



SPP PERSONAL CFO

Career Journey

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RESIDENCY/SUPPORTING ROLES



ASSOCIATE PLANNING ANALYST

You are showing a thirst for knowledge and a desire to leverage the team's expertise to enhance it, as well as taking initiative to accelerate your learning curve via self-identified additional development.



PLANNING ANALYST

You show ability to be a detective. Know enough to be able to push the issue if you don't think you are getting the right answer. Be able to use the resources you have to find a solution.



ASSOCIATE PCFO

You are proving you are ready to stand alone. We have confidence in you to represent the firm in most situations. You are able to act as a lead advisor for Wealth Start-Up clients.

PERSONAL CFOS (LEAD PLANNER)



LEVEL 1

You are capable of fully managing and owning all aspects of advice and the client experience as a lead planner for a limited number of families.



LEVEL 2

Learning to balance onboarding new families with delivering the ongoing experience to existing families (lead planner for ~20 to ~40 families). You are mastering the process of working with clients in the Single Point way.



LEVEL 3

You are the lead PCFO for a full group of clients (~50 families) and are capable of working with more complex situations. You have taken on a leadership role in the firm as a knowledge leader, mentor, or voice for SPP.

Expectations & Compensation

	Typical Time in Role	Technical Expertise	Base Salary	Target Shared Growth Bonus
Associate PA	1-3 Years	Obtain Series 65 & begin to pursue CFP® Registration. Building your financial knowledge baseline	\$50,000	\$10,000
Planning Analyst	1-3 Years	Obtain CFP® Become proficient in all firm tech & processes	\$65,000	\$12,500
Associate PCFO	1-3 Years	Capable of identifying planning opportunities & risks for clients Expanding knowledge in tax & investments	\$85,000	\$15,000
PCFO 1	1-2 Years	Capable of fully managing & owning all aspects of advice & client experience as a lead planner	\$110,000	\$40,000
PCFO 2	1-2 Years	Mastering the process of working with clients in the Single Point way	\$150,000	\$75,000
PCFO 3		Managing a full client base as a PCFO (~50 families) & capable of working with the most complex client situations	\$240,000	\$100,000

Additional benefits include: Health Insurance; HSA Plan; Dental Insurance; 401k Plan w/Match; Support of designations, continuing education & community involvement

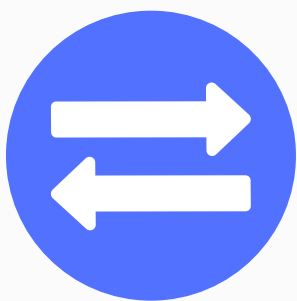


PERSONAL CFO

Detailed Career Path

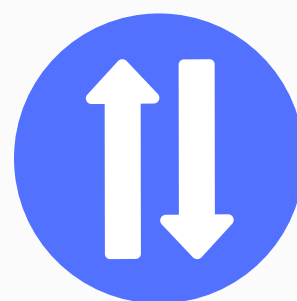
PERSONAL CFO

Level 1 Expectations



BREADTH

- Acting as lead planner for a limited number of families (up to ~20) while continuing to support existing families as the second seat



DEPTH

- Capable of fully managing & owning all aspects of advice & the client experience as a lead planner
- Comfortable as the lead for families in the \$25k fee tier
- When you encounter a situation you are not certain of, you are expected to leverage the resources of the firm



LEADERSHIP

- Assisting with the transition to a new Planning Analyst for clients you were previously in that role for



PRESENCE

- Learning to take the lead in initial conversations with prospective clients
- Providing research on planning issues for the firm

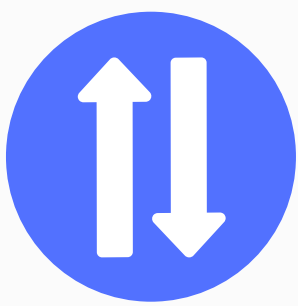
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Level 2 Expectations



BREADTH

- Learning to balance onboarding new families while delivering the ongoing experience to existing families (lead planner for ~20-~40 families)



