

# Financial Planning Association

2009 Report to Members



## Words from FPA 2009 President

When I began my service as the Financial Planning Association's president in January 2009, uncertainty had frayed the American fabric; only a few months earlier we had experienced the worst economic crisis since the Great Depression. Along with this country and the rest of the world, FPA prepared to take on the resulting challenges.

Reaching out and recognizing the value of relationships is one of the best strategies for surviving adversity. For FPA, it was a year of forging new alliances and strengthening existing ones. I don't believe we would have taken different actions in this regard even if the economic climate had been stable, for these relationships are crucial to the progress of FPA and the profession.

In January 2009 the Financial Planning Coalition was formed, made up of Certified Financial Planner Board of Standards, FPA, and the National Association of Personal Financial Advisors. Our mission is to protect the public and ensure fiduciary accountability and transparency in the financial services industry. Through our direct work with Congress and a vital grassroots effort, we are helping shape regulatory reform in a way that will make consumers' interests a top priority and provide appropriate oversight of the financial planning profession.

We also reached out to our local chapters on a year-long listening tour to gather feedback and insight for our continued organizational strategic planning. Another project with chapters culminated in updating and bringing their governing documents into alignment with the association's governance policies. The initiative began in 2008, with the bulk of the work done in 2009. FPA local chapters are key to FPA's success and legacy. Each one is unique, yet we function and thrive as a more effective whole when some fundamental elements of organization and governance are in sync, and we operate in unison.

Our next generation of financial planners is passionate and dedicated, and facing obstacles of their own in their careers—the point of entry and the subsequent path are not the same as what planners before them experienced. Casual conversations among a few of these young pioneers shaped what is now FPA's NexGen community, a perfect example of how FPA members can self-organize based on shared characteristics or interests. And groups such as this naturally enrich the quality of FPA. Last year, NexGen educational opportunities were folded for the first time into FPA's annual conference in Anaheim, allowing attendees to broaden the benefits of the conference experience.

We have long relied on the academic community for its rigorous and diverse research of financial services topics. As you know, the scope of our work in this profession is vast; thanks to the work of academia, and to publications such as our own *Journal of Financial Planning*, we can tap into a rich font of knowledge. Why not take this one step further, though, and deepen our relationship? In 2008, the Academy of Financial Services began holding its annual research papers meeting in conjunction with FPA's annual conference, encouraging FPA members to attend. No doubt this is a relationship that will continue to grow as we explore other ways to work with and learn from each other. In 2010, FPA president Dr. Tom Potts, a professor at Baylor University, embodies that union, with his finger on the pulse of academics and practitioners alike.

A relationship never to be overlooked is that with the public. The FPA consumer Web site, launched in 2008, received enhancements in 2009, including an online newsletter, a personal finance blog, and how-to videos presented by FPA members. And did you know that Financial Planning Week celebrated its eighth year? Our consumer outreach has gained traction; I can assure you that in 2010 the trend will continue.

I am proud of what FPA is and what we bring to our relationships. At the heart of our association—as the *heart of financial planning*—are beliefs and values by which we live and on which we base our decisions. I encourage you to read FPA's Core Beliefs on page 10, and carefully consider the significance of FPA's Standard of Care: "Whereas the public expects to experience a high level of confidence, trust and clarity in relationships with professionals trained in the distinct process and discipline of financial planning, it is essential that they obtain a commitment of professional care, quality and excellence in the services they receive." These are noble words, and if we adhere to them, we cannot fail.

A handwritten signature in black ink, appearing to read "Richard C. Salmen". The signature is fluid and cursive, written in a professional style.

Richard C. Salmen, CFP®, CFA, CTFA, EA



## Words from FPA's Executive Director/CEO

Concern, challenge, celebration, perseverance, and opportunity are words that describe an array of experiences which unfolded for the Financial Planning Association in 2009. Perhaps these words conjure up similar feelings and emotions that you felt last year as an active participant in the financial planning profession working and living real time through the most significant economic crisis our world has seen to date.

I'm certainly not the first or only one to say I've never seen anything like the past 18 months. FPA was indeed challenged by the consequences of the economic crisis and other related events that had an impact on our members' current practice and business considerations. In many cases, members trimmed and tightened budgets which understandably, yet unfortunately, affected FPA operations. FPA did, however, anticipate the long-range possibilities and took cost-cutting steps—some of them painful—to navigate through what inevitably would be a tough year. Yet we knew that service to our membership could not be diminished, and staying connected with members was a top priority.

