WHITEPAPER

Outsourced Chief Investment Officers and the Modern Family Office

Why Leading Families and Foundations Are Turning to the OCIO Model

Prepared by Kate Dumas, CFA®
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Executive Summary

We’re living a sea change in how family offices are organized and managed.

The landscape for family wealth is changing rapidly whether new family offices in formation, wealth transferring across generations, retirements of key employees, family members spanning countries and continents, the advent of new technologies, or the increasing complexity of investment programs.

Against this backdrop we see increased adoption of flexible and bespoke “virtual” family offices whereby families outsource all or a subset of functions to expert firms. The benefits of such approaches are multi-fold including institutional quality governance, access to teams of experienced specialists, increased alignment, less risk of turnover/succession challenges, greater control, and often, lower costs.

The Outsourced Chief Investment Officer or OCIO model has evolved to bridge the gap between hiring and maintaining a dedicated investment team and turning over the investment function to a traditional wealth advisory firm that may be handling hundreds or thousands of accounts and relationships. A true OCIO is uniquely positioned to operate as a dedicated investment resource working in real time and in deep partnership with family members, legal and accounting professionals, philanthropic advisors, administrative, and concierge teams.

Tide Cycle Resources was founded to be the Outsourced Chief Investment Officer to a deliberately limited number of large and complex families. Tide Cycle’s principals have overseen the successful adoption of the OCIO model by endowments and foundations and recognize its strengths in meeting the unique and evolving needs of family offices.

1. What Is an Outsourced Chief Investment Officer?

An Outsourced Chief Investment Officer (OCIO) is an external investment team or firm that assumes responsibility for the design, oversight, and management of an investment program on behalf of a family, foundation, endowment, or other institution. The OCIO model originated within the institutional consulting world, where organizations sought sophisticated investment expertise but did not have the desire or capacity to maintain large internal investment offices.

A traditional chief investment officer typically provides leadership and oversight of the entirety of an investment program and its components.

CIO Responsibilities:

- Governance
- Investment Policy
- Strategic Asset Allocation
- Investment Research
- Implementation
- Risk Management
- Portfolio Monitoring

An OCIO performs the same functions, only as an external partner. Rather than staffing an in-house team of analysts, portfolio managers, compliance and operations personnel, a family accesses an established investment team via an outsourced relationship.

An OCIO should feel like a member of the internal team, attuned into the family and its interests, available in real time as questions arise.

Like a traditional salaried CIO there is no hourly rate, no project fees, or tiered pricing based on level of service.

How an OCIO Works with a Family Office

The OCIO often serves as the investment pillar of a broader family office ecosystem. In practice, an OCIO:

1. Understands the family's entire financial picture, including goals, aspirations, and legacy investments
2. Develops and maintains the Investment Policy Statement (IPS)
3. Establishes strategic asset allocation targets specific to each individual, entity, and portfolio
4. Selects and oversees investment managers, funds, and direct investments
5. Coordinates with accountants, attorneys, trustees, and philanthropic advisors
6. Produces and presents comprehensive reporting for family members, trustees, and boards
7. Provides education, governance support, and next-generation engagement
8. Monitors risk exposures and portfolio performance continuously

> **KEY TAKEAWAY**
> *It is increasingly common for an OCIO to operate within a "virtual" family office structure alongside specialists in accounting, tax, estate planning, philanthropy, and concierge services — functioning as part of the family's trusted advisory team.*

2. Engaging an OCIO Versus a Wealth Manager

OCIOs and wealth managers differ in what they offer clients and how it is delivered. The table below summarizes where the two models tend to diverge.

Dimension	OCIO	Traditional Wealth Manager
Scope	Bespoke, intimate involvement across the full financial picture	Achieves efficiencies across a large client base
Customization	Built around each family's goals, values, assets and constraints	Relies on standardization to serve diverse clients at scale
Independence	Fiduciary standard with a business model structured to minimize conflicts through a single advisory fee.	Fiduciary duty applies, but conflicts can arise from firm structure such as proprietary products, revenue-sharing, or commission-based compensation.
Objectivity	No affiliated products or services to promote	Risk of bias where affiliated or bundled products are offered

Always confirm whether your investment professionals are fee-only or fee-based. Your investment professional should openly discuss how they are compensated and what potential conflicts of interest arise due to their compensation structure.

Why the OCIO Model Is Growing

The OCIO model combines many of the advantages of an internal investment office with greater flexibility and lower overhead:

- **Institutional-quality expertise —** sophisticated portfolio construction, asset allocation, and risk management customized to the family's objectives.
- **Expanded investment access —** institutional managers, private investments, alternative strategies, and co-investment opportunities that are difficult to access independently.
- **Strategic alignment —** portfolios built around family values, legacy investments, impact objectives, liquidity and tax considerations, philanthropic goals, and multi-generational priorities.
- **Cost efficiency —** dedicated, institutional-level oversight and reporting without the overhead of hiring and retaining dedicated in-house staff.
- **Governance and reporting —** consistent performance analysis, benchmarking, and governance support that improves transparency and decision-making for family stakeholders.

3. What Should Families and Foundations Look for When Selecting an OCIO?

Selecting an OCIO is one of the most consequential decisions a family or foundation can make — the ideal relationship spans generations and is deeply integrated with broader family resources and objectives. Key evaluation criteria include:

- Culture and organizational fit
- Alignment of interests
- Transparency and trust
- Ability to deliver a customized experience
- Quality and stability of the team
- Realistic capacity for new relationships
- A sound, repeatable investment philosophy and process

We have created a supplement at the end of this document titled OCIO Selection Guidelines that can be a helpful tool for evaluating OCIO options.