DEPTH

- Mastering the process of working with clients in the Single Point way
- Identify & develop an expertise in a domain area (e.g. Planning areas, Niche client situations)
- Demonstrate your resourcefulness by developing & utilizing our network of experts outside the firm to support your clients



LEADERSHIP

- Onboarding a new Planning Analyst to support your group of families
- Provide training and career guidance to that Planning Analyst



PRESENCE

- Honing the craft of delivering the SPP story to current & prospective clients
- Participating in content creation for the Single Point of View Blog and Video distribution
- We expect that if you are delivering the SPP experience to clients that will yield referrals to the firm

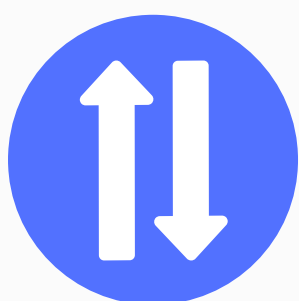
PERSONAL CFO

Level 3 Expectations



BREADTH

- Managing a full client base as a PCFO (~50 families)



DEPTH

- Capable of working with the most complex client situations
- At minimum, confident in managing families in the \$40k fee tier



LEADERSHIP

- Technical mentorship and career path guidance for support team and more junior PCFOs
- Sitting in the second seat for select clients of more junior PCFOs
- Reviewing client situations & planning opportunities with more junior PCFOs



PRESENCE

- Capable of effectively communicating the SPP story to current & prospective clients
- Have established a deep expertise in your domain area (e.g. Planning areas, Niche client situations)
- Finding your voice in helping the spread the SPP story

PCFO LEVEL

Transitions & Support

It is important to note that while the number of families a PCFO is working with is not a pure test for PCFO level status, it is a good indicator of the direction of many of the qualitative factors we've outlined. # of clients is not the only factor, which is why we use ranges of families vs. milestones in determining the appropriate level for compensation.

COMPENSATION TRANSITION

- Compensation through Residency/Support Roles & to PCFO Level 1 and Level 2 is a full step up to the new Base Salary & Target Bonus Comp upon promotion
- Compensation from PCFO level 2 to level 3 typically occurs over a 3-year cycle with official promotion occurring once you reach full PCFO salary (e.g. Year 1 of transition from PCFO 2 to PCFO 3 is a raise of Base Salary from \$150,000 to \$180,000, Year 2 to \$210,000 and Year 3 to \$240,000)



DEDICATED SUPPORT PERSON

- A dedicated PA is typically provided during Level 2
- Typically this occurs somewhere between 25-40 families



CENTRALIZED RESOURCES

- Access to all centralized resources at PCFO Level 1



PERSONAL CFO

Transition Paths

Baseline Path		
Year	<u># of Families</u>	<u>Base Salary</u>
	0	\$110,000
1	0-15	
2	10-20	
3	15-25	\$150,000
4	20-30	
5	25-35	
6	30-40	\$180,000
7	35-45	\$210,000
8	40-50	\$240,000

Faster Path		
Year	<u># of Families</u>	<u>Base Salary</u>
	0	\$110,000
1	10-20	
2	20-30	\$150,000
3	30-40	\$180,000
4	40-50	\$210,000
5		\$240,000
6		
7		
8		



RESIDENCY/SUPPORT ROLES

Detailed Career Path

ASSOCIATE PLANNING ANALYST

YOU ARE SHOWING A THIRST FOR KNOWLEDGE AND A DESIRE TO LEVERAGE THE TEAM'S EXPERTISE TO ENHANCE IT, AS WELL AS TAKING INITIATIVE TO ACCELERATE YOUR LEARNING CURVE VIA SELF-IDENTIFIED ADDITIONAL DEVELOPMENT.

TAX: LEARN TERMINOLOGY OF COMMON TAX DOCUMENTS. SHADOWING/SUPPORTING DURING TAX CHECKLIST PREP AND DURING BUILDING OF TAX PROJECTIONS.

EMONEY: BEGINNING TO LEARN EMONEY AND ENTERING DATA FROM CLIENTS WITH REVIEW FROM PCFO. OWNERSHIP OF CLIENT CONNECTIONS AND ABILITY TO DIRECTLY COMMUNICATE WITH CLIENTS TO KEEP THEM UP TO DATE.

