

## PRESIDENT'S PODIUM

# THE IMPORTANCE OF STRATEGIC PLANNING

BY SUSAN DANZIG  
PRESIDENT, FPA OF THE EAST BAY

What is the vision you have of your financial services business? In the ideal world, what does your end game look like?

In order to answer these questions and more related to your business' growth, strategic planning is critical to staying on track and reaching your goals.

### Branding

The most crucial aspect of branding and the vision for your practice is your ideal client. Who do you want to work with, and what does that relationship look like? Once your ideal client and area of expertise have been established, how do you organize your messaging? Is the way you communicate your target market clear and succinct, or is there room to narrow the focus?

Oftentimes, in their decision-making process to work with you, the ideal prospect wants to know why you are specifically suited to work with them. What expertise and experience do you have in working with their demographic? Do you effectively weave in these details with your messaging?

A slogan is a powerful communication tool. It is a simple statement that describes what you do and for whom. For example, "Financial Advisor for Google Employees" could be a great slogan if who you truly want to attract and are willing to commit your marketing efforts to at the same time are Google employees specifically. The slogan is simple and answers the questions of what you do and for whom.

Many financial services professionals confuse slogans with taglines. A tagline speaks to the client experience and might not give the client any idea of what you do without knowing your brand. For example, State Farm's tagline is "Like a Good Neighbor, State Farm

is There." It is very catchy, especially with the sing-along quality of the tune, but if a consumer does not actually know what State Farm provides and for whom, it is just a meaningless statement.

### Business Model

Deciding the size of your team can be challenging, but is important in ensuring that your brand is in place and messaging is clear across the board. If you plan to be a solopreneur, the brand and messaging is one that only you need to be very familiar and comfortable using. However, if you plan on having partners, associates, or even staff members to support the depth and delivery of success in your business, the communication to reinforce your brand must be consistent and clear throughout the organization.

Taking it one step further, the responsibilities of every individual person must be delineated clearly for the business to grow in a success-oriented fashion. You need to know who is managing a specific part of the business, who is taking action on what task, and in every case, who will be responsible for following up and keeping team members accountable for results.

CONTINUED PAGE 2 ►

*Susan Danzig is a business development coach for financial services professionals. Since 1994, she has helped her clients understand, appreciate, and clarify their true value, define their specialization, and create effective marketing plans. As a result, she has positioned the professionals she works with for greater income and ongoing success.*

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**FPA of the East Bay**

**Krysta Patterson**  
(925) 778-1165  
eastbayfpa@gmail.com  
www.fpaeb.org

**FPA of San Francisco**

**Holly Wilkerson**  
(877) 260-3218  
info@fpasf.org  
www.fpasf.org

**FPA of Silicon Valley**

**Susan Adams**  
(877) 808-2699  
execdirector@fpasv.org  
www.fpasv.org

FROM PAGE 1 ►

**Marketing and Branded System**

Once your brand is established along with the vision of the company, it is critical to create your branded system, which is a step by step way of messaging to consumers that is consistent across all channels. How you articulate what you do for your business partners, clients, and centers of influence illustrates your value and establishes how you stand out in the marketplace.

Marketing and business development are two of the ongoing aspects of the strategic planning process that are focused on attracting your ideal clients. Here, you should determine the most effective marketing channels or media to use to attract those ideal clients. Alongside the marketing channels, you will want to assign who will be taking action on what task, and playing to your team members' strengths.

For example, you may have individuals on your team who are extroverted and who love talking to and attracting prospects in person, while having a comfort level with the process of transitioning prospects to clients. A great role for that personality and skill set may be to attend networking meetings and spread the message of the business with speaking engagements. Others may be more comfortable writing or creating content for blog posts, newsletters, and supporting search engine optimization on your website or social media platforms, which is still messaging the business, but in a "behind the scenes" manner.

By tapping into each individual's strengths and allowing them to take the lead in these critical areas, within the context of your branded system, you not only place your business in a better place for growth, but highlight the opportunities to fill the gaps.

**Create a Customized Marketing Plan**

After these critical aspects of your business' growth are solidified and communicated to the team at large, the next step is getting the message out via various marketing channels. Answer these two priority questions to get started:

1. What marketing channels will attract your ideal clients?
2. Which of these channels will you employ consistently?

Oftentimes, business owners dive full-fledged into every marketing channel available to them and spread themselves too thin. Hone in on the few that would truly attract your top tier clients, and utilize them consistently and effectively. If you are already utilizing several marketing channels, look for opportunities to enhance and increase your reach within existing channels while looking ahead to see which channel you might focus on next.

**Review Your Strategic Plan Regularly**

Many financial services professionals review and revise their strategic plan at the beginning of the year and then forget about it until the following year. My advice is to review and revise quarterly, as the business can go through extensive change over the course of just one or two quarters, and it behooves the organization to align the partners, team, and clients on your branded system consistently.

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## FPA OF THE EAST BAY

### SPRING AND SUMMER MEETINGS



Above (left): FPA of the East Bay Past Presidents Brian Gemmer and Damien Couture catch up at the May chapter meeting.

Above (right): Partner Matt Beck, President Susan Danzig, and speaker Andy Rothman from Matthews Asia at the May chapter meeting.

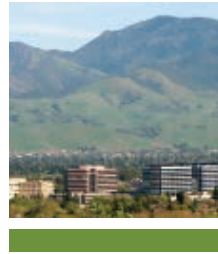
All photos this page courtesy of David Shaffer



Above (left): Ora Citron asking a question as Debbie Pursey looks on during the May chapter meeting.

Above (right): April meeting speaker Eric Cott, CRPC, from Options Industry Council.

Below: Sponsor Grant Martin poses with August speaker Liz Laderman from the Federal Reserve Bank of San Francisco and FPA of the East Bay President Susan Danzig.



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David Shaffer  
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David Shaffer  
(925) 944-7100  
shafferi@pacbell.net



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(937) 660-9098  
sscherer@beaconinvesting.com



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(925) 360-4116  
michael.fredrick@db.com



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(925) 807-1500 ext. 303  
clay@signetmortgage.com



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Inc.  
Alex Hayes  
(925) 234-8544  
ahayes@ofiglobal.com



Robert Half  
Carolyn Sweeney  
(925) 930-8180  
haley.klatt@roberthalf.com

### SILVER PARTNERS

UC Berkeley Extension  
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(510) 664-4019  
annalee@berkeley.edu

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(800) 966-4354  
alan@hennessyfunds.com

American Funds  
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(415) 517-4088  
kristina\_page@capgroup.com

Neuberger Berman, LLC  
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(303) 517-3610  
stephanie@nb.com

Sammons Retirement  
Solutions  
Brent Fisk  
(415) 264-4721  
bfisk@sfgmembers.com

Stonecrest Managers  
Kara Paik  
(408) 557-0700  
kpaik@stonecrest.net

FlexShares - ETFs -  
Northern Trust  
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(707) 696-0190  
john\_jordan@ntrs.com

Orinda Asset  
Management  
Eugene Huang  
(925) 402-1671  
ehuang@orindafunds.com

Jackson National Life  
Distributors, LLC  
Brian T. Carlson, CFS®  
(925) 787-7343  
brian.t.carlson@jackson.com

IMD Goldman Sachs  
Brian Nash  
(773) 304-8627  
brian.nash@gs.com

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(913) 857-0756  
dabaldwin@ivyfunds.com

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(925) 385-0127  
thomas.mcneil@hartfordfunds.com

Reverse Mortgage West  
William Smith, CFA  
(415) 465-7348  
wsmith@reversemortgagewest.com

Fidelity Investments  
Campbell Judge  
(415) 606-4627  
campbell.judge@fmr.com

Polycomp  
Cory Kelly  
(916) 517-6392  
ckelly@polycomp.net

Litman Gregory Asset  
Management  
Patrick Clancy  
(925) 253-5209  
patrick.clancy@lgam.com





## BOARD BLURB

# HOW DECLUTTERING YOUR PHYSICAL SPACE DECLUTTERS YOUR MIND

BY WILLIAM D. PITNEY, CFP®

DIRECTOR OF ADVOCACY, FPA OF SILICON VALLEY

How do you renew your energy and keep vibrant on a regular basis? The typical suggestions include:

- Physical: Eating healthy, getting more exercise and sleep
- Mental: Reading books, solving puzzles, taking up a hobby, unplugging once a week
- Social/Emotional: Building relationships with others and learning to laugh more
- Spiritual: Praying, meditating, journaling, and connecting with your inner Picasso or Beethoven

Conventional wisdom says that if you are overworked and your productivity begins to fall off, then it is time to take a break. Maybe a vacation will do the trick. A vacation, though needed, may not be enough. That is the crux of the issue for most of us—or at least it was for me.

