. REV. STAT. § 275.380(2) ("A certificate of authority obtained pursuant to this chapter shall not authorize a foreign limited liability company to exercise any powers or engage in any business that a domestic limited liability company is forbidden to exercise or engage in by the laws of this Commonwealth); S.D.C.L. § 47-34A-1001(c) ("A certificate of authority does not authorize a foreign limited liability company to engage in any business or exercise any power that a limited liability company may not engage in or exercise in this state."); TEX. BUS. ORG. CODE ANN. § 9.201 ("A foreign entity may not conduct in this state a business or activity that is not permitted by this code to be transacted by the domestic entity to which it most closely corresponds…."). *See generally* Thomas E. Rutledge, *Limited Liability (Or Not): Reflections on the Holy Grail*, 51 S.D. L. REV. 417, 439-42 (2006). For analysis of business purpose requirements including statutory restrictions on types of business, *see* BISHOP AND KLEINBERGER at ¶5.03(Business Purpose).

28. If the LLC intends to conduct business using a name different from its "real name," it may be necessary to file a certificate of assumed name or similar document with the appropriate secretary of state. *See, e.g.,* KY. REV. STAT. ANN. § 365.015 (regulating assumed names in general), § 275.410 (regulating use of fictitious name by foreign LLC); FLA. STAT. § 865.09; TEX. BUS. COM. CODE §71.101.

29. There is some question regarding whether the LLC is bound by the operating agreement if the LLC fails to execute the operating agreement. *Contrast* Bubbles & Bleach, LLC v. Becker, 1997 WL 285938 (N.D. Ill. May 23, 1997) (LLC not bound by arbitration clause in operating agreement), *In re* American Media Distributors, LLC, 216 B.R. 486 at 487 (Bankr. S.D.N.Y. 1998) (LLC is not a party to and therefore bankrupt LLC cannot assume operating agreement), and Mission Residential, LLC v. Triple Net Properties, LLC, 654 S.E.2d 888 (Va. 2008) (arbitration clause in operating agreement did not require arbitration of a member's derivative claim because the claim belonged to the LLC, and as the LLC was itself not a party to the operating agreement, it did not mandate the arbitration of a derivative claim) *with* Elf Atochem North America, Inc. v. Jaffari, 727 A.2d 286 (Del. 1999) (LLC bound by choice of forum and arbitration clauses in operating agreement). The Delaware LLC Act now specifically provides that a LLC need not sign the limited liability company agreement to be "bound by it." DEL. CODE ANN. tit. 6 § 18-101(7). *See also*, RULLCA § 111(a) ("A limited liability company is bound by and may enforce the operating agreement, whether or not the company has itself manifested assent to the operating agreement.") For an analysis suggesting that a Delaware LLC may have standing to enforce its LLC agreement without being a party, *see* BISHOP AND KLEINBERGER at ¶ 14.02[8][a][ii]. Most LLC acts are silent on the issue. By the Act's providing that a Delaware LLC that does not sign the operating agreement is "bound" by it, if reference is made in the operating agreement or in another agreement to the "parties" of the operating agreement, would that include the LLC itself? This question is something that the drafter of the operating agreement should be cognizant of and provide appropriate clarification. Perhaps the easiest way to deal with this question is to have the LLC sign the operating agreement, thereby clearly making it a "party" to the operating agreement, then if a reference

to the parties of the operating agreement is not intended to include the LLC itself, a statement or carve out to that effect may be provided.

30. Under most statutory formulations, the operating agreement is entered into by and among the members. *See, e.g.*, KY. REV. STAT. ANN. § 275.015(2); VA. CODE § 13.1-1002. At the same time, third parties to the operating agreement may be made beneficiaries thereto, and by necessary implication a manager is obligated to discharge their authority in accordance with the operating agreement. To that end, it may be appropriate to require the managers, if not already members, to acknowledge and agree to be bound, in the discharge of their services, by the terms of the operating agreement. Care should be taken to insure, unless such is the desired outcome, that the consent of the managers to subsequent amendments to the operating agreement do not require their consent. At the same time, a manager may want to seek protection against a retroactive modification of the operating agreement impacting upon their rights and obligations.

31. In considering what level of consent to require for amendment of the operating agreement, there are two competing goals: "(1) ensuring that a large enough vote is required to avoid unfairness or blatant bias against an out-of-favor minority member and (2) ensuring that there is, in fact, some flexibility in the agreement." Coppedge, *supra* note [46], at 50. Coppedge suggests that "a range of 75%-90% approval for amendments to the operating agreement is often ideal." *Id*. It may also be desirable to require a higher percentage or unanimous vote for certain types of amendments. For a discussion on amendments to the operating agreement, *see* BISHOP AND KLEINBERGER at ¶5.06[4].

32. In addition to the crucial issue of determining the appropriate threshold for amendment of the operating agreement there is as well the issue of defining exactly what constitutes the operating agreement. Generally speaking, the "operating agreement" constitutes the agreement among the members as to the operation of the company. *See*, *e.g.*, KY. REV. STAT. ANN. § 275.015(14); TEX. BUS. ORG. CODE ANN. § 101.001(1). Consequently, any decision made by that threshold of the members necessary to adopt an amendment to the operating agreement constitutes part of the "operating agreement." It follows then that any later action to alter that previous decision is itself an amendment to the operating agreement and will require that threshold of the members required for an amendment. By way of example, assume that an operating agreement requires an 80% vote of the members for its amendment, but allows a majority of the members to determine a matter in the ordinary course. A decision is made with respect to the carpeting in the reception area of the LLC's offices, and that decision is made by at least that threshold of the members required for amendment of the operating agreement. Should there be a subsequent effort to make a different color selection, one that receives in excess of the majority required for a matter in the ordinary course but less than the approval required for an amendment of the operating agreement, it may be argued that the decision to change the color scheme is ineffective in that the required vote to amend the operating agreement has not been satisfied. As such, with respect to those provisions addressing the amendment of the operating agreement as well as those provisions addressing the approval of matters either in the ordinary or not in the ordinary course of business, keep in mind and properly address what constitutes the "operating agreement." For a discussion on the operating agreement, *see* BISHOP AND KLEINBERGER at ¶ 5.06. For a discussion on amendments to the operating agreement, *see id.* ¶ 5.06[4].

33. Pre-emptive rights in the Operating Agreement may have a deleterious effect on capital raising.

34. A minority of the various LLC Acts provide statutory dissenters rights to the members in the event of certain transactions, although it may be possible to eliminate this right in the operating agreement. *See*, *e.g.*, Calif. (CAL. CORP. CODE §§ 17600 -17613); Florida (FLA. STAT. ANN. § 608.4384); Georgia (GA. CODE ANN. § 14-111001 et seq.); Maryland (MD. CODE ANN., CORPS. & ASSNS. § 4A-705); Michigan (MICH. COMP. LAWS § 450.4702(2)); Minnesota (MINN. STAT. § 322B.383 - 322B.386); Mississippi (MISS. CODE ANN. § 79-29-214); New Hampshire (N.H. REV. STAT. ANN. § 304-C:22); New York (N.Y. LLC LAW §§ 1005, 1002); North Dakota (N.D. CENT. CODE § 10-32-54(1)(c)); Ohio (OHIO REV. CODE ANN. § 1705.40 et seq.); Tennessee (TENN. CODE ANN. § 48-231-101 et seq.); Washington (WASH. REV. CODE § 25.15-425 et seq.); and Wisconsin (WIS. STAT. § 183.1206). *See*, *e.g.*, DEL. CODE ANN. tit. 6 § 18-210; TEX. BUS. ORG. CODE § 10.351. Under Kentucky law, they exist if provided for in the articles of organization, or the operating agreement, in a plan of merger or of conversion (KY. REV. STAT. ANN. §§ 275.175(4), 275.345(3), 275.350(4), and 275.247), but otherwise are not available.

If the organizational law provides dissenters rights, but those are not desired, consider whether the LLC Act in question provides the flexibility to modify or entirely waive those rights. Where dissenters rights are sought and they are not provided for in the statute, they must be written into the operating agreement. Consider as well the statutory language providing for dissenters rights in the case of, for example, a merger, and whether that language needs to be expanded to address, for example, a conversion that was subsequently added to the LLC Act or is now available by reason of the adoption of the Model Entity Transactions Act (6A U.L.A 1 (2006 supp.)) or a similar junction box statute. For a discussion on dissenters rights, *see* BISHOP AND KLEINBERGER at ¶ 12.11.

35. While some LLC Acts expressly provide for derivative actions (*see*, *e.g.*, FLA. STAT. § 608.601; TEX. BUS. ORG. CODE §§ 101.451-101.463), others are silent on the issue. It has been held that in the absence of derivative action provisions in the LLC Act, there are no derivative actions. [cite] While there had been a split in New York state courts regarding availability of derivative action under New York statute, which is silent as to derivative actions, in 2008 the split was resolved in a decision of New York's highest court that there was a common law right to bring a derivative action which was not abolished by the passage of the LLC Act. *Tzolis v. Wolff*, 10 N.Y.3d 100 (2008). If the LLC Act in question does not expressly permit derivative actions and they are desired, they should be addressed in the operating agreement. Delaware permits a member or an assignee of an LLC interest to bring a derivative action. DEL. CODE TIT. 6 § 18-1001. For a discussion on derivative actions, *see* BISHOP AND KLEINBERGER at ¶ 10.07 and Daniel S. Kleinberger, *Direct Versus Derivative and the Law of Limited Liability Companies*, 58 BAYLOR L. REV. 63 (2006).

36. Under IRC § 6221, many partnerships are subject to unified federal tax audit proceedings, which are designed to facilitate partnership tax audits by determining adjustments, to the extent possible, at the partnership level rather than requiring that the Service audit each individual partner. As noted above, most multi-member LLCs are considered partnerships for tax purposes. A "small partnership" is exempt from these unified audit rules. A partnership is considered a "small partnership" if it has ten or fewer partners, each of whom is an individual (other than an nonresident alien), a C Corporation, or the estate of a deceased partner. IRC § 6231(a)(1)(B)(i). Therefore, an LLC having an S corporation or partnership as a member is not a "small partnership" regardless of size. A husband and wife are treated as one partner for this purpose. Any partnership subject to the comprehensive unified audit proceedings is required to have a tax matters partner. IRC § 6231(a)(7). Where an interest in an LLC is itself held by a disregarded entity, the partnership no longer qualifies as a small partnership and must have a tax matters partner. Chief Counsel Memorandum 200250012. For a discussion on the small partnership exception, *see* BISHOP AND KLEINBERGER at ¶ 2.07[2][c]. For a discussion on tax matters partner, *see* BISHOP AND KLEINBERGER ¶ 2.07[c][i]. Even if a partnership is otherwise exempt from these rules, the partnership may elect to be subject to them. IRC § 6231(a)(1)(B)(ii). *See generally* WILLIS, PENNELL & POSTLEWAITE, PARTNERSHIP TAXATION §§ 201-09 (6th ed. 1997) (publisher not listed for other treatises).

37. The tax matters partner must be a "general partner" and it is either the general partner so designated by the partnership or the partner with the largest profits interest where no designation has been made. Reference should be had to Treas. Reg. § 301.6231(a)(7)-2 with respect to the determination of who is a "general partner" of an LLC and the designation of the tax matters partner of an LLC. *See* Rev. Rul. 2004-88, 2005-32 I.R.B. 65, regarding a "disregarded entity" as the tax matters partner.

38. An LLC may have a withholding obligation in situations where it does not have the cash funds to pay the tax. For that reason each equity owner of this LLC might be required to grant the manager a power of attorney pursuant to which the manager may cause, to the extent possible, that equity owner to submit to the taxing jurisdiction of those jurisdictions for which the LLC or manager would otherwise be obligated to pay taxes on all or part of that equity owner's share of the LLC's income. Consider whether the state or other jurisdiction will give this power of attorney the intended effect.

39. Part III of this Checklist ("Identification of Members") is the place to list the owners of the LLC, but don't read too much into the term "member." "Membership" can mean almost anything the parties want it to mean. LLC membership usually entails some combination of economic (equity ownership) and noneconomic (governance) rights, but there are exceptions. In some states it is possible for the LLC to admit a "member" lacking any economic rights. DEL. CODE ANN. tit. 6, § 18-301(d). It is also possible in many states for the operating agreement to whittle the noneconomic rights of a "member" down to almost nothing.

