



SPP PERSONAL CFO

Career Journey

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RESIDENCY/SUPPORTING ROLES



ASSOCIATE PLANNING ANALYST

You are learning the basics of the SPP process. You provide assistance to the PCFOs primarily in administrative tasks (notetaking, data input, tracking action items). You are gaining experience by being live in meetings and observing. While your work will center around the clients of one PCFO (who will act as a mentor) you will have exposure to working with multiple PCFOs in a limited scope.



PLANNING ANALYST

You are now proficient in the admin side and providing support to the PCFOs on technical analysis, meeting prep and follow up. You're getting initial opportunities to present in meetings. 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 almost any situation. 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. It is expected that you will be leveraging senior planners and leadership for support



LEVEL 2

You are learning to balance onboarding new families while delivering the ongoing experience to existing families (lead planner for ~35-50 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 the more complex situations. You have taken on a leadership role in the firm as a knowledge leader, mentor, or voice for SPP.

EXPECTATIONS & COMPENSATION

Career Journey

	Typical Time in Role	Technical Expertise	Compensation	Benefits*
Associate PA	1-3 Years	Obtain Series 65 & begin to pursue CFP® Registration. Building your financial knowledge baseline	Salary: \$50,000 Bonus Potential: 10%	Health Insurance HSA Plan Dental Insurance Short and Long Term Disability Insurance 401k Plan w/Match Support of Designations Continuing Education Community Involvement
Planning Analyst	1-3 Years	Obtain CFP® Become proficient in all firm tech & processes	Salary: \$65,000 Bonus Potential: 10%	
Associate PCFO	1-3 Years	Identifying planning opportunities & risks for clients Expanding knowledge in technical areas	Salary: \$85,000 Bonus Potential: 10%	

	Typical Time in Role	Technical Expertise	Compensation	Benefits*
PCFO 1	2-4 Years	Capable of fully managing & owning all aspects of advice & client experience as a lead planner	Salary: \$110,000 - \$130,000 Bonus Potential: 20%	Health Insurance HSA Plan Dental Insurance Short and Long Term Disability Insurance 401k Plan w/Match Support of Designations Continuing Education Community Involvement
PCFO 2	3-10 Years	Mastering the process of working with clients in the Single Point way & mentoring the next gen of planners	Salary: \$150,000 - \$210,000 Bonus Potential: 20%	
PCFO 3		Managing a full client base as a PCFO & capable of working with the most complex client situations	Salary: \$240,000 Bonus Potential: 20%	



RESIDENCY/SUPPORT ROLES

Detailed Career Path

ASSOCIATE PLANNING ANALYST

ACCOUNTABILITY PARTNER

At this stage your primary responsibility is to know the status of all client related action items as well as, if not better than, the PCFO. You are expected to be proactive in making sure the PCFO is aware of the status of all action items and not allow anything to slip through the cracks.

TAX

You are learning terminology of common tax documents. You are shadowing/supporting PCFO during the tax checklist prep and helping to gather appropriate data for building tax projections. You are ensuring all clients are current in their TaxStatus authorization and monitor alerts.

eMONEY

You are leveraging the training resources available through eMoney to learn the system. You are entering data in for clients with review from the PCFO. You are taking ownership of account connections (new accounts being entered and existing accounts staying up to date). You can help clients troubleshoot connection issues without help of the PCFO.

MEETING PREP

You are setting up time with the PCFO to review meeting prep well in advance of each meeting. You are learning from PCFO what would be in a proposed agenda for client strategy meetings and are able to take a few prep items off the plate of PCFO. You are ensuring the agenda is shared with client prior to meeting for feedback and requesting any additional data needed while confirming meeting time/location.

ASSOCIATE PLANNING ANALYST

IN MEETING ROLE

You are attending meetings and taking detailed notes with an emphasis on identifying any follow up items for SPP or client. You are also tracking topics that have been identified for a future meeting.

MEETING FOLLOW UP

You are entering your notes from the meeting into Wealthbox with review from PCFO. You are learning to assign appropriate follow up tasks & workflows internally via WB and externally via Knudge.

COMMUNICATION PROFICIENCY

You are learning how to document/assign internal tasks and who to go to when you have questions.

PLANNING PROFICIENCY

You are taking courses towards your CFP and are working towards the experience requirement. You are still learning some terminology and the practical use cases for planning concepts. You are gaining confidence in where data should live across the various systems we utilize.

INVESTMENT KNOWLEDGE & OPS

You are spending time with the Inv Dept to learn our core philosophy and become educated on the terminology. You are able to work with Inv Ops to coordinate any necessary paperwork to implement changes.