### Organizing Our Physical World

The way we organize and manage our physical environments affects our health and well-being.

At home, the questions are:

- Is your home exactly as you like it?
- Do you feel inspired when in it?
- Is your home free from clutter?
- Do you appreciate your physical space and the possessions in it?
- Does your home environment enhance your home life?

At work, the questions are:

- Is your office or workspace exactly as you like it?
- Do you feel inspired when in it?
- Are your office and desk free from clutter?
- Do you look forward to going to work?
- Does the work environment enhance your work life, performance, and productivity?

Chances are you will say NO to some or all of these questions. As a result, you may be creating cluttered home and work environments—a constant state of chaos for yourself.

### Less Is More

Three years ago, I found an image that read, “Simplicity. less stuff. less work. less expense. equals. more money. more time. more joy. less equals more.”

No duh, right?

I have been downsizing since. Donating, recycling, shredding, and tossing out. I never realized how much stuff I had accumulated over the years.

No matter how much I disposed of, I still felt like there was too much stuff.

So what is really going on?

In a recent *Morningstar Advisor* article, Allyson Lewis wrote, “A distraction is anything in your life that keeps you from focusing your full attention on something else. Distraction pulls your focus away from important projects and makes you focus on something of lesser value.”

Sound familiar?

She added, “Every unfinished task is a distraction in disguise.” Like the junk in a room, closet, or drawer, your distractions pile up. Just thinking about dealing with your junk causes feelings of stress, anxiety, and overwhelm.

Lewis asked, “How many unfinished tasks do you have in your life? How much distraction?”

This was the real issue for me. Too many distractions in the external world created too much clutter in my mind. Like many other “organizers,” she recommends setting a time to clean up and toss out.

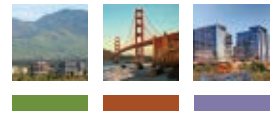
Easier said than done—until now.

### Enter The Magic of Tidying Up

In January, I received a “Happy New Year!” email from an attorney that I value and respect. She shared a powerful message, “My resolution this year is to surround myself with only those things that ‘spark joy’.”

She went on to mention Marie Kondo’s best-selling book, entitled *The Life-Changing Magic of Tidying Up: The Japanese Art of Decluttering and Organizing*.

So, as she sang the praises of Kondo’s book, I became intrigued. I wondered if it had that kind of effect on her already well organized and orderly life, how much could the book really help me?



So, I purchased the Kindle version and read it over two evenings. It was quick and easy. Full of recommendations. And, yes, life altering.

She helps declutter, and, more importantly, shows how to organize things to spark joy in your life.

Other organizational systems are usually too complex and require additional storage solutions. The systems put stuff out of sight, but not really out of mind. As a result, the majority of us end up falling off the wagon.

In my own life, I struggled to maintain control over my physical distractions. I had been “tidying up” without having the right approach. The result: I was caught in the constant loop of chaos.

### Less Equals More

Kondo offers ideas to declutter, downsize, and organize everything: from clothes and books to pantries and papers and even sentimental things and photos. Her book focuses on the home environment, but her ideas apply easily to our office environments as well.

After using Kondo’s system to tidy up, I suddenly know how much stuff is just right for me. I am surprised that it is a lot less than I thought previously. Through the act of tidying, as the book promises, I experienced a clarity about the amount I need to live comfortably.

An additional and unexpected benefit of following her process was that my mind is filled with much less clutter. Now that I have fewer distractions, I now have time to think about my financial planning and advisory business clearly.

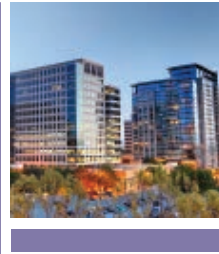
I am no longer distracted by all the noise of how to grow, what I should do now, what technology I need to compete, what is happening with robo-advisors, and all of the potential distractions.

My focus is now solely on how to make my business spark joy in me and fuel the lifestyle that I want to live. It is very refreshing.

Many people think that personal growth is about how to do things better or faster, so they can do more. Maybe it is about improving professional skills. Or, maybe it is about adding additional capability or capacity.

Just remember that we cannot delegate the task of self-growth onto others, nor can we delegate decluttering our minds. So, as you move forward with decluttering your life using Kondo’s recommendations, have some fun with it. Here’s to tidying!

*As the founder of FocusYOU, William Pitney provides practical financial knowledge and delivers fact-based solutions to support his clients’ goals. For over a decade, William has been providing financial planning advice and coaching to high tech engineering and technical professionals and their families.*



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Rich Dayton  
(408) 437-7570  
rich@thedaytonlawfirm.com



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(408) 986-1798  
mike@michael-ryan.com



**Stonecrest Managers**  
Christina Gray  
(408) 557-0700 ext. 220  
cgray@stonecrest.net



**ScholarShare 529**  
College Savings Plan  
Garianne Dashiell  
(415) 471-6225  
gdashiell@tiaa-cref.org



**Edgewood Partners Insurance Center**  
Michael Sukle  
(925) 822-9058  
michael.sukle@epicbrokers.com



**American Century Investments**  
Matt Beck  
(866) 710-5893  
matthew\_beck@americancentury.com



**Ameriprise Financial Services, Inc.**  
James Park  
(408) 963-2255  
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(925) 253-5209  
patrick.clancy@lgam.com

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**Open Mortgage**  
Greg Hacker, NMLS #545773  
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Renée M. Snow, PhD, CFP®, EA  
(408) 283-7256  
rmsnow@ucsc.edu

**Redwood Mortgage Investors**  
Thomas Burwell  
(650) 365-5341 ext. 237  
thomas.burwell@redwoodmortgage.com



## SHARPEN THE SAW

# WHEN ADVISORY CLIENTS DIVORCE

BY TALIA PIERLUISSI, CFP®, CDFA, STANFORD INVESTMENT GROUP  
DIRECTOR OF ADVOCACY, FPA OF SAN FRANCISCO

As the meeting started, my client looked profoundly unhappy; “Barb and I are separating,” he announced. Divorce is not uncommon, but I was shocked to hear this news. We work with clients through important life events, but sometimes we may lack the knowledge and preparation to properly advise clients when they divorce. At Stanford Investment Group, we have worked with several couples as they divorced. Based on these experiences and my training as a Certified Divorce Financial Analyst, or CDFA, I offer the following guidelines for planners who want to make a positive impact for clients going through this emotionally difficult time, while preserving valuable client relationships for their firms.

As soon as you learn about an impending divorce or separation, talk with clients candidly about your role as their advisor. You are obligated to treat both of them equally, and cannot put the interests of one above the other. If you sense they are uncomfortable or incapable of meeting with you as a couple, it is best to introduce a colleague who may ultimately become the advisor for one of the spouses. We have followed this model with several couples, and both spouses remained clients of the firm.

You may have situations where one of the partners wants to communicate with you separately, and these conversations may put the other spouse at a disadvantage. I recommend reminding clients to include the spouse on all communications with you, especially on email. This is also an opportunity to bring in a colleague to work separately with one of the spouses.

