

# BEST TOOLS RESOURCE MANUAL



*67 of the Best Planning Tools for Asset Protection, Business Income, Business Succession, Capital Gains, Charitable, Estate, Executive Benefit, Insurance, Lifetime Wealth Transfer, Portfolio, and Retirement Income Planning Provided by Wealth Strategy Counselors*

**BY TIM VOORHEES, JD, MBA, AEP®**

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Lifetime Wealth Transfer, Portfolio, and Retirement  
Income Planning Provided by Wealth Strategy Counselors

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This book is dedicated to the hundreds of wealth advisers who have helped us develop and refine our wealth planning methodologies and services over the last 35 years.





Tim Voorhees is an attorney and investment adviser based in Orange County, California. He is the president of the Registered Investment Advisory firm described at [www.vfos.com](http://www.vfos.com) and a principal partner of its affiliated law firm, Matsen Voorhees Mintz LLP. A complete bio is available at [MVMLawyers.com](http://MVMLawyers.com) and [www.TimVoorhees.com](http://www.TimVoorhees.com).

Tim's software company, Family Office Technologies, Inc., maintains a broad array of software modules used by financial and legal professionals nationwide for developing tax planning schematics and implementing advanced portfolio and estate design strategies. Serving clients as a wealth adviser, Tim has led teams that have developed hundreds of Family Wealth Blueprints® for high-net-worth clients.

Tim teaches a variety of Best Tools Workshops for advisers interested in learning how to integrate the most effective zero tax planning tools into financial and estate plans. He also conducts Best Practices Workshops for advisers who seek to integrate advanced wealth planning strategies into their practices. He regularly speaks at national conferences and contributes to a variety of industry publications. Tim and his wife, Darci, live in Mission Viejo, CA.

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## ASSET PROTECTION

|                                 |   |   |
|---------------------------------|---|---|
| Domestic Asset Protection Trust | 1 | A Domestic Asset Protection Trust ("DAPT") is an irrevocable trust that may be funded with an incomplete or completed gift, depending on estate tax planning objectives and other goals. Attorneys may design the DAPT to include state income tax and/or federal income tax benefits. The trust may protect against future creditor actions while possibly allowing some protections against preexisting creditor actions. The trust language may include provisions for transfers to a spouse or children. The DAPT jurisdiction choice influences many issues involving the statute of limitations, fraudulent transfer rules, etc.  |
| Foreign Asset Protection Trust  | 3 | A Foreign Asset Protection Trust ("FAPT") is a trust that is set up in an offshore jurisdiction that has enabling trust legislation providing for substantial protection against creditors of the trustor. One of the greatest advantages of the FAPT is that legal attacks against its assets are transferred abroad to a different legal system. The FAPT is generally much more expensive to set up and create than a domestic trust and requires a certain willingness on the part of the Trustor to deal with offshore jurisdictions and trust entities. The FAPT's greatest value is realized when asset protection planning is done well in advance of any potential creditor problem. |