PLANNING ANALYST

ACCOUNTABILITY PARTNER

You should be versed enough in the process at this point to take this to the next level. Not just able to keep track of all action items but to be proactive in the client management process. You should be capable of handling the mapping out of and scheduling of semi-annual strategy meetings.

TAX

You can generate drafts of tax checklists and are helping the PCFO manage the tracking process of tax season. You are running the tax return through Holistiplan and are beginning to get exposure to building current year and future projections. You are able to identify when a life event, action or transaction will have an impact on taxes for the current year and are bringing that data to the tax team for an update of projection as well as adding the relevant info to the current year checklist.

eMONEY

You have become proficient in data entry and rarely need coaching from the PCFO. When a clients sends in data you know what needs to be done with it in eMoney without prompting from PCFO. You are beginning to diagnose the data that comes in to identify potential issues or opportunities for the client and proactively bringing those to the attention of the PCFO.

MEETING PREP

You have the ability to create the agenda for a strategy meeting on your own based on knowledge of the client situation. You are able to take the first stab at all supporting prep (any exhibits, reports, spreadsheets, other tech for unique analysis). You are ensuring the PCFO is aware of everything that has been going on with the client.

PLANNING ANALYST

IN MEETING ROLE

You are able to take an active role in working sessions, able to handle some of these without the help of PCFO (helping client troubleshoot connections, 401k allocation updates, benefits selections). You are an additional set of eyes and ears for PCFO and should be able to identify times when a client may not have fully grasped a concept. You are beginning to take on presentation of at least 1 agenda item in meeting.

MEETING FOLLOW UP

Your notes should rarely require an edit from the PCFO. You should now be able to immediately run with assigning action items without approval from PCFO. You are drafting the follow up email for clients and it is starting to be sent from you directly. You are building out your custom process for tracking all outstanding items while using the core systems in place to document everything.

COMMUNICATION PROFICIENCY

You are getting very strong in your written communication to clients, internal resources, and external professionals. This shows in that the PCFO is feeling comfortable with you initiating these communications without pre-approval and the times corrections are needed to be made are reducing.

PLANNING PROFICIENCY

You have passed your CFP (or are preparing to take exam shortly) and have the experience requirement to use the marks. You have a firm grasp of planning terminology and rarely hear something for the first time (not an expert in everything yet but the terminology is not new to you). You have gained an understanding of Balance Sheet, Cash Flow, Investment Allocation, Tax Planning, Insurance, Estate and Benefits planning.

INVESTMENT KNOWLEDGE & OPS

You can help determine the appropriate risk profile for clients and discuss implementation with Inv Dept. You can design the custom account roadmap and ensure Inv Dept has all data needed to build custom Inv Allocation and Expense Analysis. You are able discuss in detail questions a client may have around account opening/money movement/lines of credit/etc. You review Black Diamond as part of your meeting prep and can identify when data does not appear to be accurate in the system.

ASSOCIATE PCFO

ACCOUNTABILITY PARTNER

You should know more about what is going on in the day to day lives of clients than the PCFO. Some clients are likely coming straight to you for most interactions as you have developed that level of trust with them.

TAX

You have taken ownership of the tax coordination process from start to finish. You have also taken full ownership of the coordination of a current year tax projection being built out and kept up to date throughout the year.

eMONEY

You have become an expert in using the system. You have moved past simple data entry and are building what-if scenarios in Decision Center and getting opportunities to present Balance Sheet, Cash Flow, and Decision Center directly with clients in meetings. You are learning to navigate the system live in a meeting while presenting.

MEETING PREP

You should be able to handle all preparation for meetings, collection of data, building of agenda and presentation material in advance of your prep call with the PCFO. Prep call should be focused on PCFO discussing areas for you to present in the meeting and providing feedback/guidance on flow of the meeting/priorities/approach with client.

ASSOCIATE PCFO

IN MEETING ROLE

You should be able to begin running large parts of the meeting. The PCFO should be there to provide support and be taking on the more complex components of the conversation while you are able to handle the bulk of agenda items in presentation. You are working on your listening skills and framing of decisions for clients.

MEETING FOLLOW UP

You are proficient in knowing what needs to be done after a meeting, who needs to do it, and how it needs to be assigned/tracked. You are coaching/training Associate PAs on your internal processes of tracking what is outstanding. You are learning how to manage clients, teammates and other professionals to become more effective in helping them take action.

COMMUNICATION PROFICIENCY

You are mastering non-written communication. Learning effective listening skills and understanding how to best frame information for optimal decision making which can be different based on the personality/priorities of each client. You are effectively using additional resources such as Loom and Knudge to communicate with clients to help them make great decisions and to ensure they are taking action.