During a divorce, it is not unusual for one spouse to withhold information from the other spouse, hide assets, or manipulate their income information. If you suspect that a client is engaging in these behaviors, it is important to speak openly with them about your expectations for continuing to work together. If the behaviors persist, then it may be best to resign from the relationship. Although it is difficult to part ways with a long-term client, these situations will not end well for you, your client, or your firm.

A client divorce will add planning and administrative demands on you and other staff. Your clients may spend months or even years finalizing their divorce, and it is important to anticipate that their planning needs will increase. It may be the first time clients have to account for their household expenses, and they will turn to you to help them develop budgets for their post-divorce spending. They may need historic data on contributions to retirement accounts, cost basis of assets, and other data. It is best to specify additional fees associated with divorce planning in your fee schedule, so you are prepared. Our firm bills clients on an hourly basis for administrative support and planning during the divorce that goes beyond our normal advisory services.

Even putting costs aside, the meetings will be emotionally draining for clients and probably for you, as well. I try to stay focused on clients’ mutual interests and their life post-divorce. For example, they may find common ground in planning for their

children’s financial future and education. If you find that your own biases are getting in the way of staying neutral, it is another signal to step back and assess whether the clients will be better served working with one of your colleagues or with another advisor outside your firm.

Although your help is essential in guiding clients through the financial decisions, you are not the CPA or family law expert. I encourage clients to hire separate attorneys, who will act as their advocate and help them understand their legal rights. Many divorcing couples work with a mediator to settle issues without going to court and to reduce legal costs. Even in this case, clients are well served to have their own legal advisor before finalizing an agreement.

Divorce is a time to revisit estate planning documents, including trusts and retirement account beneficiaries. These tasks may be overlooked, leading to outcomes later that are not in keeping with your client’s intentions. An untimely death may occur during the divorce process as well, so make sure each spouse gets advice from his or her own estate attorney.

Although we may pride ourselves in our financial understanding, the financial and legal areas will overlap during a divorce. Knowing what you do not know is essential. For example, it may appear straightforward to divide IRAs, but clients may have both separate and marital funds within different accounts. They may have had family gifts that contributed to their home purchases. You should raise questions if clients do not know how to untangle their assets, but they should rely on their respective attorneys to help them make good legal decisions.

You may want to continue working with clients after the divorce, but may not be comfortable working on the issues during the divorce itself. If so, encourage clients to engage a CDFA, who will help them model different settlement options, anticipate/avoid tax problems, and testify in court if necessary. A CDFA serves in a neutral capacity and does not manage clients’ assets. Typically, CDFAs charge hourly rates. After the divorce is final, the clients may return to work with you and your colleagues for planning post-divorce, and to manage their assets.

Finally, remember that you are working with people during an extremely vulnerable time. It is important to listen with empathy and remain focused on the clients’ needs. The best outcome is that divorcing clients look back and appreciate that you were there to help in a difficult situation, with sound judgment and empathy. Although not all clients will or should continue to work with you during and after divorce, you have an opportunity to make a positive impact, strengthen relationships, and improve your advisory skills.

*Talia Pierluissi, CFP®, CDFA is a principal and wealth advisor at Stanford Investment Group. She is the director of advocacy for the FPA of San Francisco, and serves on the FPA of California board.*





## FPA OF SAN FRANCISCO RECENT MEETINGS

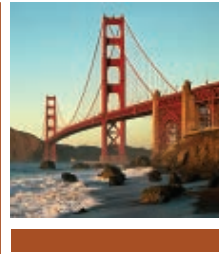


Above: Stuart Hicks from Krohn + Company; Robin Melnick from Emotomy; past FPA of SF President Cynthia Flannigan; featured speaker Alan Watters, CPA, Krohn + Company; and FPA of San Francisco President Michael Ma pose at the July chapter meeting.



Above: The August chapter meeting drew a strong number of members and guests.

Below: July's strategic planning meeting ended in shenanigans.



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Christina Gray  
(408) 557-0700 ext. 220  
cgray@stonecrest.net



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(415) 442-6500  
dave@yebu.com



**Voya Investment Management**  
Terry Riordan  
(917) 940-8721  
terry.riordan@voya.com



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clakumb@rivernorth.com



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(415) 728-9186  
michael@paralleladvisors.com



**Retirement Funding Solutions**  
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(415) 761-8621  
hrassouli@rfsllends.com

### SILVER PARTNERS

**UC Berkeley Extension**  
Anna Lee  
(510) 664-4019  
annalee@berkeley.edu

**Redwood Mortgage Investors**  
Thomas Burwell  
(650) 365-5341 ext. 237  
thomas.burwell@redwoodmortgage.com

**FlexShares ETFs**  
John Jordan  
(707) 696-0190  
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(415) 899-1555  
aj@hennessy.com

**Saturna Capital**  
Brett Bonner  
(360) 734-9900 ext. 410  
bab@saturna.com

**Reverse Mortgage West**  
William Smith, CFA  
(415) 465-7348  
wsmith@reversemortgagewest.com

**Litman Gregory Asset Management**  
Patrick Clancy  
(925) 253-5209  
patrick.clancy@lgam.com

**Polaris Real Estate Partners, LP**  
Travis Pacoe  
(415) 826-5202  
tpacoe@polaris-llc.com

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(415) 279-7582 (Mike)  
knajarian@ofiglobal.com  
mmalik@ofiglobal.com

**TD Ameritrade Institutional**  
Glenn Young  
(650) 378-1364  
glenn.young@tdameritrade.com

**Evercore Wealth Management**  
Keith McWilliams  
(415) 288-3010  
keith.mcwilliams@evercore.com

**Diamond Hill Capital Management**  
Ed Vukmirovich  
(614) 255-3973  
evukmirovich@diamond-hill.com

**C2 Financial Corporation**  
Shawn Sidhu  
(408) 599-3628  
shawn@bma-loans.com



## SPONSOR SPOTLIGHT

# FIVE WAYS TECHNOLOGY WILL CHANGE THE WAY WE AGE

BY TOM MCNEIL

CO-PUBLIC RELATIONS DIRECTOR, FPA OF THE EAST BAY

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Our benchmark is the investor.™

Here at Hartford Funds, we employ a human-centric investing approach to understanding the rational and emotional ways investors think about their money, investments, and relationships with financial advisors, and then create strategies and tools designed to address their personal needs and wants. Our diverse lineup of more than 45 funds, sub-advised by Wellington Management, is designed to address the challenges investors face today and includes equity, fixed-income, multi-strategy, and alternative investments. We have been entrusted with \$73.6 billion in assets under management (excluding assets used in certain annuity products) as of March 31, 2016. We also work closely with leading practice management experts to help financial advisors sustain and grow their practices.

In this article, I would like to focus on our relationship with the MIT AgeLab, which helps us deliver deep insight into the latest demographic trends and investor behavior. Here we will introduce you to the recent thoughts of Joseph F. Coughlin, PhD, director, MIT AgeLab, as he discusses five ways technology will change the way we age.

### **MIT AgeLab: Five Ways Technology Will Change the Way We Age**

Thanks to innovation in technology, aging is becoming as much about living better as it is about living longer. We are living longer—and healthier—than our predecessors, because of advancements in nutrition, medicine, public health, and sanitation during the last century. And now, thanks to innovation in technology, we are transforming growing older into a more vibrant period of life that is about living better as much as it is about living longer. With the advent of smartphones and constant connectedness, a new peer-to-peer, on-demand economy has emerged. With a simple swipe or tap of an app, information and services are available at our fingertips. And because it is all based on the internet, there is a low barrier to entry: smartphones may be associated with younger generations, but 46% of older baby boomers (between age 60 and 69) and 59% of younger boomers (between ages 51-59) are smartphone users.<sup>1</sup>

### **Living Longer, Fuller Lives**

This new economy of connections is what will enable us to live fuller lives as we age, and it touches five important aspects of our lives:

#### **1. Technology-Driven Transportation Will Help Us Stay Mobile**

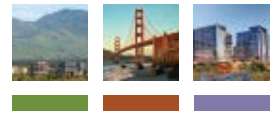
Cars are increasingly offering automated features such as parking assistance, collision prevention, and lane-departure warnings that can extend the driving capabilities for aging drivers. But when driving is no longer an option, ride-hailing services such as Uber and Lyft may be a solution by providing on-demand transportation through free smartphone apps. They can also provide flexible employment as we age; Uber has stated that some of their most popular drivers are retirees. And while not yet available, Google and major car manufacturers are in the process of developing and testing driverless cars that could offer independence to those who would otherwise be unable to drive.

