Your Dream Retirement

How to Strategically Plan and Tactically Manage Your Retirement

David P. Vick
Abigail Diehl Vick

Vick & Associates, Inc.
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The reader is advised to consult with a professional financial advisor who has experience establishing a retirement plan and experience advising clients on choices relevant to their individual financial situation.
Your Dream Retirement

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Introduction
*From the Book “Your Dream Retirement”*

**The Saguaro Are Celebrating!**

So, Dave is sitting in a golf cart on a course in Scottsdale with some good friends sipping an ice-cold Arnold Palmer in a cool breeze on a typical sunny morning in Arizona. Yep, 300 plus days of sunshine! He can’t play golf to save his life, but he’s out there where the grass is a well-cut green, the Saguaro are celebrating with arms up, and he and his friends are laughing. They don’t care about anything but the next swing or the next putt, or when the cart girl will arrive.

After the 18th hole, he’s headed to see Nora. She’s not his wife; she’s his granddaughter with the most beautiful eyes and smile you could imagine. She has her little fingers wrapped securely around his heart and she won’t let go. Of course Dave doesn’t want her to let go, he wants her to squeeze as long as her heart desires.

By the way, that also means he gets to see Tom and Abby, his son and daughter-in-law who just happen to have the same effect on his heart. In fact, spending time with them is the reason he and his wife Diane moved from Chicago to Scottsdale. (Well, there is that sun thing, too.)

Now Diane and Dave get to spend their days together at work in sunny Arizona with their kids and granddaughter. They have lunch together most days and talk about their lives and the things they love most. It’s a good life, really.

No, he’s not retired yet, but if he was, you can bet he’d have more days like this planned out. This would definitely be a part of Dave’s dream retirement.

What does your dream retirement look like? If you could have anything you want and money wasn’t an option, what would you envision in your golden years?

Let’s have some fun, be a little crazy and dream a bit. Dave has traveled the country and asked those facing retirement and their financial advisors to list what things they would include in their Dream Retirement. The list usually includes the following:

- Golf
- Travel America
- Time with grandkids
- More time with spouse
- Second home
- Boat on a lake
- More golf
- Good health
- Philanthropy
- Volunteer
- New car (usually a sports car)
- Trips to Disney with the kids and grandkids
Once Dave asks people to list the items they would include in their Dream Retirement, he usually says something like, “Ok, there’s been a tremendous tragedy and we have to scratch three items off your list. You choose.” This first to go is a fairly easy one and they usually cross off things like volunteering, philanthropy and maybe the boat on a lake.

He then tells them there’s another tragedy and they have to lose three more; they quickly cross off trips overseas, new golf clubs, and maybe even the sports car. You start to see a pattern here of tragedies in which he gets the audience to cross off everything but the last 2–3 items which are usually more time with their spouse, time with grandkids and good health. Everything else is gone!

What you are left with are the basics that really matter in the end. We don’t know what’s going to happen in retirement:

- What will the markets do? And when?
- Will we continue to experience the wild swings in volatility?
- Which companies we’ve invested in will go south and take our money with them?
- What happens when the markets go down at the same time you need to withdraw income?
- Which income stream will dry up first?
- Will my company be forced to lower pension benefits?
- Who will go in the nursing home first? How much will it cost?
- What will inflation do to our buying power?
- Will there be changes in Social Security benefits?
- Will there be changes in Medicare benefits?
- How will rising healthcare costs affect my ability to stay healthy?
- Will my spouse die before me?

These are incredibly important questions, yet the most important question is, “Do you have a plan to handle these types of issues in retirement?”

What could possibly change in your 30–40 years in retirement? How many presidents will you see? How many new congresses and changes in political directions will there be? How will technology change over your retirement years? How will technology affect investing? How will a world-wide economy affect my finances? Will terrorism have an increasing impact on economies world-wide? Will there be changes in my immediate family that I’ll have to address? Will I have kids coming back home to live with us? How will my grandkids’ health and education affect our finances? Will there be changes in medicine that could help the quality of my life and will I be able to afford it? Or even choose it?

How can I handle changes in the retirement landscape? How do I plan for such contingencies?

**Strategically Plan and Tactically Manage**

A plan for your Dream Retirement is going to take a strategic allocation of your assets and then a plan to tactically manage those assets in order to maneuver through the changes you’ll face when the volatility of life chisels away at your dream. In order to make a good retirement plan, you have to account for as many
variables as possible from the beginning and then review and adjust your plan in regular intervals. That’s what a good tactician does.

If you don’t get this right, you will be the one making the hard choices and eliminating items from your dream retirement list. The truth is, most people can’t afford their dream retirement anyway. And you may have to whittle down your retirement in such a way as to become dependent on those you love the most simply because you didn’t take time to plan now.

Is the issue just funding a budget? Is it really that simple? Is it just how much the house will cost? How much travel you can afford? Medical expenses? Bread and butter? Milk and wine? Keeping the power turned on and paying the garbage bills?

Or is it more than that? We think it is. We think you actually have something you want to do in retirement. Something to accomplish or something to grow or someone to love! Are you funding a budget or a quality of life?

We believe it’s a Quality of Life in Retirement that you’re after; let’s call it QLR for short. We just can’t be reduced to another number, dang it! All our lives we’ve been a number! A Social Security number, a driver’s license number, a test score, a college exam final score, a military ID number, an employee number, a bank account number, an investment account number, a street number, a license plate number, a credit card number and on it goes. Just numbers. Just a budget. Just an existence.

If we don’t look at retirement from a standpoint of what you want to experience and enjoy during the last third of your life, then you relegate yourself to numerical status. That’s why it’s so important to get the plan right. Because if we do it right, we can fund a QUALITY of life. Yes, it is different for everyone. But, everyone can fund THEIR QUALITY of life and make it about the journey and not just the bills. About the family and not just a family of funds. About enjoyment and not stress over the next downturn in the markets. About a good night’s sleep in the middle of economic chaos.

That’s what this book is about. While we can’t cover all of your Dream Retirement, we can help you think through the funding of your dream. And remember, it’s funding the quality of life in the last third of your life that we’re talking about. It’s about the Plan to fund Quality. Your Plan. Your Quality. We want to teach you how to strategically plan and tactically manage your Dream Retirement. Your Quality of Life in Retirement. Your QLR!
Chapter One

From Telomeres and Taxes – Part A

Longevity & Market Uncertainty

What are the things you think about when you dream about retirement? What would your dream list include?