We embarked on a Chapter Listening Tour in 2009, visiting members and volunteer leaders in nearly 20 chapters, which added up to more than 500 FPA members participating in breakout discussions. Members of the FPA Board of Directors visited chapters to listen and better understand the current challenges members faced individually, what they viewed as the profession's key issues, and how they wanted FPA to respond. These collective conversations helped the FPA Board to refine and develop FPA's strategic priorities for 2010, which place emphasis on maintaining quality member services and programs, regulatory vigilance, consumer outreach, fiduciary education development, and academic integration into our professional community. (You'll find our strategic priorities on page 6.)

Among my countless member conversations during the year were those with individuals who had chosen not to renew their membership. Sometimes it was a life change that led them to their decision and, while they had been happy with FPA, it was time to move on. In some cases FPA was able to address their concerns and they reinstated. Ultimately, what's important is that we make every outreach effort an opportunity to listen and to learn from our members for the ultimate outcome of shaping our portfolio of member services and programs to be in alignment with member needs.

It has been 40 years since 13 concerned financial services visionaries met in December 1969 at a hotel near Chicago's O'Hare Airport, with a single, significant desire: They were disenchanted with their current business models of being product providers to customers; they wanted to serve clients through sound financial planning and advice. They established a college for learning the necessary skills and a membership association to support this new brand of professional. The vision of these men would spread and take hold with their colleagues, from which would grow the organizations and programs you see today throughout the world.

As part of the continued evolution of that clear vision, the Financial Planning Association was launched on January 1, 2000. We have completed 10 years of being the voice and torchbearer for the profession. We have made significant strides in serving the financial planning community through enhancing the body of knowledge from which our members learn and serve their clients, stepping up our advocacy in Washington, DC, and through other centers of influence to advance financial planning as an important 21<sup>st</sup> century service available to all who desire to access it.

We carry on the legacy by asking the questions, How do we best honor our origins? How do we best serve our members and the public in the present? How do we best shape our future? With well-planned strategies, fiscal responsibility, and constantly tuning into our constituencies' needs. The ground is fertile for growth, and the energy in the FPA community is strong and directed at making a positive change in our world. With FPA's destiny—helping create a world where everyone thrives and prospers—always in mind, we are excited about what we'll create.

A handwritten signature in black ink that reads "Marvin W. Tuttle, Jr." The signature is written in a cursive, flowing style.

Marvin W. Tuttle, Jr., CAE

## FPA: 2009 in Review

Associations around the country took a hard hit from the severe economic downturn that intensified in October 2008 and continued to wreak havoc into the following year.

The Financial Planning Association was not immune. Membership retention was down by 5.9 percent, due in part to the annual dues increase instituted in June 2008, financial planners retiring, and the impact of the financial crisis, which forced many members to make hard choices regarding their daily and annual expenditures. New member acquisition was also challenged by tightened privacy policies, which severely hampered FPA's traditional marketing outreach to new CFP® certificants and other financial planning professionals. As members chose not to renew their membership or attend conferences, as corporate supporters pulled back financial support, FPA tightened its belt, laying off roughly 15 percent of its staff and suspending some employee benefits.

Yet FPA did not relent in its ongoing advocacy for the profession, research, member services, or in its role—which it saw as especially important in difficult financial times—as a provider of professional and public education. Some 2009 highlights for FPA follow.

### Practice Management Center Launched

In June 2009, FPA introduced its members to the Practice Management Center, an online tool to help planners in running their businesses. Among numerous practical features, it includes articles, conference audio, a link to *Practice Management Solutions* magazine, books, research, and an opportunity for members to share their own content and materials.

### Future of Planning Site

The Financial Crisis Resource Center was introduced in late 2008 to address the dire worldwide economic situation from an FPA member perspective. By October 2009 it had evolved and broadened its scope into the Future of Planning site. Primarily member-driven, the Web site offers Webinars; sample client letters; an extensive library of articles on planning techniques, client skills, technology, marketing, compliance, and business management; and discussion forums.

### 'Uncertain Times' VLC Series

This Virtual Learning Center series—at no cost to members—was designed as a forum where FPA members could gather and talk about how to survive and thrive in the midst of economic uncertainty, asking questions, sharing stories and coping tips, and brainstorming ideas. The series continues, with sessions focusing on client relationships and communication, effective marketing, and best business practices.