#### **2. It Will Be Easier to Work and Earn Income Longer**

According to AARP, four out of 10 baby boomers plan to work in some capacity during retirement. Technology can contribute to this in several ways. First, it could promote greater flexibility in an existing position by allowing remote work from the comfort of home. Second, many of us are finding second careers in retirement. We can use online education forums, such as EdX and Coursera, to broaden or update existing skillsets, or even learn entirely new skills and industries. Serving as a provider in today's on-demand economy can also offer non-traditional employment. For example, services such as AirBNB allow homeowners to rent out rooms, providing both income and social interaction for the homeowner, as do driving services such as Uber and Lyft.

*Tom McNeil is vice president with Hartford Funds, representing funds sub-advised by Wellington Management, and Lattice Strategies ETF solutions. He serves financial planners on the West Coast. Tom is a partner and board member of the FPA of the East Bay. He resides in Lafayette with his wife and three young children.*





### 3. We Will Be Better Able to Maintain Our Social Network As We Age

Loneliness can be a major health risk for seniors, and personal interaction can decrease significantly in retirement, especially after the loss of a spouse. Fortunately, technology has already taken strides to reduce the distances between families and friends with internet-based apps such as Skype and FaceTime. These apps have removed the cost considerations of long distance conversations while adding the ability to include face-to-face contact. In retirement communities, the Connected Living program provides the equipment and a medium to give seniors access to digital social lives, and there are even senior-specific dating websites, such as OurTime, to facilitate building new romantic relationships as we age.

### 4. Connected Homes and Apps Can Promote Aging in Place

Our homes play an integral part in our family lives, and are full of memories and our personal effects. Many Americans say they want to age in place, but simple required maintenance can become difficult or unsafe to manage as we age. Today, apps such as Handy and TaskRabbit prescreen handymen or contractors for home improvement projects. For more frequent day-to-day needs, there are even apps like Instacart to make grocery delivery simple, or Washio, which delivers laundry and dry cleaning to your door. Need a butler to help you tidy up your home? Look to Hello Alfred. And in some cases, you would not even need to lift a finger because voice-activated controllers like the Amazon Echo can access these apps, all while your robot vacuum, a Roomba, cleans your floors autonomously. These are all tasks that may be taken for granted in your younger years, but can be difficult to manage as we age, and they are significant to remaining independent and aging in our own homes.

### 5. Technology Will Monitor Our Health at Home

Healthcare costs may be one of the largest budget items for retirees as they manage chronic conditions, and healthcare often plays a deciding role in whether or not it is possible to remain at home rather than in a facility or institution. But what if you could more proactively manage your health with the help of devices and apps at home? From smart toilets that can measure weight and vitals to smart clothing that can track activity levels or carpets that can detect a fall, developers are working to integrate technology into everyday objects to monitor our health and detect changes or problems immediately. And when outside help is required, apps like Honor can provide peace of mind that trained professionals have been screened and are qualified to help an aging client.

### Aging Is What You Make of It

In short, retirement for today's aging generations will look nothing like the ones that came before it. With these technological advancements and innovations, a majority of which are already available and accessible, many aging Americans have the opportunity to live independently, in their own homes, for many more years.

There is, however, a learning curve attached to this new economy. For example, a recent Pew study found that one third of Americans had never even heard of ride-hailing companies such as Uber and Lyft. What is more, while usage is high in younger generations, only 4% of Americans aged 65 or older had ever used these services.<sup>2</sup> It is unclear whether that low usage is due to lack of awareness or hesitation within older age brackets due to payment and privacy concerns, but it represents both a challenge and an opportunity for growth.

In addition, these changes may raise important questions about how you prepare to live in retirement and plan for longevity from a financial standpoint. For example, what financial implications might there be for continuing to live at home instead of moving to an assisted care facility? Or when it comes to driving, is there a monetary trade off of giving up your own car and relying on ride-hailing services like Uber? There might not be one definitive answer, but it is important to consider the impacts with your financial advisor.

With these considerations in mind, it is critical to decide whether or not you are going to engage in this on-demand, digital economy. Because many of these trendsetting apps are available with a simple tap of a finger, it is easy to give them a try. Whether it is for your own use or for an aging relative, do some research to see which apps cover the area you live in and what services are available to you. Ultimately, the more familiar you are with what is available, the more comfortable you will be integrating this new technology into your, or your loved one's, life.

1) "Internet Adoption by Age," Pew Research Center, March 22, 2016.

2) "Shared, Collaborative, and On Demand: The New Digital Economy," Pew Research Center, May 19, 2016.

*All investments are subject to risk, including the possible loss of principal.*

*Hartford Mutual Funds may or may not be invested in the companies referenced herein; however, no particular endorsement of any product or service is being made.*

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# HOW HOUSING WEALTH HAS CHANGED THE LANDSCAPE OF RETIREMENT INCOME PLANNING

Home equity is often the largest asset for today's retirees. The federally-insured **Home Equity Conversion Mortgage** (reverse mortgage) has been revamped with more consumer protections, new loan types and lower upfront insurance premiums for select borrowers.

Today the strategic use of home equity is becoming more accepted as a normal part of retirement income planning.

- Growing line of credit feature\*
- No required monthly mortgage payments
- Improved non-borrowing spouse protections
- Two-tiered FHA insurance premiums
- Choice of loan types



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## 2016 FPA NORCAL CONFERENCE ANOTHER GREAT YEAR OF INSPIRING EXCELLENCE AND FOSTERING COMMUNITY

BY MATT BECK AND JANICE DUNN

MARKETING TEAM, 2016 FPA NORCAL CONFERENCE

The 44th annual FPA NorCal Conference included many wonderful talented speakers who expressed a commitment to growth in ideas and technology. The conference continued the goal of fostering thought leadership that makes our industry exciting. In addition, there was an intention to add a focus of inclusion into all aspects of the conference.

### **Bringing People Together— Inclusion is Smart Business Sense**

*The language of business success is inclusion. As financial professionals, we cast a wide net to build better practices. Fostering an environment supporting diversity, financial literacy, and NexGen planners is essential to the bottom line.*

This year's conference was overflowing with new and challenging ideas from thought-provoking speakers.

The opening keynote by Ted Childs focused on how building workforce diversity creates value and better business. This kind of environment can support financial planners including NexGen, people of color, millennials, and those of varying sexual orientation. One attendee noted that "inclusion is the future of our profession." Ted's presentation stirred up debate, conversations, and ideas that were referred to in other speakers' presentations that day. Ted certainly opened eyes and ears to new concepts about what the future of financial planning could look like.

Keynote Dan Ariely, featured TED Talk speaker, revealed the psychology of money and related it in present terms to how we work as financial planners. Dan reminded us that money is attached to emotions and how people perceive things, relativity, and other behavioral finance traits. He offered suggestions to apply to our businesses that are helpful for client meetings, conversations, and staff training. Many that attended became interested in reading his books, while others said they had read his books and loved them.

In his keynote, economist Brian Wesbury shared his insights in "The Model of Wealth Creation." Attendees called his presentation entertaining, dynamic, and educational. Brian specifically addressed the wealth that is out there in the world but is not making it to the top-line of media reporting. The most recent example of this is the mixed reports on the economic impact of Brexit—only time will tell.

Before Ron Cordes' presentation, we conducted our first ever live poll using our new conference app. We asked advisors how much time they donate to their community and in what areas outside of the financial arena. The outcomes were everything from religious organizations to animal preservation to environment to social justice. It was truly a representation of the breadth of impact our industry has and how much we as advisors care about our world. Ron's talk added to this, with an inspiring talk about his journey creating a foundation to give back.