Looking ahead to the financial obstacles in retirement, what’s ahead that you see?

These four obstacles are not all-inclusive, but a good place to start that affects every portfolio.

**Longevity Risk**

What do shoelaces have to do with longevity risk?

You could be retired longer than you worked, if modern technology proves to extend life, as it is promising to. Have you considered what happens if you live 30-40+ years in retirement?

Longevity is the one factor that **influences** all other risks. The longer you live:

- Higher **inflation** (loss of buying power)
- The longer you may have to live **without** your spouse
- Taxes will be higher
- More market **uncertainty**
  - Creating a multitude of other risks (mentioned in the next section).
If you are age 65 today, then the SSA says you could live until you are age 84 to 87. According to data compiled by the Social Security Administration:

- A man reaching age 65 today can expect to live, on average, until age 84.3.
- A woman turning age 65 today can expect to live, on average, until age 86.6. (1)

When Social Security was first started, they expected people to live a lot fewer years. If you turned 65 in 1940, the year SSA benefits began being paid out, you were expected to live another 13 (Male) to 15 (Female) years. But today you would expect to live another 19 (Male) to 22 (Female) years. For Men that’s a 46% increase for both.

<table>
<thead>
<tr>
<th>Year Cohort Turned 65</th>
<th>Percentage of Population Surviving from Age 21 to Age 65</th>
<th>Average Remaining Life Expectancy for Those Surviving to Age 65</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>1940</td>
<td>53.9</td>
<td>60.6</td>
</tr>
<tr>
<td>1950</td>
<td>56.2</td>
<td>65.5</td>
</tr>
<tr>
<td>1960</td>
<td>60.1</td>
<td>71.3</td>
</tr>
<tr>
<td>1970</td>
<td>63.7</td>
<td>76.9</td>
</tr>
<tr>
<td>1980</td>
<td>67.8</td>
<td>80.9</td>
</tr>
<tr>
<td>1990</td>
<td>72.3</td>
<td>83.6</td>
</tr>
</tbody>
</table>

If, in the last 70 years, life expectancy has increased 46% for males and 47% for females, then it’s reasonable to assume a 25% increase from where it is now with modern medicine. So, men could see an average of 24 more years or to age 90, women 28 more years to age 94. (2)

What issues do you see if you live to ages 90-100?

(1) [https://www.ssa.gov/planners/lifeexpectancy.html](https://www.ssa.gov/planners/lifeexpectancy.html)
(2) [https://www.ssa.gov/history/lifeexpect.html](https://www.ssa.gov/history/lifeexpect.html)
Market Uncertainty

Market Uncertainty, aka volatility, will affect your money during the 30 to 40-year time span of your retirement. If your money is invested in the market for that time period, you will experience bull markets, bear markets, several different presidents, maybe another war or two.

What else could you experience that would affect your investments?

Market Cycles

The market moves up and down in “boom/bust cycles” and generally, over time increases in value. If you pulled out one of these cycles it would start and end with low points in the market, with a high-point in the middle. Put an X on the curve that represents where you believe we are currently in the market cycle?

- What do we know will happen next in the market?

- What don’t we know?

Theoretically, people need to follow the old adage “buy low, sell high.” When the market is heading up, they’ll want to capture the upward movement of the market and when it goes down, they’ll want to limit their exposure to losses.
What are the different types of risk we expose our finances to when we invest?

- **Interest Rate Risk**
  - Interest rate risk is the risk that an investment's value will change due to various types of changes in interest rates.

- **Reinvestment Risk**
  - Reinvestment risk is the risk, usually due to falling interest rates, that future coupons from a bond will not be reinvested at the current interest rate which the bond was initially purchased.

- **Liquidity Risk**
  - Liquidity risk is the risk that your stock or security won’t be marketable or can’t be bought or sold quick enough to prevent a loss.

- **Country Risk**
  - Country risk are risks associated with investing in a foreign country, including political risk, changes in exchange rates, economic conditions, and the risk of assets being frozen by government action.

- **Systemic Risk**
  - This is the risk that runs through the entire market or an entire segment of a market. It’s the fact that risk never sleeps!

- **Un-systemic Risk**
  - Un-systematic risk, then is specific to an industry or company and the complexity and hazards that go along with each investment.

- **Event Risk**
  - An event risk suggests the possibility of events that could negatively affect a company or industry thus affecting their stock price.

- **Political Risk**
  - Political risk is the risk associated with the changes in the governmental or political structure of a country. (3)

(3) [http://www.investopedia.com](http://www.investopedia.com)
Chapter Two

From Telomeres and Taxes – Part B

Inflation, Death & Taxes

Inflation Risk

Inflation causes the value of a product to go up because the value of the dollar has gone down. The product is no different, but it takes more dollars to buy it all the same.

<table>
<thead>
<tr>
<th>Inflation Rate</th>
<th>1.86%</th>
<th>2.20%</th>
<th>2.49%</th>
<th>3.33%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly Budget</td>
<td>10 years</td>
<td>20 Years</td>
<td>30 Years</td>
<td>40 years</td>
</tr>
<tr>
<td>$4,000</td>
<td>$4,809</td>
<td>$6,181</td>
<td>$8,366</td>
<td>$14,829</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Inflation Rate</th>
<th>1.86%</th>
<th>2.20%</th>
<th>2.49%</th>
<th>3.33%</th>
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</thead>
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<td>Monthly Budget</td>
<td>10 years</td>
<td>20 Years</td>
<td>30 Years</td>
<td>40 years</td>
</tr>
<tr>
<td>$5,000</td>
<td>$6,012</td>
<td>$7,727</td>
<td>$10,457</td>
<td>$18,536</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Inflation Rate</th>
<th>1.86%</th>
<th>2.20%</th>
<th>2.49%</th>
<th>3.33%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly Budget</td>
<td>10 years</td>
<td>20 Years</td>
<td>30 Years</td>
<td>40 years</td>
</tr>
<tr>
<td>$6,000</td>
<td>$7,214</td>
<td>$9,272</td>
<td>$12,549</td>
<td>$22,244</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Inflation Rate</th>
<th>1.86%</th>
<th>2.20%</th>
<th>2.49%</th>
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<tbody>
<tr>
<td>Monthly Budget</td>
<td>10 years</td>
<td>20 Years</td>
<td>30 Years</td>
<td>40 years</td>
</tr>
<tr>
<td>$7,000</td>
<td>$8,417</td>
<td>$10,817</td>
<td>$14,640</td>
<td>$25,951</td>
</tr>
</tbody>
</table>

Can you imagine how your standard of living might be affected if a $5,000 a month budget is now over $7,000 a month in 20 years and over $10,000 in 30 years! What changes would you need to make in your QLR?