## BUSINESS INCOME TAX PLANNING

|   |    |   |
|---|----|---|
| Business Income Tax Solutions                     | 5  | Business Income Tax Solutions can help clients reduce taxes on income not needed for lifestyle while deferring taxes and/or converting taxable income into more tax-efficient cash flow. Business owners may realize tax benefits related to funding buy-sell agreements, retirement plans, and wealth transfer strategies.   |
| Capital Split Dollar                              | 7  | A business owner can advance cash to pay premiums in an estate planning trust using a non-equity private split dollar arrangement. Under the economic benefit regime, the amount the trust owes in consideration of the potential death benefit may be small. The bottom line for the business owner and employees can be much more favorable than what is available from alternative executive benefits programs, such as phantom stock programs.  |
| Captive Preferred LLC                             | 9  | The Captive Preferred LLC provides a tax-efficient vehicle for growing assets in a captive insurance company while providing all necessary capital to pay claims. Money not used for claims can grow tax-efficiently and/or make tax-efficient distributions as part of the captive exit strategy. The preferred LLC is designed to comply with a variety of regulatory guidelines.   |
| Cost Segregation Study                            | 11 | The Cost Segregation Study can help a real estate owner generate much more favorable after-tax income. Assets in the property are expensed or amortized over a relatively short period to generate more deductions than would be available from straight-line depreciation.   |
| Nevada Incomplete Gift Non-Grantor Trust          | 13 | By moving income producing assets into a Nevada Incomplete Gift Non-Grantor Trust ("NING") Trust, one can avoid state income tax on the income from those assets. The penalty is that the federal income tax shifts to a potentially higher trust tax rate, but this may be of relatively little concern for taxpayers already in the top bracket. This strategy can dovetail beautifully with asset protection planning because NING trust is a DAPT trust.  |
| Net Operating Loss Strategy                       | 15 | The Net Operating Loss ("NOL") strategy helps a real estate developer with losses monetize the losses by entering into a transaction with another company that has Net Operating Income that might be offset by the losses.   |
| Intellectual Property Monetization                | 17 | This Intellectual Property Monetization ("IP") can help a business owner monetize intellectual property. The program involves valuing IP before capitalizing it into an LLC. The non-voting interests of the LLC are then donated to a donor directed fund. The client can generate income or other benefits from the IP while establishing the value of the IP for possible future liquidity events. While the benefits can be great, the strategy requires careful compliance with a variety of guidelines. |
| Sale to a Beneficiary Defective Irrevocable Trust | 19 | The Beneficiary's Defective Irrevocable Trust ("BDIT") allows a grantor to move assets out of the taxable estate while having income taxed at the beneficiaries' lower rates  |
| Section 79 Plan                                   | 21 | Section 79 plans give employers a 100% income tax deduction on reasonable compensation to employees. Such plans provide a cost-efficient way to attract, retain and incentivize key employees. Plans may have minimal documentation and reporting requirements. Section 79 plans give employees the option to use cash value life insurance that can generate supplemental retirement income. The insurance coverage can last beyond the date of their retirement or separation from service.                 |
| Tax-Deductible Buy-Sell Funding                   | 23 | This strategy allows a business owner to fund a tax-efficient transfer of a business to successor owners and managers. Unlike most buy-sell agreements, which are funded with after-tax dollars, this solution can use partially or 100% deductible dollars. (The fully deductible solution involves redirection of some tax money to charity.)   |

## BUSINESS SUCCESSION

|                                    |    |  |
|------------------------------------|----|--|
| Business Succession Agreement      | 25 | This flyer shows a variety of methods for funding a buy-sell agreement with pre-tax dollars.   |
| Captive Insurance Company          | 27 | Sample Captive Insurance Company. Using the 501(c)(15), 831(b), of 806 entity, a business can receive tax deductions for funding a vehicle that provides insurance for the business. Assets in the entity can grow tax-free. The entity can perform like a super-sized IRA or Roth IRA while insuring against risks at rates typically not available through commercial insurance companies.   |
| Employee Stock Ownership Plan      | 29 | The Employee Stock Ownership Plan ("ESOP") can provide a powerful combination of benefits to a business owner that wants to fund a succession plan very tax-efficiently and/or align interests of team members.  |
| Business Vision and Values Retreat | 31 | During a business retreat, key decision-makers and/or stakeholders answer a series of questions to clarify the vision, mission, and values of the organization. To determine WOTS MOST IMPORTANT?®, a facilitator helps participants review the Weaknesses, Opportunities, Threats, and Strengths ("WOTS") to clarify the Mission, Objectives, Strategies, and Tactics ("MOST"). This process involves a survey of external issues affecting the planning process with a focus on the most important Opportunities and Threats. Then the retreat participants consider their Responses to external issues in light of the company's internal Strengths and Weaknesses. After reflecting on the most important external and internal issues, leaders clarify a vision-inspired or mission-driven plan that respects core values. Once the plan is clear, managers operationalize the Mission and execute the plan by following clear Objectives, Strategies, and Tactics. The proven process is explained at <a href="http://www.WOTSMOST.com">www.WOTSMOST.com</a> . |

