



PART 7

New-Client Administrative Processes

Chapter 1: The Beginning: A Prospect Wants to Become a Client

Section 1: Steps for Transition to Client when Prospect Decides at a Prospect Meeting

- If a Prospect is meeting with an Advisor and decides that they wish to move forward and invest with the Advisor, the CSA can provide this new Client any paperwork required that is not yet completed and with paperwork to open a new account.
 - The Client will ideally complete all required paperwork at this time.
 - NO ACCOUNT CAN BE CREATED NOR AN INVESTMENT RECOMMENDATION BE MADE WITHOUT THE CONFIDENTIAL PROFILE AND THE RISK ASSESSMENT BEING COMPLETED.
 - The new Client might take the paperwork with them in which case it must be returned before any follow-up meeting can take place.
 - The Advisor or CSA will also inform the new Client that, if they have not already, they will need to provide the CSA with the latest statements of accounts for any assets they intend to move under the management of the Advisor.
 - A determination will be made by the Client to move forward to the financial planning stage (ideal) or move directly to a follow-up meeting for investment recommendations.
 - The Receptionist or the CSA changes the status of the Prospect in the CRM from Prospect to Client, creates client folder on server with subfolders for Assets, Financial Planning, Trade Notes, Risk Profile, Insurance, Taxes, Estate Plan.
 - If the new Client is referred by an existing Client send a referral thank you letter.

Section 2: Steps for Transition to Client when Prospect Decides *AFTER* a Prospect Meeting

- If a Prospect leaves a meeting without making a decision regarding moving assets to the Advisor, but calls in later and wishes to move forward:
 - The CSA can arrange to provide this new Client with any paperwork required that is not yet completed.
 - NO ACCOUNT CAN BE CREATED NOR AN INVESTMENT RECOMMENDATION BE MADE WITHOUT THE CONFIDENTIAL PROFILE AND THE RISK ASSESSMENT BEING COMPLETED.
 - A determination must be made as to whether the prospect wishes to move forward with a Financial Plan or move straight to investment recommendations.
 - The CSA will ask the new Client for the most recent statements of accounts for assets they wish to move under the management of the Advisor, if they have not already been provided.
 - The Receptionist or the CSA changes the status of the Prospect in the CRM from Prospect to Client, creates client folder on server with subfolders for Assets, Financial Planning, Trade Notes, Risk Profile, Insurance, Taxes, Estate Plan.
 - If the new Client is referred by an existing Client send a referral thank you letter.

Chapter 2: Onboarding a New Client

Section 1: Onboarding a Client Receiving a Financial Plan

- The Paraplanner provides a list of data/documentation needed, in the form of a Financial Planning Packet and Risk Assessment Questionnaire (if not already provided to the Client), either in person or by email.
 - This packet consists of the Confidential Client Profile and the Financial Planning Document Check List.
 - The Client may have already received all or portions of the Financial Planning Packet and/or received the Risk Assessment Questionnaire (Green or Platinum/Gold), so it is only necessary to provide that which has not already been provided.

- The Paraplanner acquires data/documentation needed along with the completed Risk Assessment Questionnaire.
 - Must follow up (sometimes *repeatedly*) with client to acquire data

- As soon as *any* data is acquired the Paraplanner must:
 - Copy Docs;
 - Scan Docs;
 - Save on Server;
 - Create Binder;
 - Compile a List of Information Received/Information Missing; and
 - Email client a list of missing data.

- The Paraplanner inputs information from Financial Planning Packet and Risk Assessment Questionnaire into Risk Assessment software & Financial Planning software (e.g. eMoney, Money Guide Pro, Fina Metrica).
 - eMoney & Fina Metrica are web based analysis tools, which use the information received from the client questionnaires and documents to perform the analysis. The information is input by the Financial Planner or Paraplanner.

- Make sure all data has been input.

- The Paraplanner schedules a meeting (2 to 3 weeks out) to go over financial plan with the new Client.

- Use eMoney to analyze and determine Client's financial situation.

- Use Fina Metrica to generate Risk Tolerance Score.

- Build Plan using eMoney.

- Have Advisor Review action items.