A million dollars might generate $2,500 to $3,500 a month of income for life. Although saving a million dollars might sound like a lot of money in today’s dollars, how does it sound after 30–40 years of inflation?
Taxes

The U.S. has had fluctuating tax rates over the years. Are we at the highest, lowest level or somewhere in the middle in our history now?

Taxation by the Numbers

- **94%** Highest historical tax rate, 1944–1945
- **80%** Highest top marginal tax rate from 1940-1963, except for years 1944–45
- **70%** Highest top marginal tax rate from 1970-1980
- **59%** Historical average of the top marginal tax rates
- **15% & 28%** The only two marginal tax brackets from 1988-1990

The average highest marginal rate since 1913 is **59%** and our highest marginal rate now is **39.6%**.

<table>
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<tr>
<th>2016 MARGINAL TAX BRACKETS</th>
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<tbody>
<tr>
<td>RATE</td>
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<td>------</td>
</tr>
<tr>
<td>10%</td>
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<tr>
<td>15%</td>
</tr>
<tr>
<td>25%</td>
</tr>
<tr>
<td>28%</td>
</tr>
<tr>
<td>33%</td>
</tr>
<tr>
<td>35%</td>
</tr>
<tr>
<td>39.6%</td>
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</table>
What might cause taxes to increase?

- **The rising federal deficit**—The deficit is currently over $21 trillion and rising. The government must find a way to pay off the obligations they incur. So, if the deficit is large and rising, they will have to acquire funds to pay that deficit.

  Think about it as a mortgage; if you owe more money, your payment is going to be higher. If the U.S. government owes more money each year, they simply pass on the debt to its citizens. That means your governmental mortgage payment is going to be higher.

- **Health care costs**—In an article in *Forbes* on June 29th, 2015 titled, “U.S. Health Care Costs Rise Faster than Inflation” author Mike Patton says, “It seems that overregulation, excessive taxation, and a few additional issues are the root of this problem.” He shows the rising costs of health care outpacing the total CPI and believes the lack of competition and overregulation are just the beginning of the cause.

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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>CPI (All Items)</td>
<td>1.8%</td>
<td>3.2%</td>
<td>2.1%</td>
<td>1.5%</td>
<td>1.8%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Healthcare CPI</td>
<td>3.3%</td>
<td>3.5%</td>
<td>3.2%</td>
<td>2.0%</td>
<td>3.0%</td>
<td>2.8%</td>
</tr>
</tbody>
</table>

- **Aging population entitlements**—The Social Security and Medicare Board of Trustees tells us in their annual report for 2016, “…Over the program’s 80-year history, it has collected roughly $19.0 trillion and paid out $16.1 trillion, leaving asset reserves of more than $2.8 trillion at the end of 2015 in its two trust funds…. After 2019, interest income and redemption of trust fund asset reserves from the General Fund of the Treasury will provide the resources needed to offset Social Security’s annual deficits until 2034, when the reserves will be depleted. Thereafter, scheduled tax income is projected to be sufficient to pay about three-quarters of scheduled benefits through the end of the projection period in 2090.”

So how can we prepare for a potential future with higher taxes? (Lower is easy: we celebrate!)

(1) [http://www.ssa.gov/history/hfaq.html](http://www.ssa.gov/history/hfaq.html)
**Death**

We must prepare for death, our own and our loved ones. Death of a spouse might create a *loss of income* and estate planning can be vital to *retain the assets* you have together now. Also, preparing your assets for them is vital for their survival as well.

**Estate Planning**

Issues in estate planning include probate, taxation, loss of income, loss of control and helping heirs deal with the emotional issues of losing their loved ones. When it comes to *passing on* your estate to your heirs the questions are multiplied:

1. Who are my heirs?
2. How do I keep them from fighting over my estate? (Does it matter?)
3. How will the taxes eat into my estate?
4. Will my estate be affected by “estate taxes”?
5. How long will my heirs have to wait to receive their inheritance?
6. How much will probate cost?
7. Do attorneys have to be involved?
8. Doesn’t divorce terminate all rights to retirement accounts and life insurance?
9. Do I need a trust?
10. Do I need a will?
11. How much does all that cost?
Chapter Three

The Truth Will Set You Free
Five Retirement Financial Myths

Myth #1: All you need is the right nest egg number.

- Simply calculating a nest egg value from which you can withdraw from annually can lead to some faulty thinking.
- The real issue is not the value of the nest egg, but the income stream needed in retirement.
- How do you create income from assets?
- How do you combine SS benefits with your asset income to fund your quality of life in retirement?

What income sources have you prepared for yourself?

Myth #2: The 4% Rule

The 4% rule says that if you take 4% out of your retirement nest egg, and adjust for inflation, your portfolio has a high percentage chance of lasting a lifetime.

Retired financial planner Bill Bengen, created the 4% rule in 1993, when portfolio returns averaged around 8%. Mr. Bengen suggested a portfolio of 60% large-cap stocks and 40% intermediate-term government bonds. He examined every 30-year period since 1926. (1)

Michael S. Fink, Texas Tech University, 2013 on the failure rate of the 4% rule:

“Calibrating bond returns to the January 2013 real yields...causes the projected failure rate for retirement account withdrawals to jump to 57%. The 4% rule cannot be treated as a safe initial withdrawal rate in today’s low interest rate environment...” (2)

This simply means you have somewhere between an 18% to 57% failure rate.

What percentage of a failure rate would you be comfortable with?