In most instances, each "member" of the LLC will be treated as a "partner" (or owner or member) for tax purposes. Even if the LLC is classified as a partnership for tax purposes, however, the "members" of the LLC under applicable state law may not be the same as the "partners" for tax purposes. While an assignee of a member's entire economic interest in the LLC will not necessarily be a "member" for purposes of state law, that same assignee will often be treated for tax purposes as a "partner" in the venture. *See* Rev. Rul. 77-137, 1977-1 C.B. 178. Conversely, a state law "member" lacking an economic interest in the LLC would not be treated as a partner for tax purposes. *See* Private Letter Ruling 200201024 (Oct. 5, 2001). *See generally* Paul D. Carman and Colleen A. Kushner, "The Uncertain Certainty of Being a Partner: Partner Classification for Tax Purposes," Journal of Taxation (Sept. 2008).

40. Most states assert the right to tax nonresident members of the LLC by reason of the LLC's business or property in the state. The states have taken different approaches to the enforcement of this taxing jurisdiction. Approaches include having the LLC: (i) obtain a signed consent from nonresident members to pay income tax to that state on their share of the LLC's income, relieving the LLC of an obligation to make tax payments in respect of a nonresident member, (ii) withhold (and pay over to the state) income tax on the nonresident members' share, or (iii) file a composite return and remit tax on the members' share. A single state may combine different approaches. In California, the LLC's obligation

to pay tax on behalf of a nonresident member is triggered only if the member fails to provide a consent to file individually in California. Cal Rev. & Tax. Code § 18633.5(e). In Georgia, the LLC must withhold at the rate of 4% on Georgia income distributed or "credited" to a nonresident, or, in the alternative, must file a composite return and remit the tax shown on the composite return. GA. CODE ANN. § 48-7129. A member of a multistate LLC may face a severe compliance burden if the member must file a tax return in every state in which the LLC does business. Almost all states that impose income tax on partners now permit (or, in some instances, require) "composite returns," in which the LLC files a return and remits the taxes on behalf of the nonresident members. Amounts that the LLC withholds, or remits with the composite return, are credited against the member's tax liability in that state. In some instances, but not all, the member may be entitled to file for a refund of overpayments. States have different methods for determining how much of an LLC's income is allocated or apportioned to that state. Although the LLC member's home state usually subjects the member to tax on his or her entire share of the LLC's income – without regard to how much of that income is allocated or apportioned to that state – the problem of double taxation tends to be greatly reduced, but not necessarily eliminated, by credits that the member's home state gives for taxes paid to other states. *See, e.g.,* Patrick H. Smith and Michael W. McLoughlin, *State Non-Resident Composit Income Tax Returns Can Provide Simplicity but at a Cost*, 6 BUSINESS ENTITIES 26 (Nov./Dec. 2004); BISHOP AND KLEINBERGER at ¶ 1.07[4] (State Taxation of Nonresident Income from Passthrough Entities). Certain states have adopted, for state law purposes, provisions patterned on the federal "FIRPTA" withholding requirements. *See, e.g.,* CAL. REV. & TAX. CODE § 18662. State withholding can raise the same issues – cash flow problems and the treatment of amounts paid on behalf of a member – noted above in connection with federal withholding.

41. The LLC needs to know whether the member is itself a pass-through entity, or whether it is a tax-exempt entity (and if so what tax-exempt status it has). For example, if the member is a tax-exempt entity, the LLC may be required to report "unrelated business taxable income" ("UBTI") to the member. *See* IRC §§ 511 –514. Some tax-exempts (primarily educational institutions and pension plans) enjoy a special exemption from certain UBTI where the LLC invests in debt-financed real property, but subject to some of the most complicated requirements in all of tax law. *See* Code § 514(c)(9). The presence of tax-exempt members sometimes affects tax consequences to other LLC members. *See* Code §§ 168(h)(6) and 470. For an analysis of joint ventures between exempt and for-profit organizations, *see* BISHOP AND KLEINBERGER at ¶ 1.09 (Exempt Organization Commercial Activity and Joint Ventures).

42. It is important for the authority to enter into the Operating Agreement be established for any one other than an individual acting on his or her own account. If the underlying documents are not made available, then the Operating Agreement should note that those entering into the agreement with the person is relying on the certification of authority given by the individual signing as agent and that, should the certification be in error, the individual signing as agent will be treated as the principal for all purposes.

43. The **OFFICE OF FOREIGN ASSETS CONTROL** (OFAC) within the United States Department of the Treasury enforces various economic and trade sanctions. The OFAC maintains the Specially Designated Nationals List (SDN List); it is available at OFAC's website. United States citizens and companies, subject to certain exclusions typically conditioned upon the issuance of a special license, are precluded from engaging in business with any person or entity listed on the SDN List. The LLC and its advisors are charged with reviewing the OFAC money laundering and terrorist rules and the SDN List to insure that business is not conducted with a prohibited person. For more information and OFAC guidance, see the OFAC website at **<http://www.ustreas.gov/offices/enforcement/ofac/>.**

The LLC may have special withholding tax obligations with respect to members who are not U.S. persons (unless those members are otherwise subject to U.S. tax on income allocated to them from the LLC). A U.S. person, as defined in Code § 7701(a)(30), means: (i) a citizen or resident of the United States, (ii) a partnership or corporation created or organized in the United States or under the laws of the United States or any state, (iii) an estate the income of which is subject to U.S. federal income taxation regardless of source, or (iv) a trust if a U.S. court is able to exercise primary supervision over the administration of the trust and one or more U.S. persons has the authority to control all substantial decisions of the trust (and certain other trusts in existence on August 20, 1996). Withholding of tax with respect to foreign partners can be very burdensome for the LLC, and some LLCs try to avoid having foreign partners.

IRC § 1446 generally requires quarterly withholding on a foreign partner's allocated share of income "effectively connected" with a U.S. trade or business, even if distributions are not made to the foreign partner. This requirement can create cash flow problems, particularly if the LLC engages in a transaction that generates "effectively connected" income but no cash. IRC § 1445 (which gives teeth to the "Foreign Investment in Real Property Tax Act" or "FIRPTA") may require the LLC to withhold tax on gain allocable to foreign partners when the LLC disposes of an interest in U.S. real property (including an interest in a "U.S. real property holding corporation." An LLC may also be required to withhold on "fixed or determinable annual or periodical" ("FDAP") income (for example, interest, dividends, rent, or royalties) allocable to foreign partners regardless of whether the LLC makes distributions to the foreign partners. *See* Treas. Reg. § 1.14415(b)(2)(i)(A). Non-U.S. persons may be entitled to reduction or elimination of withholding on certain kinds of income under the extensive tax treaty network that the U.S. has with other countries. *See generally* IRS Publication 515, *Withholding of Tax on Nonresident Aliens and Foreign Entities* (revised April 2008); Carol P. Tello,

915-2nd: T.M. *U.S. Withholding and Reporting Requirements for Payments of U.S. Source Income to Foreign Persons* (BNA).

The operating agreement should specify the parties' intended treatment of amounts withheld on behalf of a member (whether to pay federal tax or, as noted below, to pay state or local tax). Under many operating agreements, the amount withheld reduces, dollar for dollar, distributions (including so-called "tax distributions") to which the member otherwise is or may later become entitled. Other agreements, however, treat the amount as a loan, which the member must repay to the LLC, or as an increase in the amount of capital that the member must contribute to the LLC. Some agreements give the LLC manager the discretion to choose the way the LLC will treat withheld taxes.

44. For a discussion of drafting provisions regarding initial or additional capital contributions, *see* Terence Floyd Cuff, *Drafting Partnership and LLC Agreements: Part I*, 3 BUS. ENTITIES 22 (2001) (May/June 2001).

The responsibility and liability for contributing the equity capital needed by the enterprise are subjects that should receive considerable attention when negotiating and drafting an operating agreement. Members, by nature, want to limit the amount of capital that they may be required to contribute to a venture. A business, however, likely will fail if it is chronically undercapitalized and is unable to access equity capital or other financing when it is needed. The tension between a venture's need for equity capital and the reluctance by some or all of its members either to obligate themselves to contribute capital when it is needed or accept dilution of their economic interests is often difficult to reconcile.

45. While LLC Acts permit the contribution of services, and the contribution of services is essential for many LLCs, IRC § 721(a) (non-recognition of income) does *not* apply to contributions of services. The tax treatment of service contributions has been very controversial; however, if the LLC member does not receive any capital account credit for services, the member often may be able to receive an LLC interest for services without triggering immediate income. For analysis of member contributions including contribution of services, *see* BISHOP AND KLEINBERGER at ¶¶ 5.04[3][b], 5.04[4] (Member's Contribution, Contribution Value in the Default Mode).

Assuming that the LLC member is treated as a partner for tax purposes, he or she cannot be treated as an LLC employee for tax purposes. Rev. Rul. 69-184, 1969-1 C.B. 256; GCM 34001 (Dec. 23, 1969) and GCM 34173 (July 25, 1969). The LLC member who receives compensation for services from the LLC is self-employed, and may be subject to self-employment tax. Many LLC members react with shock or disbelief on learning that the IRS refuses to consider them employees of the business they work for. LLCs that consider the tax treatment of member/service providers to be a problem have adopted various approaches for avoiding that treatment.

Even if an LLC is a "disregarded entity" for income tax purposes, it is now required to be treated as a separate entity for employment tax (and excise tax) purposes. For wages paid by a disregarded entity before January 1, 2009, the entity could choose to report employment tax separately, or to have its owner report. *See* Treasury Decision 9356, 72 Fed. Reg. 45891-45894 (8/16/2007) (superseding Notice 99-6, 1999-1 C.B. 321). For a discussion on the compensation for services, employee status, and employment taxes in the LLC, *see* BISHOP AND KLEINBERGER at ¶4.10[2].

46. If the conditions of a "safe harbor" are met, the IRS will not impose immediate tax on a member who receives an interest in LLC profits in exchange for services. *See* Revenue Procedure 93-27, 1993-2 C.B. 343. *See also* Rev. Proc. 2001-43, 2001-2 C.B. 191 (unvested interests). If the safe harbor is not satisfied, the treatment of the service provider may be less clear. If the member receives an interest in the capital of the LLC for past or future services, the member is deemed to have received taxable compensation income. The amount of the compensation income may be difficult to determine, but might be deemed equal to the capital account credit given to the service provider. The company generally will have an equal deduction for compensation paid. Steven C. Alberty, *Adding a New Member to an LLC (with Form)*, THE PRAC. LAW. 25, 30 (Jan. 2002). Proposed regulations and an accompanying notice would, if adopted, obsolete Rev. Proc. 93-27 and Rev. Proc. 2001-43, and would cause large changes in current practices. Reg-105346-03, May 24, 2005; Notice 2005-43, 2005-24 I.R.B. 1221. The proposed regulations take the position, however, that the company would not have gain recognition in connection with issuing a capital interest to a service provider. Some advisors are concerned, however, that, in the absence of final regulations, there is some risk that the company granting a capital interest to a service provider might be deemed to have "sold" a portion of its assets to the service provider, possibly triggering a taxable gain to the company.

47. LLCs issuing, and service providers receiving, LLC equity in connection with the performance of services should be consider the possibility of a "Section 83(b)" election. The election is made by the service provider, but since it may affect all members of the LLC the service provider and LLC will sometimes agree in advance whether the election is to be made. If the service provider is going to make the 83(b) election, (s)he needs to do so within the limited (30 day) window for doing so.

48. A person treated as a "partner" for tax purposes (whether or not a member) cannot be treated as an employee of the LLC for tax purposes.

49. One approach that has been attempted to avoid the treatment of an employee as a "partner" is to structure the service provider's compensation so that it is a "phantom interest," based in some way on equity but not constituting equity.