### FPA Stimulus Plan for Members

Announced in February 2009, FPA's version of a stimulus plan for challenging economic times meant a significant discount on FPA member registration for the 2009 Business Solutions conference: \$600 off the regular fee, bringing registration down to \$225. Other discounted registration opportunities were made available for FPA's Retreat and annual conference.

### Social Media and Social Networking

Blogs became a dynamic forum both for financial planners and consumers, with three areas: Future of Planning, Practice Management, and All Things Planning.

FPA also entered the quick-text realm of Twitter and provided a new way of connecting with the association through Facebook, and expanding its LinkedIn presence.

## Volunteer Involvement and Engagement

Banding together in more than 30 workgroups, volunteers provided counsel and leadership to FPA's diverse efforts in 2009. Among them:

- **The Social Security Task Force** made plans to create a Web tool for educating consumers. The Social Security Predictor would launch in early 2010.
- **The Tax Committee** was active on the regulatory front, (1) providing input on independent contractor status of independent broker-dealers and (2) contacting the House Ways and Means Committee and Senate Finance Committee endorsing a permanent solution to the estate tax.
- **The Consumer Advisory Group** (1) launched a consumer blog in October 2009, (2) started working with the U.S. Conference of Mayors to conduct a pilot program that would include hosting financial literacy events across the country, and (3) offered +StudentAid.com's *College Cost and Planning Report* to consumers.
- **The Global Advisory Council and Geographic Focus Groups** (1) hosted well-attended events at FPA's annual conference in Anaheim, Calif.: A Global Update session to apprise attendees of financial planning around the world, a knowledge café to discuss active versus passive investing and other topics, and an international reception. (2) A Facebook group, Global Friends of FPA, was created.
- **The Diversity Task Force** (1) created a Diversity Scholarship (see details on page 5) and (2) hosted its third Diversity Summit at FPA's annual conference in Anaheim, where attendees met to develop strategies to raise awareness of the financial planning profession in diverse communities of race, ethnicity, gender, and sexual orientation.

## Chapter Listening Tour

Members of the FPA Board of Directors visited local FPA chapters throughout the country in 2009 to have face-to-face conversations, which touched on three main areas: (1) important issues in financial planners' businesses and practices; (2) issues facing the financial planning profession, and (3) what FPA should focus on as top priorities. More than 500 members participated in the sessions.

## Public Relations

In 2009, FPA was featured in more than 2,400 news stories, reaching an audience of 1.6 billion and sharing with them a positive message about the benefits of financial planning. Renowned media outlets that featured FPA during this time period included ABC News, Associated Press, CNBC, *Forbes*, MSN Money, National Public Radio, The Today Show, *USA Today*, *Wall Street Journal* and the *Washington Post*. Additionally, the efforts of FPA and its chapters were featured in numerous local market newspapers and broadcast outlets.

## Financial Planning Coalition Formed

Sharing a mission of consumer protection and solidifying financial planning as a profession through regulatory reform, the Financial Planning Coalition was officially formed in January 2009, comprising CFP Board of Standards, the National Association of Personal Financial Advisors, and the Financial Planning Association. A few highlights from its first year:

- April 2009: The Coalition outlined broad concepts of a legislative proposal, seeking creation of a professional standards-setting oversight board for financial planners subject to SEC authority.
- July 2009: The Coalition sent an update to financial advisers, evaluating President Barack Obama's proposal for financial regulatory reform—including the challenges it saw in the proposal—and encouraged individuals to advocate to members of Congress the Coalition's legislative proposal (introduced in April).
- October 2009: The Coalition joined in a letter to the House Financial Services Committee advocating for a fiduciary standard for all those providing investment advice.
- November 2009: The Coalition sent a letter to the House Financial Services Committee opposing oversight of advisers by the Financial Industry Regulatory Authority (FINRA).

- December 2009: The House of Representatives passed financial reform legislation. The bill included a provision for a study of financial planning profession and regulation. It also provided that the SEC should hold brokers who provide retail investment advice to a fiduciary standard.