(1) http://www.nytimes.com/2013/05/15/business/retirementspecial/the-4-rule-for-retirement-withdrawals-may-be-outdated.html?_r=0
(2) Michael S. Finke’s “The 4 Percent Rule is Not Safe in a Low-Yield World,” professor from Texas Tech University, Lubbock, Texas January 15th, 2013
**Myth #3:** The Average Rate of Return Is Most Important-

You can have a positive rate of return and still lose money!

Take a look at the two examples below:

<table>
<thead>
<tr>
<th>Average Rate of Return vs. Real Rate of Return</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Example 1</strong></td>
</tr>
<tr>
<td>Year</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>Results</td>
</tr>
<tr>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Example 2</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Year</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>Results</td>
</tr>
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</tbody>
</table>

So, it would be best to consider what the real rate of return has been in an investment. True?

**Myth #4:** Just Buy a No-Load Index Fund

What’s wrong with buying a no-load index fund?

- Nothing is wrong, but there are a few considerations.

Does no-load mean:

- No fees?
- Conservative?
- Better returns?
- **Downside** limits?

What the S&P 500 Index has done for the last 15 years:

- $100,000 invested January 1st, 2000
- $148,903 on December 31st, 2015
- 48.9% return over 15 years or **3.26%** per year

With downturns of:

- 11% in 2000
- 15.62% in 2001
• 21.03% in 2002
• 38.49% in 2008

Myth #5: Money Managers Can’t Beat the Index

This myth sets you up for concentrating on returns as being the measure by which you choose how your money is managed.

Returns are important, yet, would you rather have a plan for handling volatility be the goal?

<table>
<thead>
<tr>
<th>Investment in S&amp;P 500 (no dividends):</th>
<th>$100,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Return</td>
<td>Percent Difference</td>
</tr>
<tr>
<td>All in from Jan. 1, 2000 to Dec. 31, 2015:</td>
<td>$148,903</td>
</tr>
<tr>
<td>Without 5 Best Months:</td>
<td>$100,379</td>
</tr>
<tr>
<td>Without 5 Worst Months:</td>
<td>$206,044</td>
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<tr>
<td>Without 10 Best Months:</td>
<td>$60,111</td>
</tr>
<tr>
<td>Without 10 Worst Months:</td>
<td>$247,653</td>
</tr>
</tbody>
</table>

How would actively managed money prove useful in your retirement plan if it could operate as the above graph portrays?

Financial Civil War

Financial institutions, advisors, money managers, mutual funds, broker dealers, insurance companies and more are battling it out to have control over your money.

• How can this be to your advantage?

• How could it be to your disadvantage?
Chapter Four

**Volleyball & Risk Management**

*Risk Management = Strategic Allocation & Tactical Management*

Have you experienced a coach who is well-versed in plays and drills to get you prepared for your future? How would you expect your coach to treat you when you’re unsure of the next move?

**Do you have a plan to manage the financial risks in retirement?**

Just like coaches, financial planners have training and knowledge to help you prepare for the risks that are inherent with investing.

Definition of **risk management** in retirement:

noun: **risk management**

[in retirement] the **anticipating** and **evaluating** of financial **risks** associated with creating and sustaining an **income**, together with **determining procedures** to avoid or minimize their impact.

There is a way to plan your retirement that is **specific** to you that can be successful.

The goal when planning for retirement is income that provides for the quality of life you want in retirement. Instead of focusing on a nest egg number, we are focusing on **income**. The advisor will focus on how to use the **current assets** you have, plus your Social Security and pensions if you have them, to create reliable income for you in retirement.

A good financial planner will help you to **strategically** allocate your assets and then use **active** money management on those non-guaranteed assets in order to manage the risks associated with investing.
Chapter Five

The Perfect Season
Perfection vs. Excellence: The ABC Planning Model

Are you a perfectionist? Do you seek the perfect decision?

What would the perfect investment look like to you?

Most people want the perfect investment: double digit gains, always liquid with no penalties, always protected from losses.

The perfect investment doesn’t exist! Each investment has pros and cons to consider.

Some questions you might ask yourself.

1. How do all my assets fit together to accomplish my retirement goals?
2. How much of my assets do I need liquid at any time?
3. Where do bonds or bond alternatives (like FIAs) fit into my portfolio?
4. Where do Growth/Risk assets fit into my portfolio?

Three categories of investing: A is Yellow, B is Green, and C is Red.
For an asset to be Green it has to:
1. Protect the **Principal**
2. Protect the Gains
3. Protect the **Income**

Red Money Rules:
1. Rule #1: Must be *actively* managed
2. Rule #2: Must be liquid
3. Rule #3: Must be *long-term*

All you need to do next is to ask yourself the following questions: (Write the percent in the ABC box below.)
1. What percent of your assets do you want liquid and protected in Category A Yellow Money?
2. What percent of your assets do you want tax-deferred, with moderate gains and liquidity in Category B Green Money?

Add the first two percentages and subtract from 100% and you have the amount you want tactically managed in Category C Growth Money.

Take the time to think about it and write the percentages are you comfortable with in the ABC box below:

![ABC Allocation Diagram](image)

This is your simple ABC strategic allocation. Bring these numbers to your meeting with your advisor and you can discuss how to use them in your retirement plan.
Chapter Six

Bud Comet and The Tin Can Sailor
Understanding Tactical Management Theory

Tactical money management has a lot to do with fishing where the fish are!

Tactically Managed Money Theory

Tactical money management begins with market theories like Modern Portfolio Theory, Efficient Frontier, and CAPM (Capital Asset Pricing Model), but moves on too much more.

When it comes to their investments, most people have two basic goals…
1. Earn Money
2. Do Not Lose Money
Most people have been lead to believe there is only one way to invest. Invest in the “Market” and live with the inevitable ups and downs.