50. Most LLC Acts permit members' contributions to be made in any of a variety of manners including cash, property, services rendered, promissory notes, agreements to contribute cash or property, or contracts for services to be performed. *See*, *e.g.*, ULLCA § 401, 6A U.L.A. 401; FLA. STAT. § 608.4211. In at least some jurisdictions, should a member fail to make a required contribution of property or services, the member is obligated to contribute cash equal to the value of the stated contribution that was not made. *See*, *e.g.*, ULLCA § 402, 6A U.L.A. 402; RULLCA § 403, 6A U.L.A. 403; KY. REV. STAT. ANN. § 275.200; RHODE ISLAND § 7-16-25(c). While the general rule under IRC § 721(a) is that neither gain nor loss is recognized upon the contribution of property to a partnership in exchange for an interest in the partnership, attention needs to be paid to IRC § 721(b) and Treas. Reg. § 1.3511(c)(1) so as to avoid the unintentional recognition of gain upon the contribution of appreciated property to an LLC. For analysis of member contributions including contribution of services, *see* BISHOP AND KLEINBERGER at ¶¶ 5.04[3][b], 5.04[4] (Member's Contribution, Contribution Value in the Default Mode).

51. If the LLC is maintaining capital accounts under IRC § 704(b) regulations, an LLC member generally will not get immediate capital account credit for contributing the member's own promissory note. *See* Treas. Reg. § 1.704-2(b)(2)(iv)(d)(2).

52. The stated value of contributed property will generally be whatever amount the parties agree is fair market value, although the parties may adopt other procedures (such as an appraisal or a formula) for setting value. The capital accounting rules of Treas. Reg. § 1.704-2(b)(2)(iv)(b) require capital accounts to be increased by (among other things) the fair market value of contributed property, net of liabilities that the partnership is considered to assume or subject to which the property is received.

53. A subscription agreement is a promise by the subscribing person to acquire a specified interest in the company in exchange for appropriate consideration.

A contribution agreement is generally used when the consideration is property other than cash. It details the assets (and liabilities) that the person will contribute to the LLC and sets forth the relative value of such contributions for purposes of establishing the member's capital account. Such an agreement will be similar to a purchase and sale agreement for the property involved. It usually will include customary representations, warranties, and covenants in respect of the property being conveyed to the LLC. It may also include specific representations and warranties as to the property contributed to or as to the obligations to be assumed by the LLC.

For analysis of capital-related obligations imposed by LLC statutes, *see* BISHOP AND KLEINBERGER at ¶ 6.05.

A subscription / contribution agreement usually will include standard securities law (including applicable state Blue Sky laws) representations and warranties and a questionnaire establishing the prospective member to be an accredited investor under Regulation D promulgated under the 1933 Act. Robert R. Keatinge and Thomas E. Rutledge, *LLC and LLP Interest as Securities*, presented at ALI-ABA Choice of Entity – 2008 (February 13, 2008), available at **<http://www.ali-aba.org/index.cfm?fuseaction=courses.course&course_code=VCN0213&contenttype=5>** as an mp3 download. For a discussion of the relationship of federal and state securities laws to LLC membership interests, *see* BISHOP AND KLEINBERGER at ¶ 11.

54. Substantial issues arise if members are not required to participate in additional contributions. Members who choose to contribute will probably want their shares of LLC profits to increase relative to the shares of members who fail to contribute. Thus, as in the case of defaults in required capital contributions, drafters should consider including a provision to reduce the interest of non-contributing members in LLC profits. *See* Bradley R. Coppedge, *LLC Operating Agreements Drafting Tips and Traps for the Unwary*, PROB. & PROP. 44, 50 (Jan./Feb. 2005). However, members who may be less able to come up with additional capital should consider the potential for unfair dilution of their interests in profits.

55. It is assumed that all contributions are *pro-rata*. If other than *pro-rata* the drafter must consider both economic and tax consequences.

56. Other capital-raising, whether by voluntary contributions of existing members or the soliciting of new members, will have effects on the sharing ratio.

57. *See* Terence Floyd Cuff, *Drafting Partnership and LLC Agreements: Part I*, 3 BUS. ENTITIES 22 (2001) (May/June 2001) for a discussion of various remedies for dealing with defaults in capital contributions and potential tax consequences of provisions that result in capital shifts among venturers. Cuff further notes that the enforceability of default provisions may vary considerably among the states. *See also* Bradley R. Coppedge, *LLC Operating Agreements Drafting Tips and Traps for the Unwary*, PROB. & PROP. 44, 50 (Jan./Feb. 2005). Dealing with consequences of a failure to meet a required capital call is a complicated issue. As noted by one commentator, it is sometimes suggested that the non-defaulting participants "want to be able to castrate the defaulting venture, coat him in honey, and bury him in an ant hill in the hot summer sun." *See* Cuff, *supra* at fn. 8. That same commentator goes on to note "this particular remedy normally is not permitted under state laws concerning LLCs or Partnerships." *Id.* For further analysis of remedies for default, *see* BISHOP KLEINBERGER at ¶6.05[1][c].

The starkest division between provisions addressing a defaulted capital contribution obligation are between those that mandate a buyout or forfeiture of the interests of the defaulting participant versus those provisions that simply provide for the dilution of that participant's interest. One question to keep in mind in deciding whether dilution along will be appropriate and effective is whether the effect of a default will so taint the relationship between the participants as to make proceeding impractical. Note, however, that providing for a buyout of the interests of the defaulting member will require a disposition of company capital and to that extent perhaps constitute a further negative impact upon the non-defaulting venturers. If neither a default nor forfeiture is provided for, but rather dilution applies, operating agreements may provide for some or all of (i) a reduction/dilution in the interest of the defaulting venturer, (ii) permitting the other venturers to make deemed loans to the venture on behalf of the defaulting venturer in the amount of the default with those funds treated as a capital contribution to the venture and giving rise to an obligation of the defaulting venturer to satisfy that obligation, (iii) the loss of management or voting rights during the pendency of the default, and (iv) a suit for specific performance of the obligation to contribute.

Be aware that dilution provisions may have unintended tax consequences in the nature of a capital shift or may alter interests in the LLC in such a manner as to transfer unrealized appreciation, either of which may result in a taxable consequence. *See generally* Terence Cuff, *Tax Aspects of Partnership Dilution Provisions*, TAX PLANNING FOR DOMESTIC AND FOREIGN PARTNERSHIPS, LLCS, JOINT VENTURES, AND OTHER STRATEGIC ALLIANCES (PLI 2000) ; BISHOP AND KLEINBERGER at ¶8.07(Federal Tax Consequences of the Termination of a Member's Interest).

58. While it is not uncommon to see provisions calling for the forfeiture of the interest of the defaulting participant, "one common error is to assume that a court will enforce whatever you draft. The capital contribution default remedy provisions are similar to liquidated damages provisions. A remedy provision will not do you much good if you cannot enforce it. The enforceability of default provisions may vary considerably from state to state or be undermined by a partner in bankruptcy." *See* Cuff, *supra* at fn. 8. Some LLC Acts expressly state that forfeiture is permitted. *See* DEL. CODE ANN. tit. 6, § 18-502(c); GA. CODE ANN. § 14-11-402.

59. The operating agreement may permit or require the capital accounts to be adjusted in some circumstances to reflect a "revaluation" of the LLC's property (including goodwill). Although the provisions for such adjustments may be buried in the definition of a term such as "Gross Asset Value," or in a "Tax Appendix" to the agreement, they may be crucial to the economic deal. Be careful who is given the authority to decide on the time and amount of these adjustments. For capital accounts that comply with Treas. Reg. § 1.704-1(b)(2)(iv), adjustments generally may be made: (i) in connection with a contribution of money or other property (other than a *de minimis* amount) to the partnership by a new or existing partner as consideration for an interest in the partnership, (ii) in connection with the liquidation of the partnership or a distribution of money or other property (other than a *de minimis* amount) by the partnership to a retiring or continuing partner as consideration for an interest in the partnership, (iii) in connection with the grant of an interest in the partnership (other than a *de minimis* interest) on or after May 6, 2004, as consideration for the provision of services to or for the benefit of the partnership by an existing partner acting in a partner capacity, or by a new partner acting in a partner capacity or in anticipation of being a partner, or (iv) under generally accepted industry accounting practices, provided substantially all of the partnership's property (excluding money) consists of stock, securities, commodities, options, warrants, futures, or similar instruments that are readily tradable on an established securities market.

60. Absent an extraordinary waiver of limited liability (*see*, *e.g.*, KY. REV. STAT. § 275.150(2); TEX. BUS. ORG. CODE § 101.114; RULLCA § 110(g)), members, as members, are not personally liable for the debts and obligations of the LLC. As a condition to extending credit, certain creditors will insist upon personal guarantees from some or all of the members. Circumstances may justify providing in the operating agreement some combination of (i) a commitment by each member to guarantee some or all obligations of the LLC, (ii) an undertaking, in particular circumstances, to execute and deliver a personal guarantee, and/or (iii) a power of attorney affording an agent to bind the member to guarantee a LLC obligation. *See generally* BISHOP AND KLEINBERGER at ¶ 6.04[1] ("Liability Under Contract" discusses personal guarantees of members as well as practice pointers for the unwary).

When personal guarantees are given, the operating agreement needs to address contribution obligations among the members when less than all guarantors satisfy the obligation and the determination of each member's contribution

amount. In addition, members should consider the interaction of any buy-sell provisions with personal guarantees, to-whit, in the event that a member's interest is being purchased or redeemed by another member, the release of the departing member's personal guarantee or an agreement of the purchasing member to indemnify the departing member should be considered. Guarantees and contribution obligations can have important tax consequences.

Should the operating agreement contemplate that less than all owners will provide the guarantee, then consideration should be given to appropriate compensation to the guaranteeing owner.

61. Individual LLC Acts may have specific requirements for distributions. For example, Rhode Island (R.I. GEN. LAWS § 7-16-28) and Hawaii (HAW. REV. STAT. § 428-404(c)(6)) provide a default rule for unanimous approval of the members for an interim distribution.

62. There are many reasons why distributions may not be in proportion to capital contributed, but perhaps the most common reason is that some distributions reflect the provision of services by some of the members.

63. For example, in an LLC in which one member ("Capital Partner") contributes $1,000, and the other member ("Service Partner") contributes only services, Capital Partner may be entitled to a distribution equal to 10% simple interest annually, cumulatively on unreturned capital, before Service Partner receives any distribution.

64. A preferential return of capital to the Capital Partner is one sign that the Service Partner is likely to be allocated "phantom income," and may want to demand a "tax distribution" in order to have enough cash to pay its tax liability.

65. For example, if Capital Partners get a 10% interest-like preference, and the residual profits are split 80% Capital Partners/20% Service Partners, will the Service Partners get to "catch up" so that they receive 20% of all profits, including the 10% that went to the Capital Partners (which would mean that the 10% was a temporary preference for the Capital Partners), or will the Service Partners share in whatever profits are left over after the Capital Partners receive their 10% (which would make the 10% a permanent preference for the Capital Partners.

66. A "guaranteed payment" under IRC § 707(c) is not "guaranteed" in any normal sense. Rather, it is a payment to a partner, for services or the use of capital, determined without regard to the income of the partnership. There may be important tax differences between an allocation and distribution, on the one hand, and a guaranteed payment on the other. For some purposes, but not all, a guaranteed payment is treated as paid to a third party. Fixed salary-type payments to a Service Partner are normally treated as guaranteed payments, regardless of whether they are provided for in a separate "employment agreement" apart from the LLC's operating agreement. Preferences to Capital Partners sometimes constitute guaranteed payments. Guaranteed payments for capital often resemble interest payments, but the tax consequences may be different. A payment made to a partner "other than in his capacity as a member of such partnership" – such as a loan – is not a "guaranteed payment," but is treated as occurring between the partnership and a third party. *See generally* MCKEE, NELSON & WHITMIRE, FEDERAL TAXATION OF PARTNERSHIPS & PARTNERS (WG&L), ¶ 14.02 (Partners Acting in Nonpartner Capacities: Section 707(a) Transactions) and ¶ 14.03 (Partners Acting in Their Capacities as Partners: Section 707(c) Guaranteed Payments). Many operating agreements are careful to observe a distinction between distributions and payments.