PLANNING PROFICIENCY

You are expanding your knowledge base to include Behavioral Finance concepts. You have identified areas where you are strong and are focused on expanding knowledge on areas where you have less experience.

INVESTMENT KNOWLEDGE & OPS

You are able to tell our core inv story to clients as well as frame it appropriately given their specific situation. You are able to be the first line of communication in easing clients' fears during difficult markets and are beginning to sharpen your skills on managing clients through big investment decisions. You are able to identify proper allocations for clients and ensure the language we are using is helping them feel comfortable in moving forward and implementing the plan. You are proactively identifying and communicating with Inv Dept re: specific client situations (legacy positions, 401k plan changes, cash needs, tax sensitivity).



PERSONAL CFO

Detailed Career Path

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Detailed Career Path

Each year our Personal CFOs complete a self-assessment via our Personal CFO Career Guide.

This guide is meant to help you understand the expectations of what it means to be a Personal CFO at SPP. It also acts as a resource to understand where you are at in your career journey, and can help identify what areas you want to focus on for future growth.

Our goal as a firm is to build a diverse group of Personal CFOs with the aim to:

- a) Provide the best fit for each client
- b) Support each other via our unique skills
- c) Deliver a consistent client experience

This diversity should spread across technical, operational and behavioral expertise/skills, as well as various avatars of clients that each PCFO is most excited to work with. This will allow us to work with a wide range of clients who meet our core requirements of a good fit for the firm.

Our PCFOs share a passion for doing deep work & building deep relationships with a (relative to industry norms) small number of families. Our service is best described as project management for our clients' financial lives, which places equal importance on the strategy/analysis/guidance and the execution/accountability/partnership roles.

It is important to note, each PCFO's journey (and destination) is their own. While a career path guide can often seem like it is leading to a pre-determined destination, that is not the case here.

While we do expect PCFOs to rise to the level of competency of a PCFO 2, striving for PCFO 3 is not for everyone (at least not at all points in their life).

A PCFO Level 2 can have a very productive career here at SPP, be an extremely valuable member of the team doing amazing work for a broad group of clients while maintaining appropriate life flexibility.

PCFO Level 3 requires work with some of the most complex client situation, and a deeper and wider knowledge of technical concepts along with advanced behavioral qualities to effectively deliver an exceptional client experience.

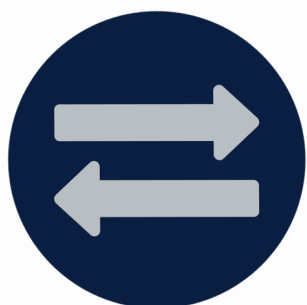
We break down the expectations of a PCFO into 3 categories:

- 1) Technical Knowledge
- 2) Operational Effectiveness
- 3) Behavioral Qualities

With all of these, it is important to understand there is an element of time needed to excel. Even if you feel like you are checking all the boxes, sometimes you just need more time/reps/opportunities to advance to the next level.

PERSONAL CFO

Level 1 Expectations



BREADTH

- Acting as lead planner for a limited number of families while continuing to support existing families in a supporting role



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 and operation improvements for the firm

PERSONAL CFO

Level 2 Expectations



BREADTH

- Learning to balance onboarding new families while delivering the ongoing experience to existing families (lead planner for ~35-50 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
- Acting as a collaboration partner to your peers on select clients



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 (Typically around ~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

Partnership Path

Our vision is for Single Point to be known for our uniqueness and excellence. A place where clients can't imagine their lives without us and talented people can't imagine working anywhere else. We've never set out to be the biggest, the driving force has always been to be the best.

Long-term, we believe independence is the key to allowing us to continue to operate with a mindset that allows us to achieve those goals. Many of us have seen how firms can change and client experiences can change when a 3rd party change in ownership occurs.

This requires having a core team that is passionate about the unique SPP approach and brings an owner's mindset. The team here is wired with that mindset and it shines through via the pride we take in our work and the way we approach working together. Partnership is a way to recognize that approach and incentivize it to continue long term.

We believe partnership will drive higher growth, build better efficiency, better develop & support our next gen of people - all with the end result of insanely happy clients and employees.

We have two types of partnership opportunities. More details will be found in our Partnership Path Guide.

Income partner:

- a) Long term commitment to SPP (recognition)
- b) An initial step towards equity partnership (potential)
- c) A voice

Equity partner:

- a) Ownership in SPP (buying shares)
- b) Opportunities within the firm (standing out)
- c) A vote

In short, equity partnership is offered to those who are "there", income partnership is offered to those who are "getting there".