But, there are actually TWO, very distinct and different ways to invest:

1. **Strategic**
2. **Tactical**

**Strategic**

- Traditional approach
- Common to mutual funds
- “Buy and Hold”

(1) YahooFinance
So then what is tactically managed money? It is:

- Active professional money management
- Constant **attention** by a professional manager
- Flexibility to use multiple asset classes
- Trends and indicators, NOT **timing**
- Ultimate asset protection: cash
- Asset **preservation** & asset appreciation

The Basic Goal of Tactical Managed Money:

- Capture 70%-80% Upside or Positive Performance
- Avoid 70%-80% “Drawdowns” or Negative Performance

**Tactical: An Illustration**
S&P 500 Index Fund
2000 Through 2014

But the “BIG” question is can it really be done? Yes, it can be done, and it already is being done.
Chapter Seven

Arizona Cardinals Rule!
Understanding Tactical Management Models

Understanding Asset Classes

Asset Classes:
- A group of securities that have **similar qualities** and act in similar manners, such as being subject to the same laws or regulations.
- The main classes are stocks, bonds, and cash equivalents.
- Can be broken down into more specific class types like real estate, commodities, short-term bonds, emerging markets or large-cap stocks.
- Money managers use asset classes to allocate funds and create **diversification**.

**Example:**
- U.S. Large Cap (*Capitalization*) stocks.
- U.S. companies, over **$5 billion** in capitalization value.
- Sample: Apple currently has 5.477 billion **outstanding shares**.
- As of July 1, 2016 a share of common stock is worth $96.15, so the capitalization at that time was $526.6 billion. (1)
- Currently the biggest large cap company.

**Example:**
- U.S. Small Cap stocks.
- U.S. companies with capitalization between $300 million and **$2 billion**.
- Sample: Buffalo Wild Wings currently has 18.83 million outstanding shares.
- As of July 1, 2016 a share of common stock is worth $139, so the capitalization at that time was $2.6 billion. (2)
- This category might be more volatile or risky than large cap is because they can be more susceptible to changes in the market they are in.

**Using ETFs vs. Mutual Funds**
- One of the best ways to take advantage of segments in the market is by using the ETF (Exchange-Traded Fund).
- Have low expenses
- A basket of stocks and bonds that represent a segment of a particular market or index
- Tactical managers use these ETFs to drill down into segments of the market at a low cost to the investor.

(1)(2) YahooFinance
• For example, a large cap growth mutual fund’s average expense ratio is typically between 0.5% and 1%, and often over 1.2%
• A large cap growth ETF expense ratio is about 0.2%–0.3%.

   For example:
• AB Large Cap Growth A fund (APGAX), a Morningstar 5 star rated fund, your expense ratio would be 1.21%. (3)
• iShares Morningstar Large-Cap Growth ETF (JKE) your expense ratio would be 0.25%. (4)
• If both funds increased 5% for the year, AB Growth would have a net return of 3.79% vs. an iShares net return of 4.75%, (.96% savings)
• Initial investment of $100,000 would be a $9,600 difference over 10 years.

Tactical Models
Tactical Model: **Rotate**
• Rotate: Rotate to strength **within** an asset class
• Example: US Large Cap rotates from industrial to technology

Tactical Model: **Hedge**
• Hedge: Move **in or out** of an asset class
• Example: Move out of US Large Cap into Cash or US Treasuries

Tactical Model: **Tilt**
- Tilt: **Overweight/Underweight** asset classes
- Example: Overweight US Large Cap by taking from Emerging Markets

(3)(4) YahooFinance
Tactical Model: **Momentum**

- The momentum management technique is to manage according to the way the **momentum** of the market is moving.
- Money managers take into consideration the asset class that is already doing well and puts most of the assets in that class.
- When the algorithms indicate it might be heading towards a **downturn**, the manager adjusts the portfolio out of the class and into the next class that is moving upwards.
- Cash call is always an option

<table>
<thead>
<tr>
<th>Asset Class Returns</th>
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<tbody>
<tr>
<td>------</td>
</tr>
<tr>
<td>8.4%</td>
</tr>
<tr>
<td>Cash</td>
</tr>
</tbody>
</table>

**Whip Lash**

- The algorithm might indicate to get out of the market and immediately back in a few days later, so your account might experience what’s called **whiplash**.
- Whiplash occurs when your account is adjusted due to a market indicator.
- An opposite trend might be fairly quickly established.
- Movement in the market happens rather often and a downturn might only last a few days or weeks.
- By the time your account has been adjusted, the trend has changed and you need to be back in the market.
- In months or years where these little hiccups happen often, your account could go in and out of cash quite frequently.
- It could be an unfortunate consequence of tactical management that tries to avoid any large hiccups in the markets.

**Secret Sauce**

- Each manager markets their own perspective of the market and how to best manage the risks and create some growth.
- This “secret sauce” is an algorithm that they’ve carefully developed; it’s important to note that they aren’t making **emotional** decisions with your money.
• They have developed a strategy and tactical techniques that they are putting into practice in the same way, every day.

Chapter Eight

Tossing Nora
Creating Retirement Income

“Understanding risk is an innate “skill” or necessary element of development. Recently, Abby became a mom and, as many of you can relate, you learn so much from observing your kid. Abby’s daughter, Nora, is still so little and she’s trying to figure out what her personality is like, when she doesn’t even know if it’s formed yet. She can’t help but compare some of her tendencies to other babies she’s known. One of the first things that stuck out to Abby as being different was her daughter’s reaction to being tossed in the air. Now, Abby’s done this with several babies over her experience at daycares and babysitting and it’s usually met with laughter or at least a smile. But not Nora. Nora was born with fear: she immediately tenses up, holds her breath, and grabs on to your arms as she comes back down. Abby’s never dropped her or banged her head against the wall, her daughter’s never broken a bone or known what a bruise was, but she already knew at just a few months old that she did not like this. Abby’s niece, on the other hand, who was only born 2 weeks before, loves being tossed several feet above her father’s head and meets him with smiles and giggles. They have different risk tolerance from birth.

Humans have different senses of what is an acceptable amount of risk and what is unacceptable to them. Some of our risk tolerance is developed over time through good and bad experiences. Sometimes our risk tolerance is innate; it’s not a constant, it morphs over time.” From the book, Your Dream Retirement.

Risk Tolerance: Nature vs. Nurture
Has any experience, financial or otherwise, caused you to become more or less risky?

Risk tolerance questionnaire (in appendix):
Do you think it’s helpful?

Do you have to keep that result forever?

When would it change? Why would it change?

What’s more important the nest egg number or the amount of income you can count on each year of retirement?
Creating Income

Typically, we think of Six Pillars of income for retirement.