## CAPITAL GAINS PLANNING

|                            |    |   |
|----------------------------|----|---|
| Charitable Remainder Trust | 33 | Securities, property, and other assets can be sold tax-free in a Charitable Remainder Trust ("CRT"). The CRT generates an income tax deduction, allows for an estate tax deduction, permits the tax-free accumulation of assets, and affords favorable tax treatment on distributions. The property seller has broad latitude in re-investing cash after selling a property in a CRT.   |
| Capital Gains Split Dollar | 35 | To sweeten the after tax benefits for both the buyer and seller of a business, it is possible to defer recognition of taxes using a split dollar agreement. A trust for the benefit of the seller receives money without any current tax consequences by issuing a split dollar agreement. The split dollar agreement is fully permissible -- as long as funds are invested in insurance. The buyer supports this solution because legal opinions show that funds invested in the insurance are partially tax deductible. The seller supports this solution because funds grow tax-free in a vehicle that makes tax-free retirement payments. |

## CHARITABLE PLANNING

|                                      |    |   |
|--------------------------------------|----|---|
| Charitable Limited Liability Company | 37 | A Charitable Limited Liability Company ("CLLC") is a standard LLC or limited liability company combine with a charitable mechanism so that the K1 from the LLC distributes 99% or 100% of the income to a charity. Assets sold inside the LLC can be sold tax free. The managing member follows fiduciary standards when lending money to third parties, such as the independent trustee of a Dynasty Trust.                                |
| Super CLAT                           | 39 | An individual can form a grantor CLAT that keeps the value of the CLAT remainder interest out of the estate while also producing a current income tax deduction equal to the present value of the future gift to charity. By using a family limited partnership funded with tax-free bonds and variable life insurance, it is possible to produce enough tax-free income to meet the distribution requirements during the term of the CLAT. |
| Testamentary Charitable Lead Trust   | 41 | This trust provides a simple tool to "zero-out" an estate tax. When combined with a Family Limited Partnership or similar entity, the TCLAT can eliminate estate taxes and facilitate the transfer of the entire estate value to heirs within 15 years of death. The TCLAT is often combined with a Wealth Replacement Trust to provide a first inheritance while heirs wait for the second inheritance from the TCLAT.                     |