In closing the conference, keynote Farnoosh Torabi discussed the paradigm of "Women, Men and Money"—how we are navigating through today's complex social landscape, and what it feels and looks like "when she makes more." Addressing this societal shift, Farnoosh's speech offered more reasons for advisors to have conversations with each other and their clients about how to best serve clients' needs.

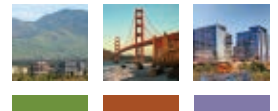
In addition to the keynotes, many of our favorite speakers returned, including Michael Kitces, Stephen Wershing, Carolyn McClanahan, Annette Brinton, Amy Florian, John Nersesian, Susan Kay, Dennis Stearns, and Brian Trouette. With over 40 speaker sessions offered, attendees were able to choose from a rich diversity of content.

And finally, a HUGE thank you to our sponsors for supporting the conference and making registration more affordable for attendees. Please see the website for a list of our 2016 sponsors and how to connect with them: [www.fpanorcal.org](http://www.fpanorcal.org).

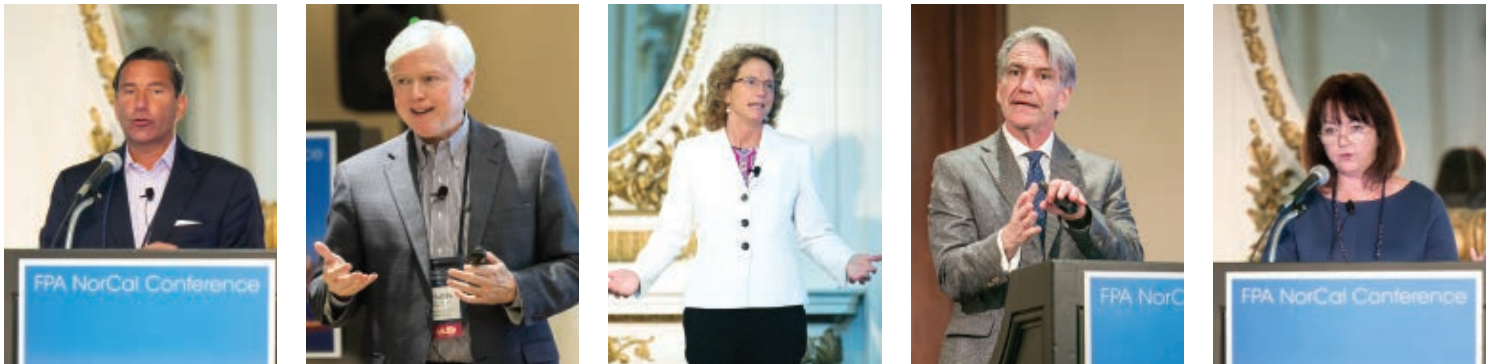
We look forward to seeing you next year at the Palace Hotel!

*As Vice President, Financial Advisor Consultant, Matt Beck is part of the financial professional sales team at American Century Investments dedicated to building advisor relationships in northern California. He provides investment strategy insight and business building resources designed to help his clients succeed. Matt joined American Century in March, 2011, and has been in the financial services industry for 14 years.*

*Janice Dunn, CFP® is a member of the marketing team for the FPA NorCal Conference. She is a financial advisor at The Lee & Dunn Group, Private Wealth Management, Robert W. Baird & Co.*



## 2016 FPA NORCAL CONFERENCE PHOTOS



Above: Five of the top-rated speakers from around the country who shared their expertise at FPA NorCal 2016: John Nersesian from Chicago, Dennis Stearns from North Carolina, local expert Susan Kay, Ross Levin from Minnesota, and Elaine Floyd from Washington.



FPA of Silicon Valley member Jennifer Bush connects with loyal sponsors Shafiq Taymuree and Christina Gray from Stonecrest Managers.



FPA member Anne Jones from Arkansas shares a story with Farnoosh Torabi after her keynote presentation.



Kristin Nicholson (FPA SF), FPA National President Pamela Sandy, FPA of the East Bay and FPA National Board Member Frank Paré, 2016 NorCal Conference Chair Matt Beck, Eric Flett (FPA EB), and Tim Welsh (FPA SF).



Above: Gary Keith and Kelly Ness representing American Century Investments.

Below: Matt Beck, 2016 conference chair, passes the baton to Wade Pitts, who will lead the 2017 conference.



Congratulations to the 17 FPA members who volunteered their time on the 2016 FPA NorCal Conference Committee. It was another sellout. Front (from left): Janice Dunn (FPA Northern California), William Pitney (FPA Silicon Valley), Program Co-Chair Laura Pajack (FPA Northern California), Program Co-Chair Sara Ellefsen (FPA San Francisco), Leigh Shimamoto-Garrison (FPA SF), Sabrina Lowell (FPA SF), Michelle Hanson (FPA SF), Mike Sukle (FPA SV). Back (from left): Conference Director Marinda Freeman, 2017 Conference Chair Wade Pitts (FPA SF), Daniel Andersen (FPA of Northern California), Megan Terzian (FPA SF), 2016 Conference Chair Matt Beck (FPA SV), Jen Hicks (FPA SF), Frank Paré (FPA East Bay), Jennifer Miceli (FPA SF), Jane Yoo (FPA SF), and Eric Flett (FPA EB). Not pictured: Ora Citron (FPA EB)

© photos by TNT Pictures





## FPA OF CALIFORNIA WORKING WITH YOU!

BY ALICE KING, JD, CFP®  
PRESIDENT, FPA OF CALIFORNIA



OF CALIFORNIA

Working for Californians' Financial Future



*FPA members from around the country descended on Washington, DC, for Advocacy Day.*

*Photo courtesy of Lynda Reynoso*

On June 22, 11 FPA members from California took part in Advocacy Day in Washington, DC, an annual event sponsored by our national organization and attended by 65 members. Similar to our California Advocacy Days in March in Sacramento, at this national event, planners from all over the country descended on Washington, DC, to meet with their respective representatives and senators.

I am pleased to inform you that we Californians, despite the distance, were the largest FPA group by far! Several of your FPA of California representatives, who also serve as local chapter advocacy directors, were among the attendees in DC, raising the profile of our profession and our FPA at the national level.

Why did so many of your fellow practitioners take the time and spend the money to go to Washington? Like anything in our lives or business, relationships matter, and these meetings build relationships. When issues do arise (as they will), we are more effective in influencing the outcome because we already have those relationships in place.

One major issue on the agenda in Washington that I am sure you are aware of is the Department of Labor's so-called "fiduciary rule." As part of the Financial Planning Coalition, the FPA worked diligently with the CFP Board and the National Association of Personal Financial Advisors (NAPFA) to support a regulation that would protect retirement savers yet still be workable across FPA members' varied business models. The result is the "Final Rule," regulations that will be fully effective and enforceable as of January 1, 2018.

The Final Rule will extend the fiduciary standard to all professionals (regardless of the type of license held) who advise employees on their retirement investments including

401(k) plans as well as rollovers and IRAs—see [www.financialplanningcoalition.com](http://www.financialplanningcoalition.com). Even after surviving a recent, mostly partisan attempt to defeat it (H.J. Res. 88, vetoed by President Obama), this continues to be a lightning rod for industry opponents, with several lawsuits pending. Meeting with our elected officials helped put a face on the impact of such a rule and provided them with a different point of view.

Our next main initiative in California is Advocacy Week, which we first introduced in September of 2015. During the week of September 19 through 23, we all have an opportunity to engage locally with our state senator and assembly representative. During this week, your legislators and key staff will be at home in their respective districts and you have the opportunity to meet with them and introduce yourself and FPA of California (free of the cost and time to go to Sacramento).

We have found during previous advocacy visits that representatives and staff are generally open to hearing about financial planning and how we are different from others in the financial services world. We will equip you with everything you need to be effective: a webinar training, a script to use for obtaining an appointment, and talking points and materials to bring with you to your meeting. To make things even easier, here is a link to find your California elected official, based on your district of residence (once on their website, click on the "Contact Us" tab): [www.findyourrep.legislature.ca.gov](http://www.findyourrep.legislature.ca.gov).