![Six Pillars of Income for Retirement!](image)

**Diversifying and protecting**, not relying on one income source

Balance of **risk and guarantees**

Social Security:
- How do you maximize Social Security?
- When should you start benefits?
- How do you integrate Social Security with other assets to fund your QLR?
- How reliable is it? What could change it?

![Financial Asset Classification](image)

**Red money**: In the market, used for **growth** and battling inflation.
“The most common type of retirement account is a 401k; most companies offer this as an option for workers, but many employees are unaware that their 401k assets are actively invested in the market. Even if you decide to go with your company’s default allocation of your savings, a majority of the time, there is no human actively looking at your account making sure it is still invested the way you would like or taking you out of the market if you’ve lost too much. So, the general public is left with most of their retirement savings riding the ups and downs of the market. There are advisors who are specialists in helping you manage your 401k and in fact, there are computer programs designed especially for this area of expertise.” From the book, “Your Dream Retirement.”

What are some 401k pros and cons? Did you know this before?

Green money: Protection, guaranteed income

What are the pros and cons for annuities?

Annuity myths?
- Annuities charge high fees
- Lock up your money
- Are too complicated
- Limit your upside
- Are only sold because of high commissions to agents

Your thoughts?

Annuities are by design are for income purposes, though some people use them as a conservative place to save money for retirement.

Your income plan is specific to you and your family.
Chapter Nine

The Weird Dentist Rule

Finding an Advisor

How have you found an advisor in the past?

Did you feel like they were interviewing you?

The Weird Dentist rule is about finding someone who is likeable to work with you and your finances. Overall, it’s important to find someone with a depth of experience and knowledge.

What level of experience would you be comfortable with?

Are there any certifications you’re looking for them to have?

Here are some questions we think are useful:

- How many years have you been offering advice?
- Are you a fiduciary?
- In what ways and amounts, do you receive fees or commissions?
- How will you help me plan for my financial goals?
- Do you offer comprehensive financial planning and can you describe what that is?
- What kind of clients do you specialize in?
- Could I see a sample financial plan?
- What are your meetings like? How often will we meet?
- How much contact do you have with your clients after we decide on a plan?
- Will I be working only with you or with a team?
- What makes your client experience unique?
- Have you ever received disciplinary infractions?
- How do you stay up to date with market news and industry changes?
- Do you use tactical money management? And can you tell me about the models?

The Buck Stops Here Means the buck stops with you, not the advisor.

Expanding your knowledge will help you ask good questions and be engaged with your advisor during the planning process. Take control of your plan.
Chapter Ten

Opposites Attract

Financial Decision-Making & Making Your Plan

Making financial decisions involves a lot of things. One most important factor is who you are. On the vertical line mark where you think you are when it comes to financial decision making, either closer to goal oriented or impulsive. Now, on the horizontal line, mark if you think you are closer to confident or fearful about financial decision-making.

Plot where you would land on the graph. What color are you?

What Financial Temperament do you think you are? What about your significant other?

Red: Someone who is most often confidently impulsive in his or her decision-making. They have difficulty saving money because they love to spend it. They are usually very optimistic, impulsive and a risk taker.

Green: Someone who thinks in concrete blocks. Greens need to have four reasons for choosing a path, or three reasons for deciding on an asset. They like guarantees because they want to feel certain about their direction. Very driven to save money and is highly goal oriented. Very ambitious, wanting to get it done now.

Yellow: A very easy going personality who might wait until tomorrow to make a decision. They prefer stability and fear change. Yellows are very rational and observant, able to manage a plan effectively once it’s set in place, yet don’t like to make the final decision.
**Blue:** Needs plenty of details and often gets paralyzed by over-analysis. Will need information, and most often take a long time to see through the details to a conclusion. Once the decision is made, Blues are always second-guessing themselves. They are very cautious and somewhat fearful of the future. Does knowing your temperament make sense for how you communicate to your family? Could it be helpful in understanding why you or your spouse might disagree?

The Four Ds of Making a Financial Decision.

1) **Discover:** Learning about the whole picture before suggesting a plan.
2) **Design:** working with your planner to build your plan.
3) **Deploy:** Putting it in action.
4) **Re-Deploy:** Review & Adjust on a regular basis & anytime a life event occurs.

Does this process help make the meeting seem less transactional or sales oriented?

How to make your financial plan:

a. Write down your **goals**

b. Gather your **assets**

c. ABC your assets

d. Find an ABC Advisor who understands **tactical management**

e. Process, Process, Process
   i. Discover
   ii. Design
   iii. Deploy
   iv. Re-Do (as often as needed, but at least annually)
Appendixes
On the following pages are two forms, the “Issues and Goals Review Form” and the “Financial Planning Data Form.” The Issues and Goals form can be used to sort out your feelings surrounding the issues in financial planning and the goals you want to accomplish.

The Financial Planning Data Form on the following pages will assist you in logging information needed to create your financial plan. It will also assist your ABC Financial Planner in understanding how you view of your assets.

Just take your time as you answer the questions; discuss them with your spouse, significant other, close friend, or financial advisor if possible. One of the best things you could do is to fill it out two different times, sharpening your thoughts each time.
Issues & Goals Review Form
What’s Important to You?
(These are questions to help you discover your highest value needs.)

What is it that you were hoping to accomplish by making a financial plan?

What is important to you about?

1. Taxes

2. Safety

3. Guarantees

4. Money Management

5. Long Term Care Planning

6. Achieving Security
Issues & Goals Review Form
What’s Important to You?
Cont’d

7. Income

8. Liquidity

9. Return on Assets

10. Diversification

11. Inflation

12. Passing Assets on to Heirs

13. Communication with your Agent/Broker
Highest Relational Needs & Expectations
What’s Important to You?
(These are questions to help you discover your “rules for change”.)

1. Of all the concerns listed above, how would you prioritize the importance of what you want to work on?
   
   a. What do you like or dislike about your current financial plan?
   
   b. How would you define success in your financial plan?
   
   c. What would you change?
   
   d. How do you determine “next steps”?
   
   e. What is your past experience with planners?
   
   f. What will be the response of your current advisor if you make changes with a different advisor?
   
   g. How would you respond?
   
   h. Who do you include when making decisions of this nature?