## ESTATE PLANNING


|  |    |   |
|--|----|---|
| Double Step-Up Planning                | 43 | Double Step-Up Planning minimizes both estate and capital gains taxes on the transfer of assets to a trust that generates tax-efficient retirement income and/or transfer to heirs.   |
| EP Protection Plan                     | 45 | The EP Protection Plan summarizes the costs and benefits of the annual maintenance program for clients with trusts.   |
| Equity Stripping                       | 47 | Equity Stripping strategies put debt obligations against assets in a client's estate in order to move equity to irrevocable trusts that are protected from taxes and creditors. The equity stripping strategies can reduce the taxable estate while keeping the asset in the taxable estate, as may be necessary to receive a step-up in basis or to delay property tax increases.  |
| Grantor Retained Annuity Trust         | 49 | Grantor Retained Annuity Trust ("GRAT"), is a financial instrument commonly used in the United States to make large financial gifts to family members without paying a U.S. gift tax.   |
| Incentive Trusts                       | 51 | Irrevocable trusts often have special-incentive trust provisions to encourage beneficiaries to use the money tax efficiently. Attorneys can design irrevocable trusts to give the right amount of asset ownership and cash flow to beneficiaries at the right time, while transferring management and control responsibilities to the most responsible heirs. Clients can have greater comfort about moving assets to irrevocable trusts when they see how the trusts could reflect their dreams for each of their children, grandchildren, and other heirs. Income and Principal are allocated for medical purposes, educational goals, long-term care needs, and other criteria set by the client. Payments can be designed as corpus distributions, income payments, or loans. The client sets the criteria for the behavior that is to be encouraged. For example: "\$40,000 annually to any parent who stays at home with a minor descendant in my bloodline," "\$1 of distributions to match each dollar of earned income generated by any child of mine," or "a reasonable market rate salary that the trustees deem appropriate to support a beneficiary as a full time missionary overseas." |
| Sale to a Nongrantor Trust             | 53 | The owner of a low basis asset may sell the asset to a trust and take back a note without recognizing any gain. The trust records the basis as being equal to the purchase price and begins generating depreciation deductions based on the trust's purchase price. Alternatively, the trust can resell the asset without recognizing any gain and invest the money in a tax-efficient portfolio that generates little or no tax until the trust distributes money to the beneficiaries.  |
| Preferred LLC                          | 55 | This flyer illustrates a tax-efficient vehicle for owning life insurance in a way that distributes cash value and death benefits to different trusts in a manner compliant with IRC Chapter 14. This is a powerful technique for transferring interests in a life insurance policy owned with cash from a captive insurance company.  |
| Qualified Personal Residence Trust     | 57 | The Qualified Personal Residence Trust ("QPRT") allows for tax-efficient transfer of a home from the taxable estate while giving the homeowner continued use of the home throughout one's lifetime.   |
| Spousal Lifetime Access Trust ("SLAT") | 59 | Life insurance trusts with spousal access provisions give a married couple the opportunity to pass a substantial amount of wealth outside of their taxable estates while maintaining access to the trust assets for retirement income or other cash flow needs. A properly designed SLAT can protect against premature death, divorce, and changes in the tax law.  |
| Zero Tax Estate Planning               | 61 | Integrating estate tax planning instruments with income tax planning tools can zero out estate taxes while reducing income, capital gains, and on other taxes. Our law firm has a variety of zero-tax planning presentation pieces that apply to a wide array of fact patterns. Our sample plans, strategy flyers, and other illustrations show how tax savings can increase lifetime income, transfers to heirs, and/or charitable giving potential. In most cases, clients see how the benefits of planning exceed the costs by a factor of at least 100 to 1.  |

## EXECUTIVE BENEFIT PLANNING

|  |    |  |
|--|----|--|
| 162 Plan   | 63 | The Section 162 Plan is one of several tax-efficient vehicles for funding golden handcuffs and related executive compensation programs.  |
| Restricted Property Trust  | 65 | Key owners of a corporation create a restricted property trust and fund it with 100% deductible contributions. The amount of the contribution is flexible, depending on retirement income goals and death benefit needs. Individual accounts can be protected from lawsuits and divorces. In addition to providing tax deductions during funding, the plan can generate tax-free income during retirement. |
| Stock Options and Non-Qualified Deferred Compensation Strategies | 67 | Non-qualified deferred compensation and related stock option strategies ("NQDC") can provide excellent employee incentives but challenges related to income tax planning. Several techniques help improve after-tax benefits related to funding and exercising non-qualified deferred compensation strategies.   |