67. The general rule in corporate law is that all shares of stock of the same class "must have preferences, limitations, and relative rights identical with those of other shares of the same class . . . ." GA. CODE ANN. § 14-2601. There is no such rule in LLC law, even if the operating agreement uses corporate jargon by designating interests in the LLC as "shares," "classes," or the like. An LLC "unit" is essentially whatever the operating agreement says it is. Do not be fooled by terminology such as "unit" into assuming that all the "units," or all the "units" of a given "class," are fungible, or that all important aspects of the members' rights and obligations are captured in the terms of the "units." Instead, LLC interests "may, and frequently do, on a per-unit or per-share basis, have different interests in the management, capital, profits, losses, and tax attributes of the LLC. A common mistake is to forget to take those differences into account when drafting the buy-sell, preemptive rights, co-sale rights, drag-along rights, put and call options, liquidating distribution, *etc.* provisions of the operating agreement." Warren P. Kean, *Common Mistakes and Oversights When Drafting and Reviewing LLC Operating Agreements* XXV-2 PUBOGRAM 6 (March 2008), *reprinted*, Tax News for Business Lawyers (Summer 2008).

68. Strictly speaking, an advance or draw is somewhat different from a distribution, and the difference may have important tax consequences. An advance or draw against a partner's distributive share of income is treated as a current distribution made on the last day of the partnership taxable year. Treas. Reg. § 1.731-1(a)(1)(ii). *See generally* MCKEE, NELSON & WHITMIRE, FEDERAL TAXATION OF PARTNERSHIPS & PARTNERS (WG&L), ¶ 19.03[2] (Advances or Draws Distinguished From Distributions).

69. Many LLCs provide for distributing liquidation proceeds in accordance with positive capital accounts because that provision may help ensure that the LLC's allocations are respected for tax purposes; however, many LLCs, especially those formed in recent years, do not provide for liquidating distributions in accordance with capital accounts. In particular, LLCs using "targeted allocations" (also known as "forced allocations") cannot provide for liquidating distributions in accordance with capital accounts. Cuff, SOME BASIC ISSUES IN DRAFTING REAL ESTATE PARTNERSHIP AND LLC AGREEMENTS, 65 N.Y.U. Tax Law Institute § 18.07[5] (2W7).

Most LLC Acts are similar to each other in their provisions for disposing of assets upon liquidation. Assets must first be applied to discharge obligations to creditors; ULLCA § 806 expressly includes members who are creditors. Whether or not payments to creditors on liquidation technically should be called "distributions," many operating agreements treat them as distributions. The [default rule of the] ULLCA directs that surplus be used to return all contributions not previously returned and that the remainder be distributed to the members in equal shares. ULLCA § 806. [The default rule of] KY. REV. STAT. § 275.310 provides for distribution as follows: (i) to creditors, (ii) to members or former members in satisfaction of liabilities for distributions under KY. REV. STAT. § 275.210, and (iii) "to members and former members first for the return of their contributions and second in proportion to the members' respective rights to share in distributions from the LLC prior to dissolution." The LLC Operating Agreement generally will not affect the rights of third party creditors, but it can establish how distributions to members will be dealt with upon liquidation[, and will generally supersede the LLC Act's provisions regarding distributions to member].

70. Certain LLC Acts, absent a contrary provision in the operating agreement, preclude distributions in kind (*e.g.*, NEV. REV. STAT. § 86.346, MD. ANNOTATED CODE, Corps & Assn's Section 4A-504) or permit distributions in kind only to the extent the assets are distributed pro-rata among the members (*e.g.*, KY. REV. STAT. ANN. § 275.220(2); TEX. BUS. ORG. CODE § 101.203). Prohibiting distributions in kind limits flexibility and may compel the sale of an asset in a falling or illiquid market or otherwise in a "fire sale." Conversely, distributing an asset in common tenancy among the members following a dissolution may compel former members who did not want to be in business with one another to continue in that role, although now outside of an LLC. In addition, holding property as tenants in common may sometimes give rise to a deemed partnership for tax or non-tax purposes. In recent years, the borderline between tenants in common and deemed partners has been explored intensively in connection with tax-free exchanges. *See generally* Richard M. Lipton, *The µState of the Art¶ in Like-Kind Exchanges, 2009*, JOURNAL OF TAXATION (Jan. 2009); Rev. Proc. 2002-22, 2002-1 C.B. 733. Some situations may justify permitting non-pro-rata in kind distributions subject to appropriate oversight of valuation.

71. Operating agreements may provide for so-called "tax distributions." Income of a partnership is taxed to the partners when it is earned by the partnership, whether or not it is distributed. Income that is allocated, without any corresponding distribution, is sometimes called "phantom income." The point of a tax distribution is to minimize the risk that partners will have to pay tax on allocated income when they have not received enough cash to pay the tax. Tax distributions should not be looked on as a special kind of distribution. It is more accurate to think of them as advance distributions of amounts that, at least at the time the distributions are made, the partner appears to be entitled to receive eventually. Because it is usually impractical to determine the actual amount of cash that a member needs to pay taxes, tax distributions are usually made under certain general assumptions about tax rates. Members who receive an interest in LLC profits in connection with performing services tend to have a particularly acute need for tax distributions.

Some advisors mistakenly attempt to eliminate the need for tax distributions by providing that income will be allocated away from the members who are not otherwise receiving distributions. These attempts may result in invalid allocations or distortions in the economic deal.

A sample tax distribution provision is set out in Bradley R. Coppedge, *LLC Operating Agreements Drafting Tips and Traps for the Unwary* PROB. & PROP. 44, 48 (Jan./Feb. 2005). Terence Floyd Cuff, *Drafting Partnership and LLC Agreements: Part I* 3 BUS. ENTITIES 22 (2001) (May/June 2001), also discusses tax distribution provisions in some detail and describes factors that can make them complex to draft.

U.S. corporate and individual taxpayers must pay estimated taxes under Code §§ 6654 and 6655. Although these payments are frequently referred to as having to be made on a quarterly basis, the payment dates do not fall precisely three months apart from each other. Instead, individual estimated federal income taxes are due on or before April 15, June 15, September 15, and January 15. Corporate estimated payments are due on April 15, June 15, September 15, and December 15. An operating agreement often provides that tax distributions are to be made by the LLC in time for the equity owners to use the distributed funds to pay, or help to pay, their estimated tax liabilities.

The general rule is that 25% of the "required annual payment" (which, with certain exceptions, is between 90% and 100% of the total tax actually due by the taxpayer for the taxable year) must be paid with each installment. Both corporations and individuals, however, may determine the amount of estimated taxes to pay with each installment on an annualized basis. The definition of "Net Taxable Income" used in determining the LLC's "Net Taxable Profits" applies such an annualized approach to determine the LLC's quarterly taxable income.

The federal government is only one of the taxing authorities to which an equity owner may be required to pay income taxes on the equity owner's share of the LLC's income. Moreover, in addition to regular federal income taxes, an equity owner may be subject to other federal taxes, such as excise taxes, withholding taxes, alternative minimum taxes,

and self-employment taxes. The non-managing members may want to include language in the operating agreement to help bolster their position that they should be treated as "limited partners," who under Code § 1402(a)(13) are not subject to self-employment taxes (*i.e.*, SECA taxes) on their distributive share of a partnership's net trade or business income. *See* LARRY E. RIBSTEIN AND ROBERT R. KEATINGE, RIBSTEIN AND KEATINGE ON LIMITED LIABILITY COMPANIES, Ch. 21 (2005) for additional discussion on the federal tax treatment of employees and other service providers of LLCs. BISHOP AND KLEINBERGER at ¶¶ 4.10 (Compensation for Services, Employee Status, and Employment Taxes and 4.13[3][c] (Distributee's Taxability of Distributions: LLC Members)).

In addition, different types of income may be subject to different rates of tax (most notably, long-term capital gains are taxed to individuals at preferential rates). Furthermore, federal and state tax credits may flow through the LLC. Accordingly, the parties can, at best, approximate what they believe to be a fair rate for computing the tax distributions to be made, while trying to minimize the amount that an equity owner will have to use cash from other sources to pay taxes owed on the LLC's earnings that are not distributed to it at that time, while at the same time minimizing the amount of cash flow that is redirected for tax distributions. For that reason, an agreement may impute a rate of tax that can be adjusted from time to time as the manager/members deem appropriate (such as, by factoring in the capital gains rate if the LLC has a significant amount of long-term capital gains for a taxable year or quarter or having those equity owners taxed at higher rates agree to a lower imputed rate).

Another formulation that one may want to utilize is to provide that the rate shall be "the highest combined federal, state, local, and, in some cases, foreign marginal income tax rate (adjusted for any deductions or credits allowed by one taxing authority for taxes paid to another taxing authority) applicable with respect to the Interest of any Equity Owner as reasonably determined by the Manager and/or Members at the time that the income in respect of which those distributions are to be made was earned by the Company." As pointed out above, this formulation is really no more precise than using a fixed, stipulated rate but will require the LLC to spend significantly more time and effort to derive it year after year - an exercise that many conclude is unnecessary and needlessly burdensome. An in-depth review of tax liability distribution appears in the ABA Committee on LLCs, Partnerships and Unincorporated Entities, *Model Real Estate Development Operating Agreement with Commentary*, 63 BUS. LAW. 385 (Feb. 2008).

72. A member of an LLC generally may (unless restricted in the Operating Agreement) unilaterally transfer the right to receive the economic fruits of the LLC (*i.e.*, allocation of the tax items of income, loss, deduction, and credit and interim and liquidating distributions) but may not unilaterally transfer the right to participate in the management and direction of the LLC. *See*, *e.g.*, ME. REV. STAT. ANN. § 685. Rather, the right to participate in the management of the LLC is restricted to those who have been admitted as a member. The states have adopted a variety of default voting thresholds required for the admission of a "mere transferee" as a member. *See*, *e.g.*, RULLCA § 502(a)(3); KY. REV. STAT. ANN. § 275.275(1) (all of the incumbent members); HAW. REV. STAT. § 428-404(c)(7) (all of the incumbent members); IOWA CODE § 490A.903 (all of the incumbent members); CONN. GEN. STAT. § 34-172 (majority in interest of the members). For a discussion on the limitations on member's power and right to transfer, *see* BISHOP AND KLEINBERGER at ¶ 8.06

73. It is generally desirable for the Operating Agreement to restrict transfer of LLC interests to preserve partnership tax status or to reflect the intent of the parties to be able to veto new members. There is no uniform anti-transfer provision, and thus any such provision must be specifically tailored to the transaction. Transfer of only the economic interest in an LLC is generally permitted since it does not affect the management of the LLC. *See generally* LARRY E. RIBSTEIN AND ROBERT R. KEATINGE, RIBSTEIN AND KEATINGE ON LIMITED LIABILITY COMPANIES § 7.3 (2004) ; BISHOP AND KLEINBERGER at ¶ 8.06. Under most state LLC Acts, the transfer of an interest merely transfers the member's right to receive distributions (the economic interest), and the assignee does not have an automatic right to become a member or to participate in the management of the LLC. *See*, *e.g.*, KY. REV. STAT. ANN. § 275.255; TEX. BUS. ORG. CODE § 101.109.

74. Consider whether applicable state law will enforce an absolute prohibition on transfer.

75. This approach is often adopted by states as the default rule. KY. REV. STAT. ANN. § 275.265(1) ("[A]n assignee of a limited liability company interest shall become a member only if a majority-in-interest of the members consent"); TEX. BUS. ORG. CODE § 101.109(b) ("An assignee of a membership interest in a limited liability company is entitled to become a member of the company on the approval of all of the company's members."); MD. ANNOTATED CODE, Corps & Assn's 4A-604. All members must consent to an assignee being admitted, unless the Operating Agreement provides otherwise.

76. It may be desirable to provide an absolute right to transfer to permitted transferees (such as a spouse or children), which would permit transfer to those persons without triggering right of first refusal provisions. Bradley R. Coppedge, *LLC Operating Agreements Drafting Tips and Traps for the Unwary*, PROB. & PROP. 44, 47 (Jan./Feb. 2005). This sort of provision could also be made applicable only in the event of the death or other involuntary transfer.