MEETING PREP: SITTING DOWN WITH PCFO TO CREATE AGENDA AND ABLE TO TAKE A FEW PREP TASKS OFF OF PCFOS PLATE. DRIVING THE PROCESS OF CREATING AGENDA.

PRESENTATION PREPARATION: ABILITY TO TAKE INSTRUCTION FROM PCFO TO BUILD A VISUAL TO HELP CLIENT UNDERSTAND ADVICE, INCLUDING USE OF VARIOUS PLANNING TECHNOLOGIES.

MEETING FOLLOW UP: ENTERING NOTES INTO SYSTEM WITH REVIEW BY PCFO NEEDED. SENDING EMAIL/NUDGES TO CLIENT AS FOLLOW UP USUALLY WITH PCFO REVIEW.

IN MEETING PRESENTATION: JOIN MEETINGS AND PRIMARILY TAKE NOTES.

PLANNING PROFICIENCY: TAKING COURSES FOR CFP AND PREPARING TO TAKE EXAM. STILL LEARNING TERMINOLOGY AND PLANNING CONCEPTS. GAINING CONFIDENCE IN BUILDING OUT PROJECTIONS VIA SOFTWARE, SPREADSHEETS OR OTHER TOOLS.

INVESTMENTS KNOWLEDGE: ABILITY TO DISCUSS OUR CORE INVESTMENT PHILOSOPHY AT A FIRM LEVEL.

INVESTMENTS OPERATION: ABILITY TO COORDINATE WHAT PAPERWORK & FORMS WILL BE NEEDED TO IMPLEMENT CLIENT INVESTMENT CHANGES. ABILITY TO TRACK AND HOLD ACCOUNTABLE INV DEPT FOR CURRENT CLIENT INVESTMENT TASKS.

PROSPECT PREP & FOLLOW UP: DO GENERAL RESEARCH ON PROSPECT PRIOR TO MEETING AND HANDLE OPERATIONAL STUFF (PARKING PASSES; LUNCH ORDERED; VIRTUAL MEETING INVITE SENT OUT, ETC.). PREPARE PROSPECT FOLDER WITH TAKE AWAY MATERIALS.

PERIODIC PLANNING (OFF MEETING): ANNUAL BENEFITS REVIEW, TAX PREP, RMDS, YEAR END TAX PROJECTIONS, INSURANCE REVIEWS, ESTATE PLAN UPDATES; SEMI-ANNUAL REVIEW MEETINGS: ABILITY TO OWN THE TRACKING PROCESS AND PRESENTING TO PCFO WHICH CLIENTS NEEDS TO ADDRESS THESE VARIOUS ISSUES.

FIRM-LEVEL PROJECTS: ABILITY TO TAKE OWNERSHIP OF AN ASSIGNED FIRM LEVEL PROJECT. HOWEVER, PROJECT IS DRIVEN BY PCFO OR FIRM LEADERSHIP.

COLLABORATION WITH OTHER PROFESSIONALS: ABILITY TO COORDINATE COMMUNICATIONS WITH OUTSIDE PROFESSIONALS AT DIRECTION OF PCFO.

PLANNING ANALYST

YOU SHOW ABILITY TO BE A DETECTIVE. KNOW ENOUGH TO BE ABLE TO PUSH THE ISSUE IF YOU DON'T THINK YOU ARE GETTING THE RIGHT ANSWER. BE ABLE TO USE THE RESOURCES YOU HAVE TO FIND A SOLUTION.

TAX: ABILITY TO GENERATE DRAFT OF TAX CHECKLISTS. ABILITY TO HANDLE DRAFT OF TAX PROJECTIONS IN BNA (BUILD OUT INITIAL PROJECTION FOR YEAR WHEN PRIOR YEAR TAX RETURN ARRIVES). ABILITY TO UPDATE RMD SPREADSHEET AND OWN TRACKING THROUGHOUT THE YEAR

EMONEY: PROFICIENT IN DATA ENTRY; WHEN CLIENTS SEND IN INFORMATION YOU KNOW EXACTLY HOW TO CAPTURE THAT IN EMONEY ON YOUR OWN. ABILITY TO DIAGNOSE DATA THAT COMES IN TO IDENTIFY POTENTIAL ISSUES OR OPPORTUNITIES FOR CLIENT.