2. If you haven’t solved these issues to date, why is it important that you take action now?

3. What are the most important things to you when it comes to partnering with a professional advisor?

4. If you could wave a magic wand and solve these issues, what would it look like?
Short & Long Term Goals
(These questions will help you think through your immediate, short-term, and long-term goals.)

1. Do you live off the income of your assets?
   a. What is the amount of income derived from your assets?

2. Are you satisfied with your current income?
   a. If “No”, explain.

3. Do you anticipate any changes in your annual income?
   a. If “Yes”, explain.

4. Are you planning any major lifestyle changes?
   a. If “Yes”, explain.

5. Do you see any large purchases in the next 2 to 5 years?
   a. If “Yes”, explain.
Short & Long Term Goals – Cont’d

Rate the importance of the items below from 1 (most important) to 5 (least important).

b. Pay less income tax:___
c. Reduce or eliminate estate tax:___
d. Reduce or eliminate capital gains tax:___
e. Increase monthly income:___
f. Finding a good money manager for assets in the market:___
g. Capital appreciation:___
h. Capital preservation:___
i. Protection of some principal:___

6. What do you want to accomplish with your assets over the next two years?

7. List three financial goals for the next three to five years?

8. List two financial goals for ten years from now?

9. List two financial goals beyond ten years?
Financial Planning Data Form
Family Information

Person #1: ____________________  Age: _ M _ D _ W _ NM
(Key: Married/Divorced/Widowed/Not Married)
SS#: ___ - ___ - ___  DOB: ___ / ___ / ___  Citizen of U.S. __ Yes __No

Person #2: ____________________  Age: _ M _ D _ W _ NM
(Key: Married/Divorced/Widowed/Not Married)
SS#: ___ - ___ - ___  DOB: ___ / ___ / ___  Citizen of U.S. __ Yes __No

Address: ___________________________________________________  County: ___________
City: ___________________________________________________  State: __ Zip: ___________

Home Phone: _____ - _____ - _______  Work Phone: _____ - _____ - _______

Children:____

Name: ____________________  Age: __ M _ D _ W _ NM
City/St: ____________________
Name: ____________________  Age: __ M _ D _ W _ NM
City/St: ____________________
Name: ____________________  Age: __ M _ D _ W _ NM
City/St: ____________________
Name: ____________________  Age: __ M _ D _ W _ NM
City/St: ____________________
Name: ____________________  Age: __ M _ D _ W _ NM
City/St: ____________________
Name: ____________________  Age: __ M _ D _ W _ NM
City/St: ____________________
Retirement Date(s):
Person #1: ____________________  Person #2: ____________________

Do you have a will?  Yes  No  Do you have a trust?  Yes  No
Type of trust: ____________________
Do you have a Property & Financial POA?  Yes  No
Do you have a Health Care POA?  Yes  No  Living Will?  Yes  No
Disability:  Yes  No
Notes:
### Financial Information

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<th>Cost Basis</th>
<th>Present Value</th>
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<tr>
<td>Other Real Estate</td>
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<td>Cash</td>
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<td>Stocks</td>
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<td>Bonds</td>
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<td>CDs &amp; Savings Accts.</td>
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<td><strong>Personal Property</strong></td>
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<td>Home Furnishings, Jewelry, Silverware, Antiques, &amp; Collectibles</td>
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<td>IRA’s &amp; Insurance</td>
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<td>Wife’s IRA</td>
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<td>Pension (401, etc.)</td>
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<td>Life Insurance</td>
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<td>Face Value/Cash Value</td>
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<td><strong>Income</strong></td>
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<td><strong>Willingness to Accept Risk for Additional Financial Performance (Choose One):</strong></td>
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<td>Last year’s taxes/Last year’s gross income:</td>
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39
## ABC Profile

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<th>B</th>
<th>C</th>
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<td><strong>A</strong></td>
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<td></td>
<td><strong>Cash</strong></td>
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<td>Potentially Lower Returns</td>
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<td>Liquid &amp; Taxable</td>
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<td><strong>B</strong></td>
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<td>Potentially Moderate Returns</td>
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<td>&amp; Tax Deferral</td>
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<tr>
<td><strong>C</strong></td>
<td><strong>Risk Growth</strong></td>
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<td></td>
<td>Potentially Higher Returns</td>
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<td>Liquid &amp; Taxable</td>
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<tr>
<td></td>
<td>Stock/Bond Type Risk</td>
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<tr>
<td><strong>Preferred</strong> Percent in This Category</td>
<td><strong>Preferred</strong> Percent in This Category</td>
<td><strong>Preferred</strong> Percent in This Category</td>
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<tr>
<td><strong>Estimated</strong> Percent Already in This Category</td>
<td><strong>Estimated</strong> Percent Already in This Category</td>
<td><strong>Estimated</strong> Percent Already in This Category</td>
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</table>
On the following pages you will find a sample retirement budget worksheet. Fill this form out to determine how much income you’ll need in retirement. The form can also be used before retirement to anticipate the effects of major lifestyle changes such as a change in occupation or the death of a spouse.

Simply fill in the first column according to your current income and expenses. The second column is what you anticipate to spend. Subtract the second column from the first column and you will be able to determine what you will need for income when you retire.