4. Why Tide Cycle Resources?

Firm Overview

Tide Cycle Resources LLC was founded in 2024 to provide families and foundations with an independent OCIO model focused on strategic asset allocation, manager due diligence, cost efficiency, and generational wealth continuity.

Tide Cycle is an SEC-registered investment adviser that, as of August 2026, advises on approximately $3 billion: $1.9 billion directly managed, and $1.1 billion where Tide Cycle oversees another advisor. The firm was established to act as the OCIO for a multi-billion-dollar family office with numerous portfolios, multiple generations, and significant philanthropic ambitions. With the encouragement of our founding family client, Tide Cycle offers its services to a select number of other families and institutions.

Tide Cycle intentionally serves a limited number of clients rather than building a high-volume advisory business, enabling deeper engagement and customization. The firm's leadership brings decades of experience serving endowments, foundations, and family offices through both consulting and OCIO mandates, across portfolios ranging from approximately $100 million to multi-billion-dollar family offices. Tide Cycle partners closely with attorneys, tax professionals, accountants, trustees, and philanthropic advisors rather than operating in isolation.

In keeping with the firm's values, Tide Cycle encourages clients to consider aligning investments with broader family objectives, including philanthropy, impact, sustainability, legacy, and intergenerational stewardship.

> ***COMPRENSIVE BY DESIGN***
> Tide Cycle Resources offers institutional experience, deep customization, and full family office integration. As an independently owned and operated LLC, we have no outside ownership interests to dilute our focus on client outcomes.

Tide Cycle's Team Approach: The Institutional Boutique

At Tide Cycle Resources, our structure is designed to eliminate the friction common in large-scale institutional consulting. We provide the intellectual depth of a global firm with the agility and accountability of a dedicated family office team.

Dual Engine Leadership Model

Our approach is anchored by synthesis of investment strategies and operational excellence.

- **Institutional Investment Rigor:** Our investment team is comprised of two CFAs with over two decades each of experience at firms like Prime Buchholz and Mercer. We provide families and foundations with the same sophisticated manager selection and asset allocation frameworks used by the world's largest endowments.

- **Operational & Compliance Integrity:** Led by Hannah Tackett, IACCP®, our operations are built on a "Swiss watch" philosophy. We do not just oversee the assets; we build the infrastructure, leveraging advanced systems to ensure data sovereignty, transparency, and rigorous compliance.

The Tide Cycle Team

Kate Dumas, CFA® joined Tide Cycle in 2025. Kate comes to Tide Cycle with extensive experience managing comprehensive investment programs for families and institutional clients. In addition, Kate led Prime Buchholz's Mission Aligned Investing practice developing solutions to support client missions and values via their investments.

Jeff Croteau, CFA® founded Tide Cycle in 2024 after over two decades of managing institutional client portfolios at Prime Buchholz LLC and Mercer Investment Consulting. Jeff has advised a wide range of foundations, endowment and family offices on portfolio construction, manager selection, and long-term asset allocation strategies over multiple market cycles.

Hannah Tackett, IAACP® joined Tide Cycle LLC in 2026 from Penobscot Financial Advisors. Hannah oversees operations and compliance leveraging her experience building and scaling infrastructure internally, and for the benefit of clients, for over a decade. Hannah's expertise is recognized across the industry; she serves on the Charles Schwab CX Advisory Committee.

Conclusion

The family office landscape is evolving. As investment complexity increases and families seek institutional-quality capabilities without bureaucracy, the OCIO model has emerged as a powerful solution.

A thoughtfully selected OCIO can deliver sophisticated investment management, governance support, reporting, manager access, and strategic guidance — freeing family members to focus on legacy, philanthropy, entrepreneurship, and future generations.

For families and foundations seeking a highly customized, fiduciary-focused investment partner, Tide Cycle Resources offers a comprehensive model: independent ownership, institutional experience, deep customization, family office integration, and a commitment to aligning investment success with family values and long-term impact.

Supplement: OCIO Selection Guidelines

A closer look at the criteria introduced in Section 3, for families conducting a formal OCIO search.

Investment Philosophy and Process

Families should understand:

- How portfolios are constructed
- How risk is managed
- How asset allocation decisions are made
- Whether the underlying philosophy aligns with family values.

A strong OCIO should be able to articulate a repeatable, understandable investment process rather than relying on short-term market forecasts.

Transparency

Families should expect full transparency regarding:

- Portfolio holdings
- Manager selection
- Fee structures
- Performance measurement

Transparency is particularly important in complex family structures where multiple stakeholders require visibility.

Alignment of Interests

An OCIO should serve as a fiduciary whose incentives are aligned with client success rather than product sales or platform economics.

Customization

No two families are alike. The OCIO should demonstrate the ability to tailor solutions around:

- Time horizon
- Liquidity needs
- Tax considerations
- Philanthropic priorities
- Governance structure
- Legacy goals

Team Stability and Succession

Families should understand who is making investment decisions, what happens if key personnel leave, and the firm's long-term capacity and growth plans.

Culture

Given the intimate nature of the relationship, the right OCIO is someone families trust, particularly in moments of uncertainty and stress, someone they can relate to, and someone who listens carefully.

Capacity

The most customized OCIO relationships are difficult to scale. Families should ask how many relationships a firm can realistically support while maintaining a comprehensive service model.