## Advocacy and Legislation

Independent of its work as part of the Financial Planning Coalition, FPA's Washington, DC, office maintained a consistent presence on Capitol Hill through comment letters, testimony, white papers, and research. A few examples of 2009 activity on the federal level:

- January 2009: FPA sent a letter to the Committee on Ways and Means requesting that an alternative minimum tax (AMT) "patch" be considered as part of the economic recovery package.
- February 2009: FPA Board member Deena Katz, CFP®, testified before the U.S. Senate Special Committee on Aging, raising issues faced by baby boomers approaching retirement in a turbulent economy.
- April 2009: FPA wrote to SEC chairman Mary Schapiro regarding her March testimony before the United States Senate Committee on Banking, Housing and Urban Affairs, and her April address to the Council of Institutional Investors, commenting on any agenda items that concerned investment adviser custody.
- August 2009: FPA contacted SEC chairman Mary Schapiro seeking clarification on the limits of authority of FINRA with respect to certain financial planning activities.
- October 2009: FPA urged the Senate Finance Committee and House Ways and Means Committee to quickly introduce and pass legislation to address the estate tax on a permanent basis, saying that temporary provisions would make it difficult for financial planning clients to reach their goals.

## FPA Research

- The March 2009 issue of *Research Spotlight* presented results of an FPA study on financial planning for Generation X, focusing on this demographic's behaviors, planning needs, and the benefits of marketing to Gen-Xers.
- In April and May 2009, FPA conducted a comprehensive salary survey; over 1,500 planners completed the survey, representing over 1,400 practices/firms.
- In April 2009, FPA released *The Independent Broker-Dealer Report* as a supplement to the *Journal of Financial Planning*. It included comparisons of product offerings, compensation models, and succession planning; tips for selecting an independent broker-dealer; and pros and cons of dual registration.
- In the September 2009 issue of FPA's quarterly *Research Spotlight*, results were presented of the FPA Trends in Investing study, which was conducted in February at the depth of the economic decline. Among its findings: Planners are increasing their reliance on tried-and-true investment metrics like long-term performance and diversification.
- The December 2009 issue of the *Journal of Financial Planning* included a Retirement Distribution Planning supplement. Among its articles was a summary of findings of FPA's 2009 *Financial Advisers' Attitudes and Perceptions About the Retirement Income Distribution Market* study; 60 percent of planners surveyed said their clients in or near retirement did not have to make any significant changes to their lifestyle or retirement plan due to economic conditions. (Study results were also covered in the December 2009 *Research Spotlight*.)

## Member Advantage Program

In April 2009, FPA announced its Member Advantage Program, a collection of affinity partnerships that would mean discounts for FPA members on numerous services and products. Examples: Bank of America, the College for Financial Planning, FedEx, Geico, long-term disability, and IPS AdvisorPro.

## Diversity Scholarship Program

The FPA Board approved in January 2009 the creation of a Diversity Scholarship program for FPA conferences, recognizing the importance of inclusivity in the financial planning profession from a perspective of age, race, ethnicity, gender, and sexual orientation. The scholarship would be given for FPA's annual conference, FPA Retreat, FPA NexGen, and FPA Business Solutions. The first scholarships were awarded in September 2009.

## Eighth Annual Financial Planning Week Held

The objective of Financial Planning Week, held October 4–10 in 2009, is to raise public awareness of financial planning. Highlights of last year's program:

- Financial Planning Week received coverage in 122 media outlets, reaching 57.8 million readers and viewers.
- For the fifth time, FPA was featured in a special supplement of *The Wall Street Journal*: "A Guide to Financial Planning," focused on retirement planning.
- For the third time, FPA teamed up with Junior Achievement to teach basic money management skills to elementary, junior, and high school students. Hundreds of FPA members volunteered to deliver financial literacy programs.
- The "All Things Financial Planning" blog was launched in conjunction with Financial Planning Week.
- FPA introduced a financial planning-focused online newsletter for consumers.

## FPA Celebrates Profession's 40<sup>th</sup> Anniversary

The financial planning profession got its start on December 12, 1969, when 13 professionals primarily with careers in financial product sales gathered with the intent of adding a service component to their work with clients. From that meeting came what would be known as the College for Financial Planning and the International Association for Financial Planning.

FPA marked the profession's 40th anniversary by teaming up with CFP Board to publish *The History of Financial Planning*. Through interviews and narrative, the book chronicled the growth and evolution of financial planning. Various events at FPA's annual conference in Anaheim, FPA's annual convention, also commemorated this historic milestone.