MEETING PREP: ABLE TO CREATE AGENDA FOR MEETING ON OWN BASED ON KNOWLEDGE OF CLIENT SITUATION AND ABLE TO TAKE FIRST STAB AT ALL SUPPORTING PREP (EXHIBITS, REPORTS, EXCEL SHEETS, SOFTWARE UPDATES); STILL REQUIRES FINAL REVIEW BY PCFO.

PRESENTATION PREPARATION: ABILITY TO SHOW CREATIVITY IN BRINGING VISUAL PRESENTATION IDEAS TO PCFO BASED ON AGENDA FOR CLIENT MEETING.

MEETING FOLLOW UP: NOTES FROM MEETING ENTERED WITHOUT NEED FOR PCFO TO EDIT. FOLLOW UP EMAIL & NUDGES SENT WITHOUT NEED FOR APPROVAL FROM PCFO.

IN MEETING PRESENTATION: JOIN MEETINGS AND TAKE OWNERSHIP OF AT LEAST ONE AREA OF AGENDA IN MEETING THAT PA OWNS AND RUNS.

PLANNING PROFICIENCY: HAS ALREADY PASSED CFP OR IS IN FINAL STAGES OF PREPARATION FOR EXAM. FIRM GRASP OF LANGUAGE AND TERMINOLOGY OF PLANNING AREAS. ABLE TO ANALYZE WIDE RANGE OF SCENARIOS TO FORMULATE ADVICE TO CLIENTS.

INVESTMENTS KNOWLEDGE: ABILITY TO DETERMINE APPROPRIATE RISK PROFILE FOR CLIENT AND DISCUSS IMPLEMENTATION OF THAT IN THEIR SPECIFIC SITUATION.

INVESTMENTS OPERATION: ABILITY TO DESIGN CUSTOMIZED ACCOUNT CONSOLIDATION ROADMAP. IN ADDITION TO INTERNAL TRACKING OF CLIENT INVESTMENT ACTIONS, ABILITY TO SHEPHERD CLIENT THROUGH THE PROCESS AS WELL AND ENSURE THEY ARE COMPLETING THE NECESSARY ACTION ITEMS ON THEIR LIST (INCLUDING BEING ABLE TO ANSWER ANY QUESTIONS AS TO WHAT IS BEING DONE). REVIEW BD REPORTS IN ADVANCE OF MEETINGS TO ENSURE ALL DATA IS ACCURATE AND CORRECTLY CLASSIFIED. IDENTIFY AREAS TO ADDRESS WITH CIO RE: PORTFOLIO IN ADVANCE OF CLIENT MEETING.

PROSPECT PREP & FOLLOW UP: ABILITY TO SEND A TAG-ON EMAIL (PCFO SENDS INITIAL TY EMAIL) WITH CONTRACT, FORM ADV, AND ANY ADDITIONAL FOLLOW UP INFORMATION SPECIFICALLY REQUESTED BY CLIENT (DATA SECURITY, ETC.)

PERIODIC PLANNING (OFF MEETING): ANNUAL BENEFITS REVIEW, TAX PREP, RMDs, YEAR END TAX PROJECTIONS, INSURANCE REVIEWS, ESTATE PLAN UPDATES; SEMI-ANNUAL REVIEW MEETINGS: ABILITY TO COORDINATE THESE ITEMS DIRECTLY WITH CLIENTS.

FIRM-LEVEL PROJECTS: ABILITY TO PRIORITIZE & BALANCE FIRM LEVEL PROJECTS WITH CLIENT SPECIFIC WORK. SHOWING CREATIVITY TO PROPOSE SOLUTIONS TO A PROBLEM THAT HAS BEEN IDENTIFIED BY PCFO OR FIRM LEADERSHIP.