## INSURANCE PLANNING

|   |    |  |
|---|----|--|
| Capacity Capture  | 69 | The concept of Capacity Capture is to acquire all of the insurance the market may offer. The topic is relevant to “ultra-high” net worth clients.  |
| Credit Shelter Trust with Life Insurance  | 71 | Funds in an existing Credit Shelter Trust (aka, Bypass Trust or Family Trust) can provide an ideal source of life insurance premiums. Allocating these funds systematically to a life insurance strategy can increase benefits to heirs, especially when the surviving spouse does not need income from the trust.   |
| Financed Indexed UL   | 73 | This strategy describes a way to acquire an indexed UL product with mostly borrowed funds.   |
| Fixed Private Split Dollar  | 75 | Fixed Private split dollar helps individuals secure fixed universal life insurance for estate planning needs using corporate funds while keeping personal cash gift requirements initially to a minimum.   |
| Insurance Trust Review  | 77 | This strategy discusses the benefits and process of reviewing an existing insurance policy or portfolio within an irrevocable life insurance trust (“ILIT”). Email info@vfos.com for information on the complete trust owned life insurance review (“TOLI Review”).  |
| Insurance Warehousing   | 79 | Insurance Warehousing is the concept of acquiring a significant amount of insurance today because it may be needed in the future. For example, a client may acquire insurance now for paying estate taxes but hold the policy for use in a buy-sell plan later.  |
| Life Settlements  | 81 | Very often, older clients realize that they want current cash flow more than they want to keep funding premiums for a death benefit that they will never see. In such cases, it may be possible to sell unneeded policies on the life settlement market. This flyer provides a brief overview of the applications for and the benefits of life settlements.  |
| Long-Term Care Insurance  | 83 | Long-Term Care Insurance may offer a combination of medical, nursing, custodial, social, and community services designed to help people who have disabilities or chronic care needs, including dementia. Services may be provided in the person’s home, in the community, in assisted living facilities or in nursing homes. In 1993, Congress created an exception under the amendments to the Omnibus Budget and Reconciliation Act (OBRA-93) which specifically authorized the use of Supplemental Needs Trusts for the benefit of individuals who are under the age of 65 years and disabled according to Social Security standards. |
|  Premium Financing | 85 | This flyer presents a very simple example of how an Irrevocable Life Insurance Trust (“ILIT”) can borrow premiums to buy life insurance and then receive cash tax-efficiently to pay off the loan. This method of acquiring life insurance potentially avoids the use of annual exclusions and lifetime exemptions and does not require the client to liquidate investments to pay premiums.   |



## LIFETIME WEALTH TRANSFER PLANNING

|  |    |   |
|--|----|---|
| Dynasty Trust  | 87 | This piece discusses the benefits and features of a Generation Skipping Irrevocable Life Insurance Trust (“ILIT”) with two or more generations named as beneficiaries.  |
| Sale of Partnership Interest to a Family Grantor Trust | 89 | This popular wealth transfer strategy demonstrates how the client establishes a new family limited partnership and sells limited partnership interests to an intentionally defective grantor trust in exchange for a promissory note. This strategy can produce cash flow to pay insurance premiums without using any annual gift tax exclusions.   |
| Tax-Efficient Squeeze Freeze                           | 91 | Assets are sold from the taxable estate to a trust in exchange for a note. Value grows tax-efficiently outside of the taxable estate. Cash flow is paid to the grantor tax efficiently. This strategy flyer shows how a client can transfer non-voting stock in a business entity along with non-voting LLC interests to a gifting trust at a discounted (squeezed) value in order to freeze the value in the taxable estate. |

## PORTFOLIO PLANNING

|  |    |   |
|--|----|---|
| Insurance as an Asset Class  | 93 | This piece positions insurance as an attractive addition to a financial portfolio offering returns that are uncorrelated with the market.   |
| Oil and Gas  | 95 | Oil and gas investments take many forms, including limited partnership interests, ownership of fractional undivided interests in leases, and general partnerships. Tax consequences and investor liability vary according to the type of program. True general partnerships in which investors actively participate in the operations of the venture are not securities. A general partner, however, is personally liable for partnership debts.  |
|  Efficient Asset Management Solutions (“TEAMS”) | 97 | Now that top marginal capital gains rates exceed 34% for most California clients and top marginal income tax rates exceed 54% for many clients, there is growing interest in accumulating assets tax-free. Studies show that money would have grown to an amount four or five times greater if taxes had been avoided over the last two to three generations. Using integrated trust and investment management solutions, it is possible to avoid these taxes over the next two to three generations. |