- The Paraplanner creates the Financial Plan Binder.
 - Initial Page of Financial Plan lists goals
 - Attach the risk assessment

- CSA Prepares a Transition Report or Transition Account Review
 - A Transition Report is similar to a Portfolio Review except that it details all assets that a Client is transferring in
- A Transition account review should include:
 - The Name of the Client;
 - The Client's Financial Plan Summary Page;
 - The Client's Risk Tolerance;
 - Where the assets are currently custodied or otherwise held;
 - The account name and number;
 - The allocation of the assets;
 - The Total Sum of the assets; and
 - The "as of" date for the value of the assets.
- Advisor and Paraplanner meet with the Client (CSA present)
 - Go over Financial Plan
 - Give the New Client the investment proposal
 - If the new Client agrees with the proposed investments, the CSA provides the new Client with account transfer paperwork
- Call Client to schedule follow-up
- After assets have moved
 - Prepare final Transition Report
 - Provide Final Transition Report to Advisor
 - Advisor determines where to place assets
 - Client signs paperwork
 - Allocate assets
- CSA schedules Initial PR.

Section 2: Onboarding a New Client without a Financial Plan

- If a Client does NOT go through the FP process and just wants to transfer assets, they still MUST, at a minimum provide a completed Risk Assessment Questionnaire.
 - The Client must be given the appropriate Risk Assessment Questionnaire (either Green questionnaire or Platinum/Gold questionnaire).
- A follow-up proposal meeting is scheduled to present the Advisor's investment proposal.
- A Risk Tolerance Assessment should be performed using Fina Metrica.
 - When the Advisor is given a transition report, the risk assessment provided by Fina Metrica must be attached to the transition report.
 - If the household is a husband/wife or significant other – each individual is to take the risk assessment.
- When the Client is not interested in a financial plan, proposed investment allocations are based on the Client's assets, the Advisor's conversation(s) with the Client, and the Client's calculated Risk Tolerance.
- CSA prepares Transition Report or Transition Account Review.

- A Transition Report is similar to a Portfolio Review except that it details all assets that a Client is transferring in.
- A Transition Account Review should include:
 - The Name of the Client;
 - The Client’s Financial Plan Summary Page;
 - The Client’s Risk Tolerance;
 - Where the assets are currently custodied or otherwise held;
 - The account name and number;
 - The allocation of the assets;
 - The Total Sum of the assets; and
 - The “as of” date for the value of the assets.
- The CSA provides Advisor with the Transition Report, Risk Tolerance score(s), and any relevant notes from Prospect meeting.
- Advisor will determine proposed investment allocation.
- At the scheduled meeting, the Advisor will present the investment proposal.
 - This proposal may be formal or informal depending upon the complexity of the Client’s existing assets and the recommended new allocations.
- The CSA has the new Client sign paperwork to move assets over.
- The CSA takes necessary steps to transfer assets.
- After assets have been moved, CSA allocates as instructed by Advisor.
- CSA schedules an initial PR.

Chapter 3: Client Asset Transfers

Section 1: Assets Held Outside Commonwealth

- Assets held by a fund outside of Commonwealth must be changed to recognize us as the Advisor of Record and have the feed changed to reflect the assets in our Client’s household at Commonwealth
 - The required forms for the client to complete and sign are provided by the fund

Section 2: Assets to be Transferred to Commonwealth from a Contra Firm

- A new account must be created for the client through Community Link under the Client Service tab or by clicking “Open an Account” on the Account Wizard on the homepage of COMMunity Link.
- Once a new account is created, the transfer is initiated by Commonwealth after the CSA files the appropriate transfer forms for a transfer in kind. All of the necessary forms can be found by going to the Account Wizard and clicking “Put Assets In”

Chapter 4: Client Tier Segmentation & Benefits

Each client is assigned to a Green, Gold, or Platinum tier based on assets. Each tier level has increasing more benefits. See

Chapter 5: Client Tier Assignment

- Clients are assigned a tier according to their asset level
 - Clients with under \$500,000.00 are Green
 - Clients with \$500,000.00 to \$999,999 are Gold
 - Clients with \$1,000,000.00 or more are Platinum
- A client's tier is noted in Client 360 in COMMunity Link by going to the household page, clicking "Edit Household Details" and adding Platinum, Gold, or Green in the appropriate space.
- Number of Meetings, Invitations to Events, and other decisions are based upon Tier. It is very important that a tier is properly assigned and documented.
 - The CRM allows us to sort most reports by tier, this is a feature that is used frequently and makes Tier assignment and documentation that much more vital.