"The primary drawback to this option is that the other members may end up with partners not of their choosing." *Id*. For tax discussion relating to sales and transfers of economic rights to the LLC and to persons other than the LLC, *see* BISHOP AND KLEINBERGER at ¶¶8.07[1], 8.07[2].

77. Some Operating Agreements allow the transfer of membership interests to an entity controlled by the transferring member. These provisions create the potential for abuse if poorly drafted, allowing the member to transfer her interest to a single member LLC that she controls, then selling that interest to an unrelated third party. To prevent this type of situation, provisions should dictate the buy-out of the indirectly transferred member interest if the transfer breaches the Operating Agreement. *See generally* Terence F. Cuff, *Drafting Partnership and LLC Agreements: Part II*, 3 BUS. ENTITIES 26(JULY/AUGUST 2001). Cuff, *supra.* at N.Y.U. _____ § 18.40.

78. Be aware that the trustee in bankruptcy of a member may assert the ability to become a substitute member authorized to exercise all rights, including the right to participate in management, of a member, notwithstanding the absence of the consent of the remaining members to the admission of the trustee as a member. *See*, *e.g.*, *In re* Ehmann, 319 B.R. 200 (Bankr. D. Ariz. 2005); 334 B.R. 437, withdrawn 2006 WL 173688 (2006). In a reported decision, an Ohio court mistakenly afforded to the estate of a former member the right to participate in the management of the LLC. *See* Holderman v. Epperson, 857 N.E.2d 583 (Ohio 2006). *See* BISHOP AND KLEINBERGER at ¶ 1.04[3][c].

79. If the operating agreement provides for a right of first refusal, a member who intends to sell his membership interest in the LLC and has negotiated a sale agreement must first offer the LLC or the remaining members an option to purchase such member's LLC interest generally on the same terms and conditions as offered to the potential purchaser. *See* Bradley R. Coppedge, *LLC Operating Agreements Drafting Tips and Traps for the Unwary*, PROB. & PROP. 44, 46 (Jan./Feb. 2005). The Operating Agreement must set forth every step of procedure, with clarifying time periods from notice through closing. The Operating Agreement should also spell out exactly what happens if the members fail to exercise the right of first refusal. *See* Terence F. Cuff, *Drafting Partnership and LLC Agreements: Part II*, 3 BUS. ENTITIES 26 (JULY/AUGUST 2001). In the bankruptcy of a member, a right of first refusal that is triggered by bankruptcy on the appointment of a receiver may be treated differently from rights triggered upon any other transfer by the member. *See In re* Capital Acquisitions & Management Corp., 341 B.R. 632 (Bankr. N.D. Ill. 2006).

80. To avoid deadlock, the Operating Agreement needs to provide for economically acceptable exit provisions for members. Any exit provision should require the departing member's interest to be completely separated from the LLC *See* LARRY E. RIBSTEIN AND ROBERT R. KEATINGE, RIBSTEIN AND KEATINGE ON LIMITED LIABILITY COMPANIES § 11.9 (2004). *See generally* BISHOP AND KLEINBERGER at ¶¶ 8.02 (Member Exit—Explanation and Terminology) and 8.06 (Limitations on Member's Power and Right to Transfer).

81. "The put provision provides that a member may, at any time, 'put' his interest to the other members. In this instance, the selling member would notify the remaining members that he or she wishes to buy or sell at a given price." Bradley R. Coppedge, *LLC Operating Agreements Drafting Tips and Traps for the Unwary*, PROB. & PROP. 44, 46 (Jan./Feb. 2005). The remaining members have two options: (1) they may sell their interests to the selling member at his stated price, or (2) they may purchase the selling member's interest. *Id*.

82. One common form of buy-sell provision generally provides that either member may offer to buy out the other member's LLC interest during a deadlock. Once a member receives such an offer, that member can sell his or her membership interest for the offered price, or buy the offering member's interest for such price (or for a price determined on the same basis if the ownership of the members is not equal).

83. Examples of other exit strategies include a "drag-along" right, which permits a member selling his interest to a third party to force the other members to sell their interests to the same party on similar terms, as well as the "tag-along" right, which permits the other members to require a selling member to require the purchaser of his interest to buy the interest of the other members on similar terms. The possibilities for these types of provisions are limited only by the creativity of the drafter. *See* Terence F. Cuff, *Drafting Partnership and LLC Agreements: Part II*, 3 BUS. ENTITIES 26(JULY/AUGUST 2001) [Note: Each issue of BUSINESS ENTITIES is separately paginated.]

84. It is important to specify how the LLC will be valued upon disengagement of a member. The enterprise may be valued according to a price established by the selling member, determined by a formula set out in the operating agreement, set annually by consent of the members, determined through an appraisal, or decided by an arbitrator. The mechanism for setting the price on disengagement may tie into the mechanism for booking up capital accounts. *See generally* BISHOP AND KLEINBERGER at ¶ 8.05(Effect of Dissociation on Economic Rights).

85. One idea is to specify that each year the members will determine an agreed value for a 1% interest. *See* Bradley R. Coppedge, *LLC Operating Agreements Drafting Tips and Traps for the Unwary*, PROB. & PROP. 44, 46-47 (Jan./Feb. 2005). When the agreement calls for a periodic revaluation by the members, consideration should be given to whether the last agreed value, regardless of how "stale," should apply or whether, after some period of time, the last agreed value will be non-binding and an alternative valuation procedure will be employed.

86. As is addressed in the various options identified below with respect to "book value," exactly what in any particular instance will be "book value" both is and properly should be a matter of discussion. For example, in a business which holds property, such as real estate, that is expected to significantly appreciate in value, determining "book value" based upon historical acquisition costs may yield a windfall to those persons who are not being bought out. Similarly, companies in which capital is not a material income-producing item, such as in professional practices, but which do generate significant good will, and especially in the case of good will that may be traceable to the efforts of one particular owner, there is again the risk that a buyout based upon historical balance sheet values may generate an inappropriate windfall.

87. Consider and select between "fair value" and "fair market value," appreciating that courts at times improperly construe the terms (s*ee*, *e.g.*, Ford v. Courier-Journal Printing Co., 639 S.W.2d 553 (Ky. Ct. App. 1982)) and as necessary detail whether and how discounts for marketability and/or control should be applied. *See also* DeNike v. Cupo, 926 A.2d 869 (N.J. Super. A.D. 2007) (discussing distinction between "fair value" and "fair market value").

88. If the appraisal option is selected, the Agreement should address how an appraiser is to be selected. There are many options for selecting an appraiser – providing a time period for the parties to agree on an appraiser, naming an arbitration service or judge to select an appraiser, or selecting multiple appraisers and averaging the appraisals. Be mindful that appraisals can be expensive.

89. Formulas may be based on a capitalization of the income stream of the LLC in an effort to obtain an estimate of fair market value or, in the case of a repurchase from a terminated employee, be based on a formula which is not intended to estimate fair market value. The formula could be a percentage of fair market value or be tied to a percentage of the Capital Account for the interest. There is an endless variety of possible formulas. If the purchase price is less than the withdrawing member's capital account, this excess capital account will be allocated to the other members and may trigger income to the remaining members.

90. Of particular importance in these situations is how to handle the removal of the managing member of the LLC. The Operating Agreement should specify who may remove the manager and under what circumstances. A detailed list of events of default is typical. Also, the Operating Agreement should set forth provisions for selecting a new managing member. Certain states (*e.g.*, VA. CODE 13.1-1024(F)) provide a statutory default for the removal of the manager.

91. State LLC Acts vary with regard to a member's power to withdraw voluntarily from an LLC and receive the financial value of his/her interest. This disparity results from the competing interests state's have in providing some liquidity for LLC members while still protecting the LLC and the remaining members from the disruption caused by dissociation. *See generally* LARRY E. RIBSTEIN AND ROBERT R. KEATINGE, RIBSTEIN AND KEATINGE ON LIMITED LIABILITY COMPANIES § 11.2 (2004); BISHOP AND KLEINBERGER at ¶ 8.03[1]. Certain LLC statutes provide for some type of payment to a withdrawing member under various state-specific formulations. *See* LARRY E. RIBSTEIN AND ROBERT R. KEATINGE, RIBSTEIN AND KEATINGE ON LIMITED LIABILITY COMPANIES § 11.3 (2004); BISHOP AND KLEINBERGER at ¶ 8.06 (Limitations on Member's Power and Right to Transfer). *See, also,* Thomas E. Rutledge, *You Just Resigned ± Now What? Different Paradigms for Withdrawing From a Venture*, 12 J. Passthrough Entities 43 (Nov./Dec. 2009).

92. There is a distinction between a member's resignation and withdrawal/disassociation. In the former case, the member is generally converted into a mere assignee owning the economic interest but without voting powers or other rights attendant upon a member. In the latter case, the member's interest is transferred, and (s)he is fully disassociated from all interest in the company.

93. Upon the death, disability, or bankruptcy of a member, only the member's interest in the LLC, and not specific LLC property, passes on to the member's estate. This transfer represents the member's financial interest in the LLC, and does not include any interest in management. *See* LARRY E. RIBSTEIN AND ROBERT R. KEATINGE, RIBSTEIN AND KEATINGE ON LIMITED LIABILITY COMPANIES § 7.9 (2004); *see also* BISHOP AND KLEINBERGER at ¶ 8.03[3]. *But see* Holdeman v. Epperson, 857 N.E.2d 583 (Ohio 2006) (__).

Be aware that the trustee in bankruptcy of a member may assert the ability to become a substitute member

authorized to exercise all rights, including the right to participate in management, of a member, notwithstanding the absence of the consent of the remaining members to the admission of the trustee as a member. *See*, *e.g.*, *In re* Ehmann, 319 B.R. 200 (Bankr. D. Ariz. 2005); 334 B.R. 437, withdrawn 2006 WL 173688 (2006). In a reported decision, an Ohio court mistakenly afforded to the estate of a former member the right to participate in the management of the LLC. *See* Holderman v. Epperson, 857 N.E.2d 583 (Ohio 2006). *See* BISHOP AND KLEINBERGER at ¶ 1.04[3][c].

94. Almost every state allows members to identify specific events in the Operating Agreement that will result in dissolution of the LLC. *See, generally,* LARRY E. RIBSTEIN AND ROBERT R. KEATINGE, RIBSTEIN AND KEATINGE ON LIMITED LIABILITY COMPANIES § 11.5 and Appendices 11-1 thru 11-13 (2004). *See also* BISHOP AND KLEINBERGER at ¶ 9.02. A few states, however, allow the continuation of an LLC following an event of dissolution only with the consent of all remaining members. *See* Bruce P. Ely & Christopher R. Grissom, CHOICE OF ENTITY: AN OVERVIEW OF TAX AND NON-TAX CONSIDERATIONS 1550:0220 (2002); *see also* LARRY E. RIBSTEIN AND ROBERT R. KEATINGE, RIBSTEIN AND KEATINGE ON LIMITED LIABILITY COMPANIES § 11.7 (2004); BISHOP AND KLEINBERGER at ¶ 9.01. An operating agreement should also provide for what will happen to the LLC when its last remaining member is lost. Most states allow the LLC to continue its legal existence in some limited circumstances even after the loss of the final member. *Id.* at 1550:0329. *See*, *e.g.*, KY. REV. STAT. ANN. § 275.285(4); COLO. REV. STAT. §7-80-801; TEX. BUS. ORG. CODE § 11.056.