COLLABORATION WITH OTHER PROFESSIONALS: IDENTIFYING AREAS WHERE WE NEED TO BRING IN OUTSIDE PROFESSIONALS TO WORK WITH CLIENTS ON SPECIFIC ISSUES.

ASSOCIATE PCFO

YOU ARE PROVING YOU ARE READY TO STAND ALONE. WE HAVE CONFIDENCE IN YOU TO REPRESENT THE FIRM IN ALMOST ANY SITUATION. YOU ARE ABLE TO ACT AS THE LEAD ADVISOR FOR WEALTH START-UP CLIENTS

TAX: OWNERSHIP OF TAX CHECKLIST FROM START TO FINISH. OWNERSHIP OF TAX PROJECTIONS IN BNA AND HOLISTIPLAN.

EMONEY: PROFICIENT IN GENERATING ALL REPORTS AND OUTPUT. ABILITY TO WALK A CLIENT THROUGH PROJECTIONS LIVE IN MEETING AND AMEND DATA ON THE GO.

MEETING PREP: ABLE TO CREATE AGENDA FOR MEETING ON OWN BASED ON KNOWLEDGE OF CLIENT SITUATION AND ABLE TO TAKE FIRST STAB AT ALL SUPPORTING PREP (EXHIBITS, REPORTS, EXCEL SHEETS, SOFTWARE UPDATES); VERY LIMITED REVIEW BY PCFO NEEDED.

PRESENTATION PREPARATION: NO DIRECTION NEEDED FROM PCFO, ABILITY TO UNDERSTAND CLIENT PREFERENCES TO CREATE MOST IMPACTFUL PRESENTATION MATERIALS FOR EACH SPECIFIC CASE.

MEETING FOLLOW UP: NOTES FROM MEETING ENTERED WITHOUT NEED FOR PCFO TO EDIT. FOLLOW UP EMAIL AND NUDGES SENT WITHOUT NEED FOR APPROVAL FROM PCFO. ALSO ABLE TO HELP TRAIN ASSOCIATE PA ON THESE STEPS.

IN MEETING PRESENTATION: ABLE TO RUN ENTIRE MEETING, PCFO IS THERE TO PROVIDE SUPPORT.

PLANNING PROFICIENCY: MANDATORY TO HAVE CFP. EXPLORING ADVANCED PLANNING TOPIC EDUCATION.

INVESTMENTS KNOWLEDGE: ABILITY TO REVIEW CLIENT PORTFOLIO & FIRM'S CURRENT THINKING IN DETAIL WITH CLIENT DIRECTLY.

INVESTMENTS OPERATION: ABILITY TO DO ALL PA LEVEL INVESTMENT WORK WITH MINIMAL INVOLVEMENT FROM PCFO.

PROSPECT PREP & FOLLOW UP: SENDS ENTIRE FOLLOW UP AND DOCUMENT REQUESTS THAT PCFO CAN SIMPLY ADD A TAG ON EMAIL OF TY TO.

PERIODIC PLANNING (OFF MEETING): ANNUAL BENEFITS REVIEW, TAX PREP, RMDS, YEAR END TAX PROJECTIONS, INSURANCE REVIEWS, ESTATE PLAN UPDATES; SEMI-ANNUAL REVIEW MEETINGS: ABILITY TO DO THIS WITH MINIMAL INVOLVEMENT FROM PCFO.

FIRM-LEVEL PROJECTS: ABILITY TO IDENTIFY AN AREA OF WEAKNESS AND BRING A PROJECT IDEA TO THE FIRM. THEN OWN THE PROCESS AND BE ABLE TO DELEGATE SOME OF THE WORK TO ASSOCIATE PLANNING ANALYSTS.

COLLABORATION WITH OTHER PROFESSIONALS: ABILITY TO ALSO BRAINSTORM AND IDENTIFY, AS WELL AS VET AND NEGOTIATE ON BEHALF OF CLIENT, WHO WILL BE THE BEST RESOURCE FOR THAT SPECIFIC SITUATION.