## RETIREMENT INCOME

|   |     |  |
|---|-----|--|
| Annuity Income Maximization   | 99  | Also known as annuity arbitrage, this concept involves the purchase of a single premium immediate annuity and life insurance policy. The annuity generates income and the life insurance serves to provide a return of capital at the death of the insured.  |
| Defined Benefit Combo Plan  | 101 | The Defined Benefit Combo plan helps a business owner generate greater benefits from a retirement plan. By combining defined benefit and defined contribution plans, it is possible to produce bigger income tax benefits as well as greater accumulations for retirement. Advanced versions of this technique can provide very large tax benefits.  |
| Equity Appreciation Sharing   | 103 | The Equity Appreciation Sharing Solution indicates how individuals can monetize illiquid real estate while generating large tax-efficient retirement income streams. Advanced versions of the Equity Solution facilitate tax-free transfer of real estate to heirs. The benefits of the strategy are illustrated with before and after bar charts, customized flow charts, annual after-tax cash flow tables, and pages of customized text.  |
| Family Retirement Account   | 105 | The Family Retirement Account ("FRA") can transfer assets from an IRA or other retirement account into an insurance policy that grows tax-free outside of the taxable estate. The policy can make tax-free "wash loans" during retirement years. Depending on the client's goals for income and/or wealth transfer, the FRA can significantly improve after-tax benefits during retirement or at death.  |
|  IRA Maximizer                 | 107 | This strategy involves taking taxable distributions from a qualified plan that the client does not need. The client makes tax-deductible annual gifts of the plan distributions to an ILIT to buy insurance. The IRA maximize does not require a profit sharing plan, as does the IRA Dynasty LLC and the Family Retirement Account.   |
| Retirement Rescue Strategy  | 109 | The Retirement Rescue strategy transfers funds from a retirement plan to a profit sharing plan that invests capital tax efficiently in a high cash value life insurance policy. After the policy is funded over several years, the policy is transferred to an irrevocable trust outside of the taxable estate. The trust can provide tax-free retirement income and/or greater benefits for heirs. The Retirement Rescue strategy includes a program for the tax-free transfer of Required Minimum Distributions ("RMDs") or other annual IRA distributions into an LLC that facilitates purchase of the policy from the profit sharing plan. The strategy also includes a "safety net" to protect tax-free benefits in case of a premature death. (Clients using this tool need not be over 70 1/2 years old; nor must they keep their contributions under \$100,000 to satisfy the strict IRA Charitable Rollover guidelines for 2013.) |
| Roth IRA Conversion   | 111 | By converting a traditional IRA to a Roth IRA and changing beneficiaries, it is possible to show accumulation of additional millions of dollars of assets in the names of grandchildren. Whereas assets distributed from normal stretch IRAs are subject to ordinary income taxes, payments from Roth IRAs are currently tax-free.   |
| IRA Trust   | 113 | The IRA Trust helps protect retirement plan assets from taxes and creditors. At the death of the owner of the IRA, the IRA Trust will divide into smaller sub trusts for each intended beneficiary. Each sub trust can be structured as a conduit trust for maximum tax deferral and protection of principal. If greater asset protection is needed, the conduit trust can be changed to an accumulation trust before death. The IRA Trust is compatible with more advanced techniques to convert ordinary income into tax-efficient retirement income or wealth transfers.  |
|  Statutory Retirement Rescue | 115 | The Statutory Retirement Rescue strategy relies on the integration of long-standing qualified plan and charitable techniques to convert involuntary philanthropy into voluntary philanthropy. An insurance policy is funded within a profit sharing plan using seasoned money from the client's IRA and/or other retirement assets. Then the policy is distributed tax-efficiently to a Super CLUT, which ultimately transfers an investment grade insurance policy to a trust that can generate tax-free retirement income and/or tax-free transfers to heirs.  |
| Tax-Sheltered Retirement Distribution   | 117 | This flyer presents a very simple example of how an ILIT can borrow premiums to buy life insurance and then receive cash tax-efficiently to pay off the loan. This method of acquiring life insurance potentially avoids the use of annual exclusions and lifetime exemptions and does not require the client to liquidate investments to pay premiums.  |