## FPA Board Strategic Priorities for 2010

At its November 2009 meeting, the FPA Board of Directors outlined its priorities for the coming year.

1. Focus on membership growth and branding
2. Support appropriate financial planning regulation strategies
3. Develop leadership niche for member fiduciary education and training
4. Maintain and strengthen FPA's consumer outreach efforts
5. Integrate academic community and academic efforts into FPA



## Financial Results and Current-Year Forecast

Analysis from FPA’s Chief Financial Officer/Associate Executive Director

At the outset of 2009, the Financial Planning Association’s members, corporate partners and the association itself were facing unprecedented economic instability. On the finance front, FPA’s board of directors took proactive steps on January 19, 2009, implementing a \$2.7 million budget reorganization plan to combat current and future declines in revenue streams. This effort was necessary to place FPA in a position to maintain financial stability during extremely uncertain times—not only for the current year, but its new fiscal year beginning June 1, 2009. There were three primary sources of expected future revenue declines that led to these decisions:

- Anticipated decrease of \$1.8 million from corporate partners
- Projected \$400,000 decrease in conference registrations
- Projected \$135,000 decline in membership dues

To offset the projected revenue shortfalls, the reorganization plan included \$2 million in operating cuts across a variety of programs and \$700,000 in compensation and benefits—all necessary to achieve a breakeven operating budget position and to remain within fiscal policies set forth in our financial philosophy without hampering member service and quality. The following table summarizes FPA’s financial results for the year ending May 31, 2009, and projected results for the period June 1, 2009, to May 31, 2010.

### Summary of Financial Results

	Year Ending May 31, 2009 Actual	Year Ending May 31, 2010 Forecast
Operating Revenues	\$16,409,518	\$13,726,000
Operating Expenses	<u>\$16,409,078</u>	<u>\$13,726,000</u>
Operating Income	\$440	\$0
Investment Gains (Loss)	\$(1,017,927)	\$500,000
Other Non-operating items	\$33,406	\$0
<b>Net Income (Loss)</b>	<b>\$(984,081)</b>	<b>\$500,000</b>

*Note: Financial results in this discussion exclude those related to the National Financial Planning Support Center, FPA’s wholly owned charitable organization supporting pro bono efforts.*

The forecasts FPA developed in early 2009 were essentially accurate. There’s no question that in January 2009 we were in uncharted waters regarding our finances; however, the bigger question was how severely and long the current climate would affect the organization—particularly as we began developing budgets and business plans for our new fiscal year beginning June 1, 2009.

Throughout 2009 we stayed closely tuned to various trends affecting FPA’s finances. We learned that attendance at meetings would fall short of expectations—FPA’s annual conference held in Anaheim, Calif., in October 2009 experienced a 50 percent drop in paid attendance from the previous year’s FPA Boston in October 2008. Yet conference evaluations indicated the event was a huge success despite the smaller attendance and fewer exhibitors.

The corporate community that has traditionally supported FPA was no exception to the ravages of the economic crisis. As a result, normal channels of support—through advertising, conference exhibits, sponsorships and other strategic alliances—were hit quickly and extremely hard. However, perhaps the most troubling source of revenue decline for FPA last year was in its membership numbers, illustrating the impact this crisis had on the FPA

community. During 2009, FPA’s member roster fell by 2,700 colleagues—a statistic never seen before and a far deeper plunge than we had expected. This decrease was driven by a 25 percent one-year drop in new member acquisitions, resulting from our inability to reach CFP® certificants through traditional marketing efforts, and not being able to retain existing members at levels of the past nine years. Specifically, retention decreased from 80.3 percent to 74.4 percent, a result of the unstable economy, financial planners retiring, and FPA’s recent dues increase. Both acquisition and retention of members fell to record lows and on December 31, 2009, FPA’s membership total closed the year at 24,000.

From a revenue standpoint, and because FPA dues are earned pro-ratably over the year, the effect of this loss will be felt more so in our next budget year, which begins June 1, 2010. Innovative approaches have been in place for several months to bring former members back into our community, offering payment plans and other opportunities for them to stay connected to FPA.

Following are some highlights of FPA’s financial results for the past year as well as the current year, which began June 1, 2009.