95. Generally speaking, limited liability companies are governed by contract (*see*, *e.g.*, KY. REV. STAT. ANN. § 275.003; DEL. CODE ANN. tit. 6, § 18-1101), and that contract is typically denominated the "operating agreement," although in certain states it is referred to as either the "regulations" (*see* FLA. STAT. § 608.423; TEX. REV. CIV. STAT. ANN., Art. 1528n (expires Jan. 1, 2010; TEX. BUS. ORG. CODE, effective Jan. 1, 2006, employs the term "company agreement"), the "member control agreement" (*see* MINN. STAT. § 322B.37; N.D. CENT. CODE § 10-32-50) or the "limited liability company agreement" DEL. CODE ANN. tit. 6, § 18-101)). As LLC Acts typically serve as gap fillers where there exists no written operating agreement, with respect to any critical point at issue, it is crucial that an operating agreement be drafted that reflects the agreement of the parties. As observed by the Delaware Chancery Court in *Walker v. Resource Development Co. Ltd., LLC*, 791 A.2d 799, 813 (Del. Ch. 2000), "LLC members' rights begin with and typically end with the Operating Agreement." When drafting an operating agreement, one should be mindful of the observation made by Vice Chancellor Strine in *Kronenberg v. Katz*, 872 A.2d 568, 593 (Del. Ch. 2004)) (The "murkiness" of the language of an operating agreement, particularly with respect to modifying traditional fiduciary duties, often "is fatal."). Vice Chancellor Strine also has warned investors in alternative entities that they will be held to the terms of the contract into which they enter:

> This Court has made clear that it will not [be] tempted by the piteous pleas of limited partners who are seeking to escape the consequences of their own decisions to become investors in a partnership whose general partner has clearly exempted itself from traditional fiduciary duties. The DRULPA [(as does the DLLCA)] puts investors on notice that fiduciary duties may be altered by partnership agreements, and therefore that investors should be careful to read partnership agreements before buying units. In large measure, the DRULPA reflects the doctrine of *caveat emptor*, as is fitting given that investors in limited partnerships have countless other investment opportunities available to them that involve less risk and/or more legal protection. For example, any investor who wishes to retain the protection of traditional fiduciary duties can always invest in corporate stock. *Miller v. American Real Estate Partners, L.P.*, C.A. No. 16788 (Del. Ch. 2001) (footnotes omitted, 2001 WL 1045643).

96. There are two questions – what is "regular," and what are the "financial reports"? The answer to each will depend upon the deal in question. Consider state-specific requirements with respect to the delivery of information and whether the operating agreement may modify those delivery obligations. *See*, *e.g.*, KY. REV. STAT. ANN. § 275.185(3) (requiring the affirmative delivery of information to members "to the extent the circumstances render it just and reasonable, true and full information of all matters affecting the members to any member"); DEL. CODE tit. 6 § 18-305(a) (members of a limited liability company have the right to demand information, subject to reasonable standards "as may be set forth in a limited liability company agreement … for any purpose reasonably related to the member's interest as a member of the limited liability company," and subject to additional restrictions on obtaining information that may be imposed in accordance with DEL. CODE tit. 6 § 18-305(g)).

97. *See* IRC § 444 regarding the availability of a taxable year other than the calendar year. *See generally* Anthony P. Polito, 574 2nd T.M. *Accounting Periods* (BNA). In addition, an LLC classified for tax purposes as a partnership generally must have the same taxable year as a majority of its partners. *See* IRC § 706(b)(1)(B).

98. An LLC should discuss accounting methods with its accountant and tax advisor. In general, an LLC will have the same overall method for tax and financial accounting purposes (see the "conformity rule" of Code § 446(a)), but there are exceptions. The two most common tax accounting methods are the "cash receipts and disbursements method" and the

"accrual method." The cash method tends to be simpler, but the accrual method is considered more accurate and is more consistent with generally accepted accounting principles (GAAP). Taxpayers sometimes have a choice in selecting their overall tax accounting method. IRC § 446(c). However, the taxing authorities tend to disfavor cash method reporting, and there are rules mandating the accrual method for many taxpayers, including certain C corporations, certain partnerships that have a C corporation as a partner, "tax shelters," and businesses required to maintain inventories. IRC § 448(a). Other accounting methods may be required or permitted depending on the nature of the LLC's activities. *See, e.g.*, IRC § 460 (percentage of completion method required for many long-term manufacturing or construction contracts); IRC § 475 (mark to market accounting required for dealers in securities).

99. It is appropriate to specify whether the financial statements will be prepared in accordance with U.S. Generally Accepted Accounting Principles (GAAP) or in accordance with other accounting standards such as International Financial Reporting Standards (IFRS). Note that GAAP generally requires an annual audit. Unless the LLC is a disregarded entity, the LLC is required to have a set of tax books. If the LLC is classified as a partnership for tax purposes, the LLC generally should maintain capital accounts in accordance with the applicable Treasury Regulations to prepare its federal income tax returns. In many situations, the financial information prepared for tax purposes is sufficient for purposes of the company's financial reporting; however, should the parties believe that such financial information prepared in accordance with tax accounting methods is insufficient, they may require that a separate set of books and records be maintained under GAAP or some other set of standards. A middle approach is to require that only tax books must be maintained but allowing the manager or the members to cause the LLC to prepare financial statements in accordance with one or more other methods of accounting, such as "reasonably acceptable accounting principles," which leaves much open to interpretation.

100. Disputes are avoided by specifying whether certain documents (*e.g.*, balance sheet, periodic profit and loss statement, profit and loss statement compared against budget, *etc.*) are incorporated into the definition of the financial statements that will be delivered. Audited financial statements (required by GAAP and IFRS) are typically available only on an annual basis, if at all. Where it is anticipated that an audited report will be delivered on an annual basis, it may be appropriate to specify that other periodic reports will not be audited.

101. A compilation is limited to presenting, in the form of financial statements, information that is the representation of management. A review goes a step further than a compilation. In addition to inquiries of company personnel, a review includes performing analytical procedures applied to financial data. Both engagements are substantially less in scope than an audit performed in accordance with generally accepted audit standards. However, it is still custom to prepare professional, formal reports for any review and compilation.

102. Disputes can be avoided by specifying that reports will be delivered within X days of identifiable dates such as the end of various fiscal periods.

103. A company's tax return (Form 1120 or 1120-S for corporations and 1065 for partnerships) is generally due by the 15th day of the 3rd month following the close of the tax year (generally 15 March. One of the greatest sources of partnership dissatisfaction is the late filing of the company's returns, causing an otherwise unnecessary delay in the filing of the partner's return.

104. Most if not all LLC Acts expressly permit membership interests to be represented by a physical certificate. *See*, *e.g.*, GA. CODE ANN. § 14-11-501(b). However, depending upon applicable state law and such modifications to those definitions contained in the operating agreement, such a certificate might evidence only a member's economic rights (*see* GA. CODE ANN. § 1411-101(13)) and not the entirety of the management rights that might be commonly perceived as being component to a "membership interest." Note that, if it is desired that physical certificates be governed by and have the effect of a certificated security under Article 8 of the Uniform Commercial Code, it is necessary that a specific election to that effect be made in the operating agreement. Absent such an election, interests in a limited liability company are general intangibles governed by Article 9 of the Uniform Commercial Code. *See* Lynn A. Soukup, *³Opting In´ to Article 8 ± LLC, GP & LP Interests as Collateral*, Commercial Law Newsletter (newsletter of the ABA Uniform Commercial Code Committee), July, 2002, *reprinted in* PUBOGRAM (newsletter of the ABA Committee on Partnerships and Unincorporated Business Organizations), November, 2002; *see also* Robert R. Keatinge, *Taking and Enforcing Security Interests in Interests in Unincorporated Businesses*, LIMITED LIABILITY ENTITIES IN TIME OF CHANGE, ALI-ABA (March 12, 2002) VPC0312 ALI-ABA 245; Robert R. Keatinge, *Interests in Unincorporated Associations as Securities Under Article 8 of the UCC*, LIMITED LIABILITY ENTITIES IN TIMES OF CHANGE, ALIABA (March 12, 2002) WPC0312 ALI-ABA 361. *See generally* BISHOP AND KLEINBERGER at ¶ 5.04[2][c] (Membership Interests as Personal Property).

105. Depending upon the LLC Act under which the LLC is formed and the LLC's operating agreement, members may have a right to access records and information, including the right to inspect and copy, during ordinary business hours and for "proper purposes," records pertaining to the period during which they were members. *See* ULLCA § 408; RULLCA § 410, 6A U.L.A. 410; FLA. STAT. § 608.4101; TEX. BUS. ORG. CODE § 101.502. In other instances there is no requirement of a proper purpose, but only that the request be "reasonable." *See*, *e.g.*, KY. REV. STAT. ANN. § 275.185(2). This right presumably includes, but is not limited to, financial records of the company. Under certain statutes, the right to information may not be unreasonably restricted. *See*, *e.g.*, ULLCA § 103(b)(1) 6A U.L.A. 103(b)(1); RULLCA § 110(c)(6); 6A U.L.A. 110(c)(6). If the LLC is classified as a partnership for tax purposes, the IRS must allow "any person who was a member of such partnership during any part of the period covered by the return" to see the partnership return. IRC § 6103(e)(1)(C). *See generally* BISHOP AND KLEINBERGER at ¶ 5.07 (Required Records).

106. These four alternatives are the ones listed on IRS Form 1065, Schedule K-1. It is usually advisable, and sometimes essential, for an LLC to maintain capital accounts in accordance with the principles of Treas. Reg. § 1.7041(b)(2)(iv) (known as "Section 704(b) book capital accounts), whether or not the LLC also needs to maintain additional capital accounts under other principles. Under Treas. Reg. § 1.704-1(b)(2)(iv), each partner has one and only one capital account; capital accounts are kept for each partner, and not for each "unit" (or "share"). For purposes of the capital account rules, the division of LLC interests into "units" (or "shares") is generally ignored by the IRS. Although the tax rules tend to have an enormous influence on capital account maintenance, capital accounts can be – and often are – fundamental to the economics of the deal. Do not assume that everyone except the tax advisors can safely ignore capital accounts.

107. In some cases, it is appropriate to make particular distinction between distributions from current earnings and distributions from capital. to that end, one might consider the maintenance of a "drawing" account as distinct from the "capital" account in the financial (as opposed to tax) accounting records.

108. Allocations are among the most confusing topics in partnership tax. A tax expert may be required, even if many apparently simple transactions. One problem is that allocations, unlike most aspects of the LLC, leave very limited room for negotiation and agreement among the parties. Valid allocations are less flexible than parties sometimes assume. In a typical business deal, allocations will be dictated by the flow of contributions in and distributions out of the LLC. The existence of alternative drafting techniques should not disguise the very limited nature of the parties' freedom to set allocations. Over the entire life of the LLC, contributions plus allocations of income (minus allocations of deductions) ought to equal distributions. If you know how you want contributions to be made, and how you want distributions (importantly including liquidating distributions) to be made, then the allocations tend to follow. An important exception exists for allocations attributable to nonrecourse debt.

Due to the rather specific Treasury regulations governing the accounting for non-recourse debt, the company will have to have a tax expert involved early in the event that non-recourse financing is a likely possibility in the capitalization of the company.

109. *See generally* MCKEE, NELSON & WHITMIRE, FEDERAL TAXATION OF PARTNERSHIPS & PARTNERS (WG&L), ¶ 11.02. (Testing Allocations Under Section 704(b)). It is virtually unheard of for LLC members to agree to an unlimited deficit restoration obligation. If the LLC wants to comply with the "safe harbor," it will attempt to rely on the "alternate test."

110. "Target Capital Account" means, with respect to any Member and any Fiscal Year (or period), an amount (which may be either a positive or a deficit balance) equal to the hypothetical distribution such Member would receive pursuant to clause (i) below, minus the hypothetical contribution such Member would be required to make pursuant to clause (ii), and minus the Member's share of the Company's partnership minimum gain, and minus the Member's share of the Company's partner nonrecourse debt minimum gain, all computed immediately prior to the hypothetical sale described in clause (i) below. On "targeted capital accounts" (or "forced allocations"), see Terence Floyd Cuff, *Working with Target Allocation ± Drafting in Wonderland*, REAL ESTATE TAXATION 162 (Third Quarter 2008); Terence Floyd Cuff, *Working with Target Allocations ± Idiot-Proof or Drafting for Idiots?*, REAL ESTATE TAXATION 116 (Second Quarter 2008).

(i) The hypothetical distribution to a Member at any time is equal to the amount that would be received by such Member if all of the Company's assets were sold for an amount of cash equal to their Book Values, all Company liabilities were satisfied to the extent required by their terms (limited, with respect to each nonrecourse liability or "partner nonrecourse debt" (as defined in Reg.(S) 1.704-2(b)(4)) to the Book Value of the Company assets securing each such liability), and the net assets of the Company, including any amount returned to the Company pursuant to Section xx.x , were distributed in full to the Members pursuant to Section xy.z hereof upon liquidation of the Company.