## WEALTH COUNSELING

|                            |     |  |
|----------------------------|-----|--|
| Ethical Will               | 119 | An Ethical Will is a non-legal document used to guide relationships and the interpretation of legal trusts. Legal and financial professionals draft ethical wills to help clients articulate their vision and values to the next generation. Language in the ethical will informs charitable and personal financial decisions and prepares heirs to receive a spiritual and emotional inheritance before receiving a financial inheritance. The Ethical Will is also known as a Legacy Letter, Family Financial Philosophy, or Family Wealth Statement.  |
| Family Meetings            | 121 | Annual family meetings help the family patriarch and matriarch pass on a spiritual and emotional inheritance before passing along a financial inheritance.   |
| Family Legacy Video        | 123 | A family legacy video can communicate messages more effectively than an ethical will or family wealth statement. To create the video, a wealth counselor helps family members share examples of how decisions were guided by statements of vision and core values.   |
| Family Wealth Blueprint    | 125 | A Wealth Blueprint typically shows a client how he or she can: 1) Eliminate all estate taxes, 2) Minimize income taxes, 3) Maintain an accurate understanding of how planning strategies impact net worth and cash flow, 4) Perform “what ifs” to analyze approaches to income tax planning that further your wealth accumulation goals, 5) achieve a variety of inheritance, cash flow, and other non-financial goals. The sample Wealth Blueprint discussed during our training shows a family with a \$27 million net worth. The sample illustrates the estate optimization process by integrating seven different planning tools to increase transfers to family members by more than \$3 million and enhance charitable gifts by more than \$20 million. Estate taxes decrease from \$14 million to zero, and income taxes are substantially reduced.   |
| Family Wealth Statement    | 127 | The Family Wealth Statement unites the family around a clear statement of vision and values. The six sections are based on answers given by the patriarch and matriarch who complete the Family Wealth Questionnaire. The document inspires beneficiaries to receive a spiritual and emotional inheritance before receiving a financial inheritance. Provisions establish guidelines for family meetings, charitable giving, and adviser evaluation.   |
| Financial Checkup          | 129 | This document, otherwise known as a “Current Analysis,” reviews a client’s current plan from five or more perspectives. The Financial Checkup considers investments, insurance, income tax, wealth transfer, business succession, and other issues. A report card at the back of the document  |
| Value Proposition Letter   | 131 | This may be the most valuable planning and marketing tool offered by Family Office Services (“FOS”). For only \$300, FOS planners will help a client quantify how FOS can help a client reduce taxes or increase benefits for heirs or charities. When reading this letter, prospects typically see how an adviser, with assistance from FOS, can help provide millions of dollars of benefits for a relatively low cost.  |
| Wealth Strategy Counseling | 133 | A Wealth Strategy Counselor integrates the technical aspects (legal and financial) with the relational aspects of planning. The Wealth Strategy Counseling process often involves leading family members through retreats to clarify the vision, identify core values, and develop ranked and quantified lists of goals. Once goals are established, the Wealth Strategy Counselor will often use software and wisdom to identify which of hundreds of planning tools most closely correlate with the client’s objectives regarding the use and transfer of resources. If the goals focus on tax planning, the Wealth Strategy Counselor must know how to introduce and integrate appropriate non-tax goals into the plan design, drafting, and funding process. Instead of focusing on just the opportunities created by money, the Wealth Strategy Counselor unites spouses and/or other family members around a vision for realizing opportunities created by seven types of resources—including spiritual insights, emotional passions, intellectual capital, physical talents, social networks, professional training, and financial capital. While envisioning how each family member can most effectively exploit his or her assets to fulfill a personal calling and mission, the Wealth Strategy Counselor examines how to free-up resources needed for education, business acquisitions, or other investments in building the most meaningful future. The Wealth Strategy Counselor typically has training in theology, psychology or conciliation. For more information about the role of a Wealth Strategy Counselor, see <a href="http://www.CertifiedWealth-Counselor.com">www.CertifiedWealth-Counselor.com</a> . |