**Operating Results**

(dollars, in thousands)	Year Ending May 31, 2009 Actual	Year Ending May 31, 2010 Forecast	% Change
<b>Operating Revenues</b>			
Individual Member Dues	7,833	7,671	(6%)
Event Attendee Registrations	1,907	1,123	(41%)
Corporate Member Dues	839	527	(37%)
Corporate Advertising	1,467	838	(43%)
Corporate Sponsor and Exhibits	3,350	2,550	(24%)
Other Revenues	<u>1,013</u>	<u>1,017</u>	1%
<b>Total Revenues</b>	<b>16,409</b>	<b>13,726</b>	<b>(16%)</b>
<b>Operating Expenses</b>			
Direct Program Expenses	6,031	4,501	(25%)
Overhead Expenses			
• Compensation Costs	6,816	5,671	(17%)
• Chapter Dues Sharing	1,430	1,318	(8%)
• Administrative and Fixed	<u>2,132</u>	<u>2,236</u>	5%
<b>Total Expenses</b>	<b>16,409</b>	<b>13,726</b>	<b>(16%)</b>
<b>Operating Profit/Loss</b>	<b>-0-</b>	<b>-0-</b>	

**Financial Position**

(dollars, in thousands)	Year Ending May 31, 2009 Actual	Year Ending May 31, 2010 Forecast
Cash	1,662	1,594
Short-Term Investments	1,797	2,450
Other Current Assets	<u>935</u>	<u>1,260</u>
<b>Total Current Assets</b>	4,394	5,304
Long-Term Investments	2,743	2,590
Property & Equipment (Net)	<u>1,193</u>	<u>805</u>
<b>Total Assets</b>	<b>8,330</b>	<b>8,699</b>
Accounts Payable & Accrued Expenses	1,120	1,000
Unearned Dues and Income	5,880	5,945
Other Liabilities	<u>106</u>	<u>30</u>
<b>Total Liabilities</b>	<b>7,106</b>	<b>6,975</b>
Net Assets	<u>1,224</u>	<u>1,724</u>
<b>Total Liabilities and Net Assets</b>	<b>8,330</b>	<b>8,699</b>

**Short- and Long-Term Investments**

(dollars, in thousands)	Year Ending May 31, 2009 Actual	Year Ending May 31, 2010 Forecast
Investment Account Balances		
Short-Term Money Market— Emergency Reserves	1,797	2,450
Fixed-Income Securities—Mutual Funds	658	895
Equity Securities—Mutual Funds	<u>2,085</u>	<u>1,695</u>
<b>Total Investments</b>	<b>4,540</b>	<b>5,040</b>

Investment losses for the year ended May 31, 2009, were \$1,018M, while gains projected for May 31, 2010, are \$500,000, representing actual unrealized gains that existed as of March 31, 2010, and are projected to remain flat for the remaining two months of the current fiscal year.

FPA's finances are guided by polices outlined in our financial philosophy and investment policy statement. Financial strength remains one of our strategic priorities. A key statistic used by FPA and other membership organizations is based on the level of net assets—specifically, net assets as a percentage of total assets. For the year ending May 31, 2009, and 2010 to date, FPA's net asset percentage was 14.7 percent and 19.8 percent, respectively. FPA's goal over the next 6 to 10 years is to achieve and maintain a net asset percentage of 50 percent—a norm for associations of our size.

While the past few years have challenged our finances, we remain committed to increasing our fiscal viability to provide benefits to you, our members, for years to come. As I look at our internal models, it appears the revenue decline we saw in 2009 is stabilizing—which is a relief. Audited financial statements for the period ending May 31, 2009, can be found on FPA's [Web site](#).



Curtis W. Niepoth, CPA

## FPA Core Beliefs

### Primary Aim

FPA is the community that fosters the value of financial planning and advances the financial planning profession.

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### Core Values

At FPA, our Core Values represent who we are. They describe our intended state of being. They are so integral to our being that we would not abandon them even if we were penalized for holding them. We want to attract as members those who share our values:

#### Competence

Our dedication to competence requires not only lifelong learning, but also that we continually assess our ability to appropriately and effectively address the needs of those we serve.

#### Integrity

We strive to have ever more congruence between our words and deeds, and to deliver genuine value to those whom we serve.

#### Relationships

We are committed to open, inclusive and respectful relationships, including collaboration among diverse parties on common interests.