(ii) The hypothetical contribution by a Member is equal to the amount that such Member would be obligated to

contribute pursuant to Section xx.x upon the hypothetical sale described in clause (i) above in liquidation of the Company.

111. Both recourse debt and nonrecourse debt incurred by the LLC is included in the tax bases that the members have in their LLC interests. The rules for allocating debt among the partners are quite elaborate, and vary depending on whether the debt is recourse or nonrecourse. *See* Code § 752; Treas. Reg. §§ 1.752-1 through -7. *See generally* MCKEE, NELSON & WHITMIRE, FEDERAL TAXATION OF PARTNERSHIPS & PARTNERS (WG&L), ¶¶ 8.02 (Sharing Recourse Liabilities Under the New Regulations); 8.03 (Sharing Nonrecourse Liabilities). "Nonrecourse" debt for these purposes has a definition that may be surprising to business lawyers. A liability is nonrecourse "to the extent that no partner or related person bears economic risk of loss for that liability . . . ." Treas. Reg. § 1.7521(a)(2). Thus debt that is fully recourse to all the assets of the LLC may be "nonrecourse" under the tax rules.

112. IRC § 704(c) deals with the tax consequences of contributed property that, at the time of contribution, has a value either higher or lower than its tax basis. The choice of IRC § 704(c) method can make a big difference. For example, if the contributed property is sold at its tax basis, but at a loss from book value, the owner would have no taxable gain under the traditional method but could have substantial taxable gain under the remedial method. If the property is depreciable or amortizable, the selection of IRC § 704(c) method becomes more significant because it may affect the amount of taxable income or loss for each equity owner during the applicable recovery period. Members often will negotiate which IRC 704(c) allocation method to use with respect to particular property contributed to the LLC. The members usually will have adverse interests on this issue, and any method likely will benefit some members at the expense of other members. Because of the adverse interests of the members, the LLC should not leave the choice of IRC § 704(c) to the manager unless it is intended that the manager have the authority to favor some members at the expense of others. The choice of IRC § 704(c) method(s) can have significant tax and, therefore, economic consequences to the parties. Thus, these provisions relating to the selection of the IRC § 704(c) method(s) to be adopted by the LLC should not be treated as insignificant or neutral boilerplate. Different methods may be used for different assets. "Reverse 704(c)" allocations deal with the situation in which a partnership revalues its assets in connection with a distribution or contribution, and the new value of an asset differs from the tax basis of the asset. *See*, Cuff, 65 NYU _____ § 18.83.

113. If offered to public, consider securities matters, entity structure, and publicly traded partnership tax issues.

114. *See generally* BISHOP AND KLEINBERGER at Ch. 9(Entity Dissolution).

115. The states set a variety of default thresholds for voluntary dissolution. *See*, *e.g.*, ALABAMA § 10-12-37(2) ("written consent of all members"); ARKANSAS § 4-32-901(2) ("written consent of all members"); CONNECTICUT § 34-206(2) ("at least a majority in interest of the members"); RHODE ISLAND § 7-16-39(3) (majority of the capital values of all membership interests which have not been assigned"); TEX. BUS. ORG. CODE §101.552 ("a majority vote of all the members"); Maryland Annotated Code Corps & Assn's Section 4A-902. Often the statute expressly permits modification of this threshold. *See, e.g.*, CONNECTICUT § 34-206 ("unless otherwise provided in writing in the articles of organization or operating agreement"); RHODE ISLAND § 7-61-21(b) ("Unless otherwise provided in the articles of organization or operating agreement"); TEX. BUS. ORG. CODE § 101.052 ("company agreement controls except as to specified non-waivable matters"). For a discussion on voluntary dissolution by the consent of members, *see* BISHOP AND KLEINBERGER at ¶9.02[3]

116. Note that this is a difficult definition and consideration should be given to defining it in the operating agreement.

117. State LLC acts commonly provide for judicial dissolution under specified circumstances, generally those related to a frustration of economic purposes. They typically include, at minimum, circumstances where it is not practicable to carry on the business in conformity with the operating agreement. *See*, *e.g.*, DEL. CODE tit. 6 § 18802; KY. REV. STAT. § 275.290; NY. LLCLAW § 702; TEX. BUS. ORG. CODE § 11.314. Some states also provide for judicial dissolution in the event of a deadlock . *See* FLA. STAT. § 608.449. Certain states may permit the Operating Agreement to provide for additional basis for judicial dissolution. Despite state statutes providing for judicial dissolution, it can be very difficult to obtain. *See* Allan G. Donn, *Freedom of Contract and Boilerplate Provisions of Business Entity Agreements*, 8 J. PASSTHROUGH ENTITIES 11, 16-18 (March/April 2005). For a discussion on judicial dissolution, *see* BISHOP AND KLEINBERGER at ¶ 9.02[7]. Under Delaware law, it is possible for the operating agreement to entirely waive the right to bring judicial dissolution. *R & R Capital, LLC v. Buck & Doe Run Valley Farms, LLC,* 2008 Del. Ch. LEXIS 115 (Aug. 19, 2008). Conversely, under RULLCA, judicial dissolution of an LLC is justified on the bases set forth in subsections (4) and (5) of Section 701. RULLCA § 701, 6B U.L.A. 506 (2008). RULLCA provides that the operating agreement may not "vary the power of a Court to decree dissolution in the circumstances specified in Sections 701(a)(4) and (5)." RULLCA § 110(c)(7), 6B U.L.A. 443 (2008). Consequently, in a jurisdiction in which RULLCA

has been adopted (and presuming no modification of these provisions in the state enactment), it would not be possible to eliminate the right of a member to move, on the statutorily defined basis, for judicial dissolution of an LLC.

118. For example, administrative dissolution for failure to pay taxes or to file an annual report. TEX. TAX CODE § 171.251,171.301 (administrative forfeiture for failure to file report or return); TEX. BUS. ORG. CODE § 11.251 (involuntary termination by Secretary of State on various grounds). For a discussion on administrative dissolution, *see* BISHOP AND KLEINBERGER at ¶ 9.02[6].

119. Consider whether an operating agreement can bestow subject matter jurisdiction of this nature on a court. For example, "If X occurs, dissolve under supervision of court."

120. "Oppression" is another vague concept that is subject to different interpretations. Consider defining in Operating Agreement.

121. Entities often operate at a tax loss and guaranteed payments may be structured to generate a loss for tax purposes, so this limitation may not be appropriate.

122. "Winding up" is the process of settling accounts and liquidating assets for the purpose of final distributions to the members. *See generally* BISHOP AND KLEINBERGER at ¶ 9.03. Consider providing for who shall be responsible for filing documents, paying creditors, marshaling assets. Coordinate with tax advisor regarding timing and characterization of payments and necessary state and federal filings.

123. Some states expressly permit LLCs to have different classes of members with different rights and powers. *E.g.*, DEL. CODE ANN. tit. § 18-302; TEX. BUS. ORG. CODE § 101.104. Cuff, *supra* note 77, discusses potential uses for different classes of interests, such as creating common and preferred interests. Note that no LLC act requires that an LLC establish different "classes" of interests in order to differentiate among the rights of different members. Different members may have different rights even if there is only one "class," or no "class," of LLC interests.

124. In LLCs, there generally exists significant flexibility with respect to the allocation of voting rights. While certain early acts provided that all members, irrespective of their economic position in the company, would have equal voting rights (*e.g.*, Prototype LLC Act § 403(A)), most acts today allocate, as a default matter, voting rights at the same relative scale as the capital contributions have been made to the company. *See*, *e.g.*, KY. REV. STAT. ANN. § 275.175(1), § 275.015(3). Other states do not provide a default rule, leaving the issue of allocation of voting rights entirely to the operating agreement. *See*, *e.g.*, OHIO § 1705.26 (the operating agreement "may grant to all or a specified group of its members the right to vote on a per capita or other basis upon any matter."). For a state-by-state analysis of voting right default rules, *see* BISHOP AND KLEINBERGER at ¶ 5.09at Table 5.1.

Consideration should also be given to an appropriate quorum provision.

125. The rule of *per capita* voting (*see*, *e.g.*, TEX. BUS. ORG. CODE § 101.354; RULLCA §§ 407(b)(2), (3), (4); Prototype LLC Act § 403(a); *see also* RUPA § 401(f), § 401(j)) is that, assuming there is at least agreement regarding who are the members, it is possible to determine relative voting rights. *Per capita* voting rights avoid, in many unsophisticated LLCs, problems of valuation of different types of capital contributions (*e.g.*, working capital versus intellectual property versus an agreement to provide services).

126. Allocating voting rights relative to capital contributions has the benefit of certainty assuming there is compliance with the requirement of a written record of contributions. *See, e.g.*, KY. REV. STAT. ANN. § 275.____. However, to the extent that capital is other than paid in (*e.g.*, an agreement to pay in capital that has not yet been called), differentiations in actual versus prospective exposure need to be addressed, as do the consequences of a failure to contribute *vis-à-vis* future voting rights.

127. If voting rights are based on capital accounts, to the extent distributions are not *pro-rata* but rather weighted toward a particular class of members, their voting rights will be disproportionately reduced as distributions are made. Reliance, therefore, on capital account balances will necessitate continuous attention to the accurate maintenance of the accounts.

A "record date" as to the calculation of capital accounts for an upcoming vote may be appropriate.

In an LLC utilizing special allocations, especially if losses are anticipated, utilization of capital accounts to determine voting rights can be problematic.

128. Generally speaking, LLC acts do not include default provisions for meetings of the members and other formal governance procedures. Rather, those procedures will be determined by the agreement of the members. This absence of standard provisions dealing with member meetings and similar issues is in striking contrast to business corporation laws. However, there are exceptions to this rule, notably Minnesota and North Dakota which, by statute, contain detailed provisions dealing with those procedural matters. *See* MINN. STAT. §§ 322B.33 through 322B.37; N.D. CENT. CODE §§ 10-32-44 through 10-32-50. *See also* N.Y. LLC LAW §§ 403-407; TENN. CODE ANN. § 48-222-101A, § 48-224-104; TEX. BUS. ORG. CODE §§ 101.351-101.359, 6.001-6.053).

129. Under this option, even if the members may at a meeting act by a mere majority, when acting by written consent the approval of all the members is required. *Accord* MBCA § 7.04(1).

130. Alternatives include by the vote of the members sufficient to pass on the matter in question at a convened meeting of the members, or by a threshold higher than that required at a convened meeting but below unanimous. The latter option has the benefit of perhaps encouraging careful scrutiny when acting absent the discussion and parlay that would hopefully take place in a convened meeting.

Consider requiring a unanimous or something close to a unanimous response, even if the response is negative or abstaining, to make sure that all members at least considered the issue.

131. It is important that the members be the ones responsible for keeping the company informed of their current contact information and that the company be allowed to rely on the information provided.

132. There is often a special provision for elections under IRC § 754; also there are rules for "closing of books" vs. *pro rata* allocation for years in which there is a change in ownership. See new proposed regulations which may limit discretion.