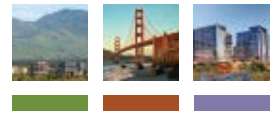
Let us know ASAP if you would like to participate. Please include the names of your assemblymember and senator in your RSVP and email the information to: Holly Wilkerson, executive director, at [info@fpaca.org](mailto:info@fpaca.org). If more than one member plans to visit the same district office, we will let you know, so that you may coordinate your visit(s). Also, feel free to contact your chapter's advocacy director for more information.

Mark your calendar now and plan to participate and enjoy an interesting experience in support of our profession. We look forward to another successful Advocacy Week!

For further information, please contact me by email at [president@fpaca.org](mailto:president@fpaca.org) or call my offices at (707) 933-1549.

*Alice King, JD, CFP® is the president of FPA of California and a longtime member of FPA of San Francisco. She has served on the Advocacy Committee of the Financial Planning Association on the national level. Alice is the owner of Wine Country Wealth Management, LLC, a fee-only financial planning and investment management firm. She resides with her family in Sonoma, California.*





## 2016 ADVOCACY DAY IN WASHINGTON, DC



Left: The 2016 FPA Advocacy Day in Washington, DC, drew a large group from across the country. Pictured on the Capitol stairs, these advocates, including 11 FPA members from California, met with lawmakers on Capitol Hill.

Above: Members of the California FPA contingent met with Dana Rohrabacher (fourth from right), representative for California's 48th congressional district.

Photos courtesy of Alice King and Mark Phillips

## FPA OF SILICON VALLEY - SPRING AND SUMMER PHOTOS



Above: Past presidents' dinner at Left Bank.

Below: FPA of Silicon Valley President Mira Ma and Partner Christina Gray at the Triple Treat Networking Event.



Above: Sponsors Jacqueline Kwong and Mark Taylor of Ameriprise at the social, hosted by FPA SV, FPA SF, and CalCPA.

Below: FPA SV members and guests enjoying social time.



Above: Andrea Roland and Brett Bonner network.

Below: Phuong Quach, Angela Sheldon, and Stanley Morrical make the most of the networking event.





## MEMBER MINUTE – FPA OF SAN FRANCISCO

### DR. DAVE YESKE, CFP®

BY CHRIS LAKUMB, CFA

MARKETING AND COMMUNICATIONS COMMITTEE, FPA OF SAN FRANCISCO

#### *How/Why did you join the FPA?*

I (Dave Yeske, pictured) joined the FPA, through one of its predecessor organizations, the ICFP, in 1988. I received a Student Membership as part of my participation in the CFP® program. I started my practice in 1990, and the ICFP/FPA was an incredibly powerful resource for a solo-practitioner who was just getting his business off the ground. The FPA connected me with other practitioners, and developed a sense of community that I knew would be essential to the success of my practice. It was also great to access the diversity of viewpoints across the membership base. Membership has created a steady flow of thoughts and ideas that I have taken back to my firm.

#### *Now that you have been a member for a while, what have you gotten out of being an FPA member?*

Back in 1992, there wasn't a San Francisco chapter of the ICFP, so I helped to build it. The people who were involved in the early days almost became my personal "board of directors," as we had a small, dynamic venue in which to exchange ideas. Further, my participation with the FPA has led to a deepening of opportunities and connections with passionate, talented financial planning professionals. It has led to life-long friendships. I have also found that the more deeply I get involved, the more rewarding it gets.

#### *What has been your experience as a board member, president of the chapter, member of the NorCal committee, or any other pro bono volunteering?*

I've been fortunate to have been involved at several levels at both the national and local level, serving as FPA's national president in 2003 and chair in 2004. Currently, I am the practitioner editor of the *Journal of Financial Planning*.

People have come up over the years and said, "I see you are doing well, should I volunteer?" I always answer that you should only volunteer if you really want to give back without expecting anything in return. In the past 25-plus years in various leadership/volunteer capacities, I've noticed a distinct correlation between volunteer work and success. The most consistent and passionate volunteers also have a tendency to be the most successful.

#### *What have you gotten out of being an FPA volunteer? How has volunteering impacted your professional life/personal life?*

Volunteer activities with the FPA represent opportunities for personal growth. People come away with a deeper understanding of themselves. In 2003, the year I served as FPA president, I was still a solo practitioner. It was a crazy year, and it turned out I was out of the office 40% of the time. The interesting thing was that my practice still grew that year. When I asked, "Why?", I boiled it down to two things. First, it helped me with time management. I had to be much more efficient with my time to be successful in both my practice as well as my volunteer efforts. Second, those volunteer activities really "charged my batteries." I would bring back the excitement I was getting from my volunteer activities to my clients when we would meet. They could sense my excitement, and soon my excitement became their excitement. I believe that people like to work with people who are excited about what they do.

#### *What is your advice for other FPA members?*

I think about this question from three perspectives: member, volunteer, and sponsor.

Members shouldn't miss opportunities to be connected to your community. For example, whether or not the monthly chapter meeting topic is directly related to your practice, don't miss an opportunity to learn something/meet someone new. Most importantly, you are showing up to be a part of your community. Just show up! You will always come away better.

The rewards you get as a volunteer will always vastly outweigh the time you invest. Look for any opportunity to volunteer; you will get something out of it.

If you are a sponsor and have something interesting to say, or are representing a product/service that is adding value to the community, then you need to be seen as a part of that community. Overall, the FPA is about relationships. It's one of our core values. You can only be in a relationship if you show up.

Getting involved with national or local advocacy efforts is also very impactful. I recently returned from Washington, DC, where around 100 FPA members were meeting with Capitol Hill staffers talking about priorities and sharing ideas. It is a great way to help make a difference.

#### *How would you describe yourself in three words?*

Financial planning evangelist.

#### *What is your favorite book (recent favorite if you can't pick your all-time favorite), newsletter, podcast, daily email, etc.?*

A recent, favorite is one I re-read after 40 years. I actually wrote an FPA whitepaper based on the concepts in it: *Zen and the Art of Motorcycle Maintenance*. It's really about ideas: how can we know what's true, the scientific method, etc., woven into a story about a motorcycle road trip.

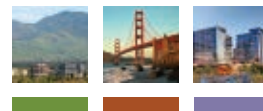
As far as daily reading is concerned, I like to read *The Wall Street Journal*, *The New York Times*, *The Washington Post*, and *The San Francisco Chronicle*. I also like to read *The Economist* weekly.

#### *What is one of your daily habits, rituals, etc., that you attribute to your success?*

My best days start out with a walk on the treadmill. It's a great way to clear my head, feel good, and get ready for the day. The first thing I do when I get into the office is sit down with my yellow pad and list the top six to eight things I need to do that day. I focus on the one to two things that will be most impactful.