#### Stewardship

We recognize our responsibility to act with vision, ever mindful of the effects of our actions today and tomorrow on the future.

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### Code of Ethics

From its earliest designs, the Financial Planning Association (FPA) included a mandate that members adhere to a Code of Ethics that reflects their commitment to help clients achieve their life goals. All FPA members are asked to commit to this Code, CFP® certificants and non-CFP® certificants alike.

FPA's Ethics Committee is charged by the Board of Directors with reviewing alleged violations to the Code of Ethics and advising staff on ways to enhance awareness by FPA members of their obligations under the Code.

- Integrity
- Objectivity
- Competence
- Fairness
- Confidentiality
- Professionalism
- Diligence

## Standard of Care

Whereas the public expects to experience a high level of confidence, trust and clarity in relationships with professionals trained in the distinct process and discipline of financial planning, it is essential that they obtain a commitment of professional care, quality and excellence in the services they receive.

All financial planning services will be delivered in accordance with the following standard of care:

- Put the client's best interests first.
  - Act with due care and in utmost good faith.
  - Do not mislead clients.
  - Provide full and fair disclosure of all material facts.
  - Disclose and fairly manage all material conflicts of interest.
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## Business Objectives

Our Business Objectives describe actions we will take to achieve our Primary Aim. We seek to accomplish this through strong and active leadership in partnership with FPA's community of chapters.

- Unify the voice, focus and resources of the financial planning community, bringing together those who champion the financial planning process.
  - Facilitate the success of our members and grow the organization.
  - Cultivate the body of knowledge of personal financial planning.
  - Advance awareness of the characteristics of professional financial planners and support the standards of the CFP® certification in order to serve the public.
  - Define and effectively communicate a common understanding of the discipline of personal financial planning and the benefits of its use.
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## Destiny, Cause and Calling

### Destiny

Helping create a world where everyone thrives and prospers.

### Cause

An inspired community transforming lives through inclusivity, innovation and collaboration.

### Calling

Champion the heart of financial planning by leading people to grow, to act and to live their dreams.

## 2009 FPA Board of Directors

### *Chair*

Mark E. Johannessen, CFP®  
Harris SBSB, McLean, VA

### *President*

Richard C. Salmen, CFP®, CFA, CTFA, EA  
GTrust Financial Partners, Overland Park, KS

### *President-Elect*

Tom L. Potts, Ph.D., CFP®  
Baylor University, Waco, TX

### *Executive Director/CEO*

Marvin W. Tuttle, Jr., CAE  
Financial Planning Association, Denver, CO

Paul H. Auslander, CFP®  
American Financial Advisors Inc., Orlando, FL

Lee A. Baker, CFP®  
Apex Financial Services, Tucker, GA

Michael A. Branham, CFP®  
Cornerstone Wealth Advisors Inc., Edina, MN

Michael W. Busch, CFP®, CPA, CEBS  
Vogel Financial Advisors LLC, Dallas, TX

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Pinnacle Asset Management Group LLC, Shreveport, LA

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Hogan Financial Management LLC, Milwaukee, WI

Bonnie A. Hughes, CFP®  
American Capital Planning LLC, Stone Ridge, VA

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Deena B. Katz, CFP®  
Texas Tech University, Lubbock, TX

Martin Kurtz, CFP®, AIFA®  
The Planning Center Inc., Moline, IL

William J. Moran, CFP®  
Ameriprise Financial, Minneapolis, MN

Michael J. Smith, CFP®  
RTD Financial Advisors Inc., Atlanta, GA

Karin Maloney Stifler, CFP®  
True Wealth Advisors LLC, Hudson, OH

Kenneth Ziesenheim, CFP®, J.D., LL.M., AIFA®  
Raymond James Financial Services, Sebring, FL

## FPA Management Team

Marvin W. Tuttle, Jr., CAE

Executive Director/CEO

Curtis W. Niepoth, CPA

Associate Executive Director/CFO

Lauren M. Schadle, CAE

Associate Executive Director/COO

Les Allen

Director of Technology

Daniel Barry

Director of Government Relations

Lynn Brackpool

Director of Communications & PR

Jean Cantey

Managing Director of Conferences & Learning

Lori Dillé

Director of Online & Consumer Strategies

Jaleen W. Edwards

Managing Director of Member Relations

Craig Noll

Director of Finance

Wendy J. Todd, CAE

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