Chapter 6: Assigning a Client to a CSA

- Clients are assigned to CSAs by balancing the number of clients each CSA has total, the number of clients each CSA has assigned in a particular month, and the distribution of the different tiers of clients among CSAs.
 - A quarterly report should be created through the CRM that details all clients, the assigned CSA, the Client's Tier, and the month of the Client's regular Portfolio Reviews.
 - This is done by going to the Households tab in Practice 360 and filtering the households appropriately.
 - After the report is generated in the CRM it must be exported to a spreadsheet in Excel.
 - The Excel data can be sorted as follows:
 - Assigned CSA
 - Tier
 - Alphabetically by Household
 - Each Client's assigned month must be tallied and the total PRs that occur each month totaled to determine the total number of Clients assigned to each CSA per month.
 - The Advisor can, with this information, determine if one of the CSA's carries a heavier client load overall or in any particular month.
- Clients that are referred by another client will usually be assigned to the same CSA that is assigned to the referring Client.
- All assignment decisions are determined by the President.
- Client Assignments are rebalanced yearly.

Chapter 7: Assigning a Client to a Service Advisor

- Service Advisors, or advisors-in-training, are brought onto the Pickler Wealth Advisors team as Registered Staff Members. They are tasked with completing a 2 to 3 year training regimen, passing all of the appropriate licensing exams, and handling service issues for Green clients.

- A process similar to that of assigning clients to CSAs is used to assign Green Clients to Service Advisors.
- Generate a list of all Green Clients, each client's assets under management, and the month in which the client has the annual Portfolio Review.
 - The list is generated initially through the CRM by going to Practice 360 and filtering the list of households to include only Green Clients.
 - When Generating the list you must be certain that the Client's next projected review date is as this will tell you what the Client's month of review is each year.
- Export the list from CRM into an Excel spreadsheet by clicking on the "Actions" drop-down menu and selecting the appropriate option.
- Once all of the data is in Excel, it can be sorted by Name, AUM, month of review, and the assigned CSA.
- AUM, month of review, and the assigned CSA are all taken into consideration when determining what Service Advisor a client will be assigned to.
- The assignments are decided upon by the President, but the ultimate goal is to have the clients evenly divided between or among all of the Service Advisors.
- Part of a Service Advisor's annual goal is to increase his or her Green Clients' total assets under management by a percentage set by the President.
 - A "rebalancing" of the allotment of Green Clients between existing Service Advisors or a re-allotment of all Green Clients after adding a new Service Advisor cannot be carried out in a way that may disadvantage one Service Advisor.
 - The re-allotment or rebalancing of clients might be predicated on a new Service Advisor joining the team
- If a Service Advisor brings on new clients, those clients will automatically be assigned to that Service Advisor.
- If the Investment Advisor brings on new Green Clients, those new clients will be assigned according to the total number of Clients and balance of Assets Under Management each Service Advisor has.
 - Service Advisors will not receive credit toward their new asset goals based upon new assets brought in by the Investment Advisor even though that Green Client might be assigned to them.

Chapter 8: Assigning a Review Month for a Client

- Clients are assigned a review month based on the following factors. A list of the following statistics should be provided to the President regularly so that a month can be assigned by the President:
 - Total Number of Clients assigned to a particular month
 - Also the number of Clients in each tier assigned to a particular month
 - Total Required hours to meet with all existing assigned Clients per month based on variations in Tier
 - Green Meetings last 30 minutes
 - Gold and Platinum Meetings last 1 hour
 - Number of available Advisor man-hours per month based on Holidays and Annual Meetings

- With the exception of available Advisor man-hours, which must be determined by the Advisor, all of the reports necessary to generate the information needed for a determination of the months to which Clients are assigned can be generated in Practice 360 on the Households tab.
- A Client is not normally directly asked, but if the Client expresses a preference, the Client's preference will be taken into consideration.
- A month will often be assigned based upon the client's initial Portfolio review, but that originally assigned month is subject to change based on the above factors.
- All assignment decisions are determined by the President.