*Chris Lakumb, CFA is a portfolio specialist with RiverNorth Capital Management, LLC. He is a volunteer on the FPA of San Francisco Marketing and Communications Committee. He lives in Santa Rosa with his wife and son.*





## CHAPTER EVENTS

# UPCOMING EVENT LISTINGS

### SEPTEMBER 2016

#### FPA of the East Bay

**Date:** September 7  
**Topic:** 16th Assembly District Legislative Update  
**Location:** Round Hill Country Club, 3169 Round Hill Road, Alamo  
**Time:** 7:15 - 9:15 am  
 See page 18 for event details

#### FPA of Silicon Valley

**Date:** September 9  
**Topic:** Advanced "Late Stage" College Planning - Helping Middle- and High-Income Parents Reduce Their Out-of-Pocket College Expenses  
**Location:** Maggiano's Little Italy, 3055 Olin Avenue, Suite 1000, San Jose  
**Time:** 11:30 am - 1:30 pm  
 See page 18 for event details

#### FPA of San Francisco

**Date:** September 13  
**Topic:** Technology Adoption: Best Practices for Successful, Firm Wide Deployment of Your Technology Tools  
**Location:** The City Club of San Francisco, 155 Sansome Street, San Francisco  
**Time:** 4:00 - 6:00 pm  
 See page 19 for event details

#### FPA of the East Bay

**Date:** September 13  
**Topic:** Women's Study Group  
**Location:** Walnut Creek  
**Time:** 5:30 - 6:45 pm  
**For more information or to register:**  
[www.fpaeb.org](http://www.fpaeb.org) or email Beth McClelland at [beth@lamorindafinplan.com](mailto:beth@lamorindafinplan.com)

#### FPA of San Francisco

**Date:** September 13  
**Topic:** Member Appreciation Event  
**Location:** Palio d'Asti, Enoteca Room, 640 Sacramento Street, San Francisco  
**Time:** 6:00 - 8:00 pm  
 See page 19 for event details

#### FPA National

**Dates:** September 14 - 16  
**Topic:** FPA BE Baltimore 2016  
**Location:** Baltimore Convention Center, One West Pratt Street, Baltimore, Maryland  
**Time:** 6:00 am September 14 - 3:00 pm September 16

**Keynote Speakers:** Cal Ripken, Jr., baseball all-star MVP hall of famer, author; Eric Maddox, corporate intelligence systems/mastermind behind Saddam Hussein's capture; Brian C. Rogers, CFA, CIC, chairman of the board, chief investment officer, T. Rowe Price Group, Inc.  
**For more information or to register:**  
[www.fpa-be.org](http://www.fpa-be.org)

#### FPA of the East Bay

**Date:** September 15  
**Topic:** Allied Professionals Speed Networking Event  
**Location:** Lafayette War Veterans Hall, 3780 Mount Diablo Boulevard, Lafayette  
**Time:** 6:00 - 8:00 pm  
**For more information or to register:**  
[www.fpaeb.org](http://www.fpaeb.org)

#### FPA of California

**Dates:** September 19 - 23  
**Topic:** FPA of California Advocacy Week  
**Location:** Throughout the state  
**Time:** Meetings to be scheduled during the week  
**For more information or to register:**  
[www.fpacal.org](http://www.fpacal.org)

#### FPA of San Francisco

**Date:** September 20  
**Topic:** Marin Brown Bag Lunch Meeting: College Financial Aid Demystified  
**Location:** Larkspur Landing, Second Floor, Sausalito Conference Room (in front of Suite 212), 100 Larkspur Landing Circle, Larkspur  
**Time:** 11:30 am - 1:00 pm  
**Speaker:** Frances Fee  
**For more information or to register:**  
[www.fpasf.org](http://www.fpasf.org)

#### FPA of Silicon Valley

**Date:** September 28  
**Topic:** Joint Brown Bag/Student Forum Meeting: Neuro-Economics: Using the Science Behind Your Client's Challenging Money Behaviors for Course Corrections  
**Location:** UCSC Extension, 3175 Bowers Avenue, Santa Clara  
**Time:** 12:00 - 1:30 pm  
**Speaker:** Denise Hughes  
**For more information or to volunteer:**  
[www.fpasv.org](http://www.fpasv.org)

#### FPA of Silicon Valley

**Date:** September 28  
**Topic:** Welcome Wednesday Social/Networking Event  
**Location:** Milagros, 1099 Middlefield Road, Redwood City  
**Time:** 5:00 - 7:00 pm  
**For more information or to RSVP:**  
[www.fpasv.org](http://www.fpasv.org)

### OCTOBER 2016

#### FPA of the East Bay

**Date:** October 5  
**Topic:** TBD  
**Location:** Round Hill Country Club, 3169 Round Hill Road, Alamo  
**Time:** 7:15 - 9:15 am  
**Speaker:** Jeff Marshall, ChFC, Ameriprise Financial Services, Inc.  
**Sponsor:** Alex Hayes, Oppenheimer Funds, Inc.  
**For more information or to register:**  
[www.fpaeb.org](http://www.fpaeb.org)

#### FPA of the East Bay

**Date:** October 10  
**Topic:** Sixth Annual Golf Tournament  
**Location:** Round Hill Country Club, 3169 Round Hill Road, Alamo  
**Time:** 11:00 am - 6:00 pm  
**Sponsor:** David Shaffer, David Shaffer Insurance Services  
**For more information or to register:**  
[www.fpaeb.org](http://www.fpaeb.org)

#### FPA of San Francisco

**Date:** October 11  
**Topic:** Muni Bond Market  
**Location:** The City Club of San Francisco, 155 Sansome Street, San Francisco  
**Time:** 11:30 am - 1:30 pm  
**Speaker:** TBD  
**Sponsor:** Christina Gray, Stonecrest Managers  
**For more information or to register:**  
[www.fpasf.org](http://www.fpasf.org)

#### FPA of the East Bay

**Date:** October 11  
**Topic:** Women's Study Group  
**Location:** Walnut Creek  
**Time:** 5:30 - 6:45 pm  
**For more information or to register:**  
[www.fpaeb.org](http://www.fpaeb.org) or email Beth McClelland at [beth@lamorindafinplan.com](mailto:beth@lamorindafinplan.com)

#### FPA of Silicon Valley

**Date:** October 14  
**Topic:** Smart Beta  
**Location:** Maggiano's Little Italy, 3055 Olin Avenue, Suite 1000, San Jose  
**Time:** 11:30 am - 1:30 pm  
**Speaker:** Brent Leadbetter, CFA, Research Affiliates  
**For more information or to register:**  
[www.fpasv.org](http://www.fpasv.org)

#### FPA of Silicon Valley

**Date:** October 14  
**Topic:** Ethics  
**Location:** Maggiano's Little Italy, 3055 Olin Avenue, Suite 1000, San Jose  
**Time:** 2:00 - 4:00 pm  
**Speaker:** Curt Weil, CFP®  
**For more information or to register:**  
[www.fpasv.org](http://www.fpasv.org)

#### FPA National

**Dates:** October 21 - 26  
**Topic:** FPA Residency 2016  
**Location:** Inverness Hotel and Conference Center, 200 Inverness Drive West, Englewood, Colorado  
**Deans and Mentors:** Elissa Buie, CFP®; Diane Bourdo, CFP®; Jim Johnson, CFP®; Sabrina Lowell, CFP®; Nicholas Nicolette, CFP®; Dave Yeske, CFP®, DBA  
**For more information or to register:**  
[www.onefpa.org/professional-development/residency/Pages/default.aspx](http://www.onefpa.org/professional-development/residency/Pages/default.aspx)  
 The event is sold out; call (800) 322-4237 to be added to the wait list.

#### FPA of San Francisco

**Date:** October 22  
**Topic:** San Francisco Financial Planning Day  
**Location:** San Francisco Main Library, 100 Larkin Street, San Francisco  
**Time:** 9:00 am - 4:00 pm  
**For more information or to register:**  
[www.fpasf.org/volunteer/financial-planning-day/](http://www.fpasf.org/volunteer/financial-planning-day/)  
 OR [www.financialplanningdays.org/event/san-francisco-financial-planning-day](http://www.financialplanningdays.org/event/san-francisco-financial-planning-day)

#### FPA of Silicon Valley

**Date:** October 22  
**Topic:** Silicon Valley Financial Planning Day  
**Location:** Sunnyvale Library, 665 West Olive Avenue, Sunnyvale  
**Time:** 1:00 - 5:00 pm  
**For more information:** [www.fpasv.org](http://www.fpasv.org)

#### FPA of Silicon Valley

**Date:** October 26  
**Topic:** Welcome Wednesday Social/Networking Event: Chocolate Tasting  
**Location:** Alegio Chocolate, 522 Bryant Street, Palo Alto  
**Time:** 5:00 - 7:00 pm  
**For more information or to register:**  
[www.fpasv.org](http://www.fpasv.org)



CHAPTER EVENTS  
FEATURED EVENTS AND MEETINGS

## FPA OF THE EAST BAY

**DATE AND TIME**  
**September 7**  
**7:15 - 9:15 am**

**TOPIC**  
**16th Assembly District Legislative Update**

**LOCATION**  
Round Hill Country Club,  
3169 Round Hill Road, Alamo

**SPEAKER**  
**Assemblywoman Catharine B. Baker**, California Assembly District 16

**OVERVIEW**  
Assemblywoman Catharine Baker (Assembly District 16) will provide an overview and update for us, sharing recent legislation, committee work, and community activities.