133. The default duty of care in Delaware for imposing liability is gross negligence. Werner v. Miller Technology Management, L.P., 831 A.2d 318, 331 (Del. Ch. 2003), citing *In re* Limited, Inc. (Del. Ch. 2002) and Guttman v. Huang, 823 A.2d 492, 507 (n. 39) (2003) (the "litmus test" in Delaware for imposing liability for breach of the fiduciary duty of care, absent a more exculpatory provision in the entity's governing documents, is gross negligence). To establish the gross negligence of the manager, a member must plead and prove that the manager was "recklessly uninformed or acted outside the bounds of reason." *Cincinnati Bell Cellular Sys. Co. v. Ameritech Mobile Phone Service of Cincinnati, Inc.* (Del. Ch. 1996), *aff¶d* 692 A.2d 411 (Del. 1997). State LLC acts have addressed the standard of care owed by managers and managing members in a variety of ways. *See* J. William Callison & Allan W. Vestal, *They've Created a Lamb with Mandibles of Death: Secrecy, Disclosure, and Fiduciary Duties in Limited Liability Firms*, 76 IND. L.J. 271, 281-91 (2001). Several LLC acts adopt a standard of care akin to gross negligence. *See*, *e.g.*, KY. REV. STAT. ANN. § 275.170(1) ("A member or manager shall not be liable, responsible, or accountable in damages or otherwise to the [LLC] or the members of the [LLC] for any action taken or failure to act on behalf of the [LLC] unless the act or omission constitutes wanton or reckless misconduct."); FLA. STAT. § 608.4225 ("The duty of care is limited to refraining from engaging in grossly negligent or reckless conduct, intentional misconduct, or a knowing violation of law."); ULLCA § 409(c). Other states adopt various standards including good faith, ordinary negligence, and acting "in a manner believed to be in the best interests of the company." Callison & Vestal, *supra* at 282. The recently adopted revised ULLCA adopts a duty of care closer to an ordinary negligence standard and references the business judgment rule. Revised ULLCA (2006) § 409. Typically, the operating agreement cannot "unreasonably reduce" the duty of care, but it may heighten the standard of care. *See* ULLCA § 103(b)(3) (may not unreasonably reduce the duty of care). For a discussion criticizing ULLCA's adoption of a gross negligence standard, *see generally* J. William Callison, "*The Law Does Not Perfectly Comprehend . . . .*": *The Inadequacy of the Gross Negligence Duty of Care Standard in Unincorporated Business Organizations*, 94 KY. L.J. 451, 458-60 & 481-84 (2005-2006). For a discussion of the duty of care, *see* BISHOP AND KLEINBERGER at ¶ 10.02.

134. The enforceability of covenants not to compete is largely dependent on state law. Terence Floyd Cuff & Robert Shaw, *Drafting Partnership and LLC Agreements: Part 4*, 3 BUS. ENTITIES 12 (2001).

135. The extent to which, if at all, members and managers of an LLC must present opportunities germane to the LLC's business or to engage in other business activities is a subject that usually requires particular attention and negotiation when organizing a venture. Care needs to be take to reconcile the provision with the purpose of the LLC.

136. An operating agreement is a contract, and as such incorporates an implied duty of good faith and fair dealing. *See*, *e.g.*, RESTATEMENT (SECOND) OF CONTRACTS § 205 ("every contract imposes upon each party a duty of good faith and fair dealing in its performance and its enforcement."). Under the Revised Uniform Limited Liability

Company Act, § 110(c)(5), an operating agreement may not eliminate the obligation of good faith and fair dealing, set forth expressly in that Act in § 409(d), but the operating agreement may prescribe the standard by which the performance of the obligation of good faith and fair dealing will be measured. RULLC § 110(d)(5). There is, however, significant distinction as to the meaning of "good faith." For example, in *Stone v. Ritter*, 911 A.2d 362, 370 (Del. 2006), the Delaware Supreme Court determined that good faith is a "subsidiary element" of the duty of loyalty. The scope of what constitutes good faith or the absence of bad faith is recognized as being murky at best.

In the *Disney* decision the Delaware Chancery court acknowledged that it likely is impossible to articulate a broad enough definition to capture the "universe of acts that would constitute bad faith." *In Re* The Walt Disney Company Derivative Litigation, 907 A.2d 693, 755. *See also* The Committee on Corporate Laws, *Changes in the Revised Model Business Corporation Act --- Amendment Pertaining to the Liability of Directors*, 45 BUS. LAW. 695, 697 (1990). The phrase "acts or omissions not in good faith" is "easily susceptible to widely differing interpretations, especially retroactively" and was determined to be too imprecise a standard or duty to be barred from being waived in a corporation's certificate of incorporation. Instead, the breadth of what might constitute non-waivable bad faith has been narrowed under the Model Business Corporation Act to include acts or omissions (i) with respect to which the director derives a financial benefit to which he or she is not entitled or (ii) that are either intentionally criminal or intentionally designed to harm the corporation.

The *Disney* decision refers to the case law in this area as a "fog of . . . hazy jurisprudence," but "[t]o act in good faith, a director must act at all times with an honesty of purpose and in the best interests and welfare of the corporation," which includes not intentionally disregarding his or her duties as a fiduciary.

Be aware that "good faith" may be a fiduciary obligation while "good faith and fair dealing" is a rule of contract.

137. For a case interpreting and applying a similar "arms-length" provision in an operating agreement, see *Flight Options International, Inc. v. Flight Options, LLC*, C.A. No. 1459-N (2005) (in 2005 WL 2335353 (Del. Ch.)), concluding that the basis for evaluating a transaction under that standard is whether the price and other terms of the transaction "would have been the outcome of an arms' length negotiation." In that case, absent a process for ratifying the manager's determination that the terms of a self-interested transaction were equivalent to what would have been negotiated in an arms length transaction, the court concluded that the manager had the burden of demonstrating that its determination met that standard. The court, in footnote 34, recognized that this standard was less onerous than the "entire fairness" standard but required proof that the price was equivalent to what would have been achieved after "real negotiations - the process of give and take."

138. If the LLC is to have a Board of Managers or other management committee, the Agreement should provide for "appointment of successors, terms of office, resignation and removal procedures, and the like." Coppedge, *supra* note [46], at 49. Voting procedures for managers should also be specified in the Agreement. *Id*.

139. Certain statutes expressly provide for differentiation in the authority and duties of various managers (*see, e.g.,* VA. CODE § 13.1-1024(J)), while other statutes do so in a less direct manner. *See*, *e.g.*, KY. REV. STAT. § 275.165(2); TEX. BUS. ORG. CODE § 101.252.

140. *See*, *e.g.*, KY. REV. STAT. ANN. § 275.165(2)(b) (except as required by the articles of organization or the operating agreement, managers "shall not be required to be members of the limited liability company or natural persons"); VERMONT § 3001 (12) ("'Manager' means a person, whether or not a member, of a manager-managed [LLC]…."); VA. CODE § 13.1-1024.B ("Managers need not be residents of this Commonwealth or members of the limited liability company unless the Articles of Organization or an Operating Agreement so require."); TEX. BUS. ORG. CODE § 101.302 ("manager" may consist of one or more "persons" which are defined to include artificial persons, and specifying managers need not be members or resident of state).

141. If an entity is appointed as the manager, either the operating agreement itself or a management agreement between the LLC and the manager should address change of control of the manager as well as its bankruptcy, dissolution, and similar events.

142. *See*, *e.g.*, VA. CODE § 13.1-1024.B ("Managers need not be residents of this Commonwealth or members of the limited liability company unless the Articles of Organization or an Operating Agreement so require.")' TEX. BUS. ORG. CODE § 101.302 ("manager" may consist of one or more "persons" which are defined to include artificial persons, and specifying managers need not be members or resident of state).

143. If cumulative voting is desired, the operating agreement should spell out exactly what is meant by cumulative voting. It should not be assumed that in the contractual environment of the LLC that the corporate law of cumulative voting will be applied unless it is expressly incorporated into the operating agreement. For a discussion of manager

management structure including manner of selection, *see generally* BISHOP AND KLEINBERGER at ¶ 7.04.

144. Be aware that there are state specific limitations on the use of proxies in LLCs. For example, the Tennessee LLC Act provides that an operating agreement may not authorize a "director" of an LLC to vote by proxy. *See* TENN. CODE ANN. § 48-249-205(b)(11).

145. It is important to take steps to prevent third parties from relying on the apparent authority of managers, members, and/or officers when those persons are not actually authorized to bind the company. For a discussion on the power to bind the LLC in contractual undertakings, *see generally* BISHOP AND KLEINBERGER at ¶ 7.06.

146. Holding equity in an LLC, including a "carried interest," typically makes the manager a partner for tax purposes.

147. While certain of the LLC acts expressly afford managers rights to inspect the books and records of the LLC (*see, e.g.*, DEL. CODE ANN. tit. 6, § 18-305(b)), many other LLC acts are silent as to a manager's right to access books and records. To the extent the state's statute is silent or, to the extent it contains a provision that is modifiable and modification is desired, the topic should be addressed in the operating agreement.

148. Care needs to be taken at the time of organization to investigate the laws of the foreign states in which the LLC will do business or own assets in order to determine whether qualification to transact business will be required, and, more importantly, whether the LLC and its members may be subject to tax in the state. Thereafter, the issue needs to be continuously reviewed to account for actual business activities. *See generally* BISHOP AND KLEINBERGER at ¶5.08(Registration Requirements of Foreign Limited Liability Companies).

149. Generally, mediation is a non-binding procedure before a single neutral third party mediator who does not judge the case but helps facilitate a discussion and eventual resolution of the dispute. Details that should be included in a mediation provision include: (1) notice to other parties, (2) timing issues, (3) appointing mediator, (4) obligation to mediate in good faith, and (5) who is to bear the cost of the process.

150. If arbitration is selected over litigation as the forum for dispute resolution, the operating agreement needs to address (1) how the arbitrator is selected, (2) qualifications of the arbitrator, (3) the forum and venue, (4) the procedural rules, if any, to be applied, and (5) cost shifting (if any) that would be applicable in the case of litigation.

151. Perhaps the AAA is the best-known arbitration group; however, there are many other local groups that may be more specialized, such as the Judicial Arbiter Group (made up of retired judges) in Colorado.

152. For example, the organization will send out a list of possible names with qualifications, and each party is allowed to eliminate some, with the ultimate arbiter appointed by the organization from the remaining names.

153. Waiver of jury trial clauses are generally enforceable everywhere except Georgia and California. *See* Bank South N.A. v. Howard, 444 S.E.2d 799 (1994) (pursuant to which the Georgia Supreme Court held that pre-dispute contractual waivers of jury trials to be unenforceable in cases tried under Georgia law); Grafton Partners L.P. v. Superior Court, 36 Cal. 4th 944 (2005).

154. The series concept arose in the context of statutory trusts utilized for asset securitization and the organization of investment companies/mutual funds. *See* Thomas E. Rutledge, *Again, For the Want of a Theory: The Challenge of the ³Series´ to Business Organization Law*, 46 AMERICAN BUSINESS LAW JOURNAL 311, 313-14 (2009). In recent years the concept has spread to LLCs and the utilization of the series concept has expanded beyond its original applications. Still, there remain significant issues with respect to the utilization of the series, including with respect to (i) the treatment of the series under bankruptcy law, (ii) questions as to whether the "internal shields" will be respected in jurisdictions in which series LLC statutes in which the series is not incorporated into the domestic LLC act, (iii) questions of federal tax classification, including whether an individual series is an "eligible entity" able to independently elect its classification, (iv) issues of state tax classification, (v) issues of nexus for purposes of state tax treatment, (vi) issues of apportionment, for purposes of state taxation, between individual series and between a series and the parent LLC, (vii) issues with respect to the granting of a security interest in assets that are associated with but not titled in the names of a particular series, (viii) issues, in the states that do not expressly provide a rule in their series provisions, as to whether an individual series may contract in its own name, sue and be sued in its own name, or hold title to property in its own name. *See also* prefatory Note to Revised Uniform Limited Liability Company Act, 6B U.L.A. 412-13 (2008); Rutledge, *supra*

at 321-26.

155. Currently eight states permit series LLCs: Delaware, DEL. CODE ANN. tit. 6 § 18-215; Illinois, 805 ILCS 180/37-40; Iowa, IOWA CODE § 490A.305; Nevada, NRS § 86.296.3; Oklahoma, 18 OKLA. STAT. § 18-2054.4B; Tennessee, TENN. CODE ANN. § 48-249-309; Texas, TEXAS BUS. ORG. CODE §§ 101.601 to 101-621 (2009); and Utah, UTAH CODE ANN. § 48-2c-606.

156. The LLC acts providing for series universally provide that the individual series may have management different than that of the "parent" LLC. In an operating agreement for a series LLC, a provision needs to be made for how each series will be managed and providing for necessary changes in its management structure, over its life.

157. The LLC will generally need an accountant for tax and for non-tax financial purposes. If audited statements are required, the accountant will have to be a certified public accountant (CPA).

158. The LLC will generally need a tax advisor, which may or may not be the accountant for tax and for non-tax financial purposes.

159. It would be prudent for the individual members to have their estate planning advisors participate in the negotiations, particularly as the operating agreement addresses the permissible transfers and the admission of successors in interest to membership.