**SPEAKER'S BIO**  
**Assemblywoman Catharine B. Baker** was elected to the 16th Assembly District on November 4, 2014, and was sworn in to office on December 1.

Baker was appointed as vice-chair of the Assembly Higher Education Committee, in addition to the committees on

Transportation, Business and Professions, Privacy and Consumer Protection, and the Joint Legislative Audit Committee. She also serves on the Select Committees on Youth and California's Future, Science, Technology, Engineering and Math Education, and Renewable Energy Development and Restoration of the Salton Sea.

Catharine is a mother of school-age twins and an active parent leader in local schools, having served as vice president of the Dougherty Elementary School Site Council, chair of the school safety committee, and on several school improvement committees. She is also a volunteer leader in her community, previously serving on a local preschool board and volunteering with Girl Scouts and Cub Scouts in the region as an archery instructor. She also serves as a trustee of the Diablo Regional Arts Association in Walnut Creek, supporting arts and educational programs for families and schoolchildren throughout her community.

Catharine earned her BA degree from the University of Chicago, overcoming cancer her senior year to graduate

Phi Beta Kappa and with honors. She later went on to earn her JD degree from UC Berkeley School of Law. As an attorney she helped small businesses and local charities get started and become successful.

Catharine is a native Californian, born and raised in Cathedral City. Her mother was an award-winning public school teacher, teaching in California for over 20 years, and her father ran the small family business selling and servicing office equipment. Catharine is married to her college sweetheart, Dan Baker. They live in Dublin with their twins.

**COST**  
**Advance Registration**  
\$35 FPA Members; \$50 Non-Members;  
\$20 CFP® Students  
**At the Door**  
\$50 FPA Members; \$75 Non-Members;  
\$30 CFP® Students

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SEPTEMBER  
07



## FPA OF SILICON VALLEY

**DATE AND TIME**  
**September 9**  
**11:30 am - 1:30 pm**

**TOPIC**  
**Advanced "Late Stage" College Planning - Helping Middle- and High-Income Parents Reduce Their Out-of-Pocket College Expenses**

**LOCATION**  
Maggiano's Little Italy,  
3055 Olin Avenue, Suite 1000,  
San Jose

**SPEAKER**  
**Deborah Fox**, founder,  
Fox College Funding LLC®

**OVERVIEW**  
Most financial advisors are aware of college savings strategies to recommend to their clients; however many advisors have not had much exposure to the planning stage when parents have a child in high school

and the focus needs to shift from how to accumulate funds to how to mitigate the upcoming college bills. This session will cover various academic, admissions, financial aid, cash flow, and tax reduction strategies advisors can recommend to their clients to potentially reduce their out-of-pocket college costs by tens of thousands of dollars. While much of the information covered will be relevant to families at all income levels, there will be an emphasis on strategies appropriate for clients who will not qualify for much or any need-based financial aid.

**SPEAKER'S BIO**  
**Deborah Fox** has been a financial advisor in San Diego, offering holistic financial planning services for over 25 years. Deborah is also known as one of the leading college funding experts in the country. Seventeen years ago she founded Fox College Funding LLC® as a

niche practice to help guide families through the complexities of "late stage" college funding strategies and applying for college financial aid. Deborah also provides advanced college planning continuing education to financial advisors and tax professionals through Fox College Funding Academy.

**COST**  
**Advance Registration**  
\$40 FPA Members; \$60 Non-Members;  
\$40 First Time Attendees  
**At the Door**  
\$60 FPA Members and Non-Members

**CE CREDITS**  
1.5 hours CE has been granted by the CFP board for this session

**FOR MORE INFORMATION OR TO REGISTER**  
[www.fpasv.org](http://www.fpasv.org)

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SEPTEMBER  
09



## FPA OF SAN FRANCISCO

**DATE AND TIME**  
**September 13**  
**4:00 - 6:00 pm**

**TOPIC**  
**Technology Adoption: Best Practices for Successful, Firm Wide Deployment of Your Technology Tools**

**LOCATION**  
 The City Club of San Francisco,  
 155 Sansome Street, San Francisco

**SPEAKERS**  
**Keynote: Greg Friedman**, CEO, Private Ocean and Junxure  
**Panelists: Steven Lockshin**, CEO, AdvicePeriod and a FinTech Investor (Advizr & Quovo); **Dr. Patrick Beaudan**, CEO, Belvedere Advisors and Emotomy

**OVERVIEW**  
 There is no shortage of technology solutions today that offer Advisors better methods for operating, marketing and managing their business. However, adopting a new technology can also be a significant cost on your business, in time, money, and employee productivity. If you do not have a plan to implement and engage employees to use the tools, your technology investment is destined for failure. Greg Friedman, CEO

of Private Ocean and Junxure CRM, will provide specific strategies and tactics to gain firm wide buy in of new technology tools. Using Private Ocean as a case study, Greg will discuss the importance of leadership buy-in, methods for gaining consistent and effective usage across the firm employees that will result in maximum real return on your technology investments.

### SPEAKERS' BIOS

**Greg H. Friedman** is co-founder and president of Private Ocean, one of the West Coast's leading wealth management firms. He is also founder and president of Junxure, a practice improvement firm that integrates software, training and consulting to help advisors streamline operations, deliver exceptional client service and grow their practices intelligently. Greg is widely recognized as one of the nation's top financial advisors.

**Steve Lockshin** is an entrepreneur within the wealth advisory industry. In 1994 Lockshin founded Convergent Wealth Advisors (formerly CMS Financial Services). In 1995, Steve founded CMS Reporting, now known as Fortigent, LLC. Lockshin's newest RIA ventures are AdvicePeriod and AdvicePeriod for Advisors, and he also plays an active role at numerous FinTech ventures.

**Dr. Patrick Beaudan** is the CEO of Belvedere Advisors. Prior to founding the company in 2002, Dr. Beaudan was the CEO of Equity Capital Network, a venture capital firm operating in the US and in Europe. Previously, Dr. Beaudan was a vice president at Lehman Brothers in charge of the firm's European strategy, product development and corporate mergers and acquisitions.

### COST

**Advance Registration**  
 \$50 FPA Members; \$75 Non-Members  
**At the Door**  
 \$70 FPA Members; \$95 Non-Members

**FOR MORE INFORMATION OR TO REGISTER**  
[www.fpasf.org](http://www.fpasf.org)

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**MEMBER APPRECIATION EVENT**  
 6:00 - 8:00 pm, following chapter meeting

**LOCATION**  
 Palio d'Asti, Enoteca Room,  
 640 Sacramento Street, San Francisco

**FOR MORE INFORMATION**  
[www.fpasf.org](http://www.fpasf.org)

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SEPTEMBER  
**13**

## FPA NORCAL CONFERENCE - ADDITIONAL PHOTOS



*Networking at the end of the first day of the conference.*



*FPA NexGen members Brian Kozel, Jen Hicks, and, yes, Jen Hicks.*



*Overhead shot of the packed ballroom during a session at the conference.*

## FPA OF SAN FRANCISCO - AUGUST CHAPTER MEETING



Far Left: FPA of San Francisco's August chapter meeting, "Settling an Estate: Practical Advice from Members of the Team," drew a crowd.

Near Left: Speakers Yulissa Zulaica, partner, Johnstone, Kinney & Zulaica LLP, and William B. Molkenbuhr, CPA, tax partner, Seiler LLP, join moderator Katherine Simmonds, CFP®, director of financial planning, Stanford Investment Group, Inc. for a quick photo.





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