### Retirement Budget Worksheet

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Current Budget</th>
<th>Retirement Budget</th>
<th>Difference</th>
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<tbody>
<tr>
<td><strong>Residence</strong></td>
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<tr>
<td>Rent or mortgage</td>
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</tr>
<tr>
<td>Real estate taxes</td>
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<td></td>
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</tr>
<tr>
<td>Home Owners/Renters Insurance</td>
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<td></td>
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</tr>
<tr>
<td>Furniture and furnishings</td>
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</tr>
<tr>
<td>Appliances</td>
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<td></td>
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</tr>
<tr>
<td>Cleaning, repairs and maintenance</td>
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</tr>
<tr>
<td>Electricity, gas and heating</td>
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<tr>
<td>Water and sewer</td>
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<tr>
<td>Telephone, cell phone, cable</td>
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<tr>
<td>Other</td>
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<tr>
<td><strong>Total Residence</strong></td>
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<tr>
<td><strong>Meals &amp; Groceries</strong></td>
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<tr>
<td>Groceries &amp; meals at home</td>
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<tr>
<td>Meals outside the home</td>
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<tr>
<td><strong>Total Meals &amp; Groceries</strong></td>
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<tr>
<td><strong>Clothing</strong></td>
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<td>Clothing, shoes, jackets, etc.</td>
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<tr>
<td>Dry cleaning, laundry</td>
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<tr>
<td>Jewelry</td>
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<td><strong>Total Clothing</strong></td>
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<td>Child care</td>
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<tr>
<td>Life and disability insurance</td>
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<td>Other</td>
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<tr>
<td><strong>Total personal</strong></td>
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<td>Transportation</td>
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<tr>
<td>Vehicle payments</td>
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<td>Repairs and maintenance</td>
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<tr>
<td>Insurance</td>
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<tr>
<td>Gas, oil and tires</td>
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<tr>
<td>Public transportation</td>
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<tr>
<td>Other</td>
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<tr>
<td>Total Transportation</td>
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<tr>
<td>Health insurance</td>
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<tr>
<td>Total Healthcare</td>
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<tr>
<td>Debt, Savings and Investments</td>
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<td>Debt removal</td>
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<td>Other</td>
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<td>Total Debt, Savings &amp; Investments</td>
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<td>Miscellaneous</td>
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<td>Entertainment and affiliations</td>
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<td>Charitable giving</td>
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<td>Education</td>
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<tr>
<td>Investment costs</td>
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<td>Other</td>
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<td>Total Miscellaneous</td>
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<tr>
<td>Total Expenses</td>
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<table>
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<tr>
<th>Income</th>
<th>Current Budget</th>
<th>Retirement Budget</th>
<th>Difference</th>
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</thead>
<tbody>
<tr>
<td>Salary &amp; Wages</td>
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<td>1099 Income</td>
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<tr>
<td>Rental Income</td>
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<tr>
<td>Dividends</td>
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<tr>
<td>Interest</td>
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<tr>
<td>Sale of assets</td>
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<td>Social Security</td>
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<tr>
<td>Pensions</td>
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<td>Other</td>
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<tr>
<td>Total Income</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Net Income &amp; Expenses</td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix Three

Risk Tolerance Questionnaire

*Please place the score in the box to the left and total on the next page.*

Name: __________________________

1. **What type of returns are you seeking?**
   1. Income
   2. Growth greater than inflation
   3. Maximum Growth Potential

2. **Anticipated timeframe before ultimate use of this investment:**
   1. Immediately
   2. Within 5 years
   3. 5 – 10 Years
   4. 10 – 20 Years

3. **Which best describes your expected future earnings over the next 5 years?**
   1. Keep pace with inflation
   2. Stay ahead of inflation
   3. Far outpace inflation

4. **What type of investment experience do you possess?**
   1. CDs, Savings Accounts, Bonds or Bond Funds
   2. Stocks or Stock Funds, Options or Futures, Managed Accounts, International
   3. Combination of the above types

5. **If you are looking for your investments to grow approximately what rate of return would you want/need to meet your goals?**
   1. Less than 5%
   2. 5% to 10%
   3. Greater than 10%

6. **How would you react if the value of your long-term investments declined by 10% in one year?**
   1. There may be market fluctuations, but I would be very concerned if my investments value declined by 10%
   2. I accept some market fluctuations, but I would be somewhat concerned if the investments value declined by 10% and remained there for more than a short period of time.
   3. I generally invest for the long term and would not be concerned

7. **Which of the following best describes your reaction if the value of your portfolio declined 20% and remained there for more than a short period of time?**
   1. I would be very concerned because I cannot accept fluctuations in the value of my portfolio.
   2. I accept some market fluctuations, but I would be somewhat concerned if the value of my investments declined 20%
   3. I invest for long term growth and would accept a 20% decline
8. **What period of time will you use to measure the success of your investment portfolio?**
   1. Less than one year
   2. Two to three years
   3. Three to five years

9. **Which of the following best describes your feelings toward choosing your investments?**
   1. I would select investments with a low degree of risk
   2. I prefer to diversify with a mix of investments with the majority in low risk categories
   3. I prefer to diversify with a balanced mix of risk categories
   4. I want the greatest possible returns, regardless of risk

**Total Score.**
*Write the number of each answer in the boxes provided and total them here.*

Based on the above Total Score, my risk tolerance is:
- 9 – 12 Low Risk Tolerance
- 13 – 16 Low to Moderate Risk Tolerance
- 17 – 21 Moderate Risk Tolerance
- 22 – 25 Moderate to High Risk Tolerance
- 26 – 29 Aggressive Risk Tolerance
Answer Key

<table>
<thead>
<tr>
<th>Page</th>
<th>Inflation, without, uncertainty</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>84.3, 86.6, 13, 15, 19, 22</td>
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<tr>
<td>5</td>
<td>presidents, war, boom/bust cycles, buy low, sell high</td>
</tr>
<tr>
<td>7</td>
<td>value</td>
</tr>
<tr>
<td>9</td>
<td>59%, 39.6%</td>
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<tr>
<td>11</td>
<td>loss of income, retain the assets, passing on</td>
</tr>
<tr>
<td>12</td>
<td>high percentage chance, failure rate, 57%, cannot</td>
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<tr>
<td>13</td>
<td>lose, real rate, fees, Downside, 3.26%</td>
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<tr>
<td>14</td>
<td>returns, volatility, control</td>
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<tr>
<td>15</td>
<td>specific, income, current assets, strategically, active</td>
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<tr>
<td>16</td>
<td>doesn’t, fit together, bond alternatives, Growth/Risk</td>
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<tr>
<td>17</td>
<td>Principal, Income, actively, long-term</td>
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<td>18</td>
<td>theories</td>
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<td>19</td>
<td>Strategic, Tactical</td>
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<tr>
<td>20</td>
<td>attention, timing, preservation</td>
</tr>
<tr>
<td>21</td>
<td>similar qualities, diversification, $5 billion, $2 billion,</td>
</tr>
<tr>
<td>22</td>
<td>$9,600, in or out, Overweight/Underweight</td>
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<tr>
<td>23</td>
<td>momentum, downturn, whiplash, emotional</td>
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<tr>
<td>25</td>
<td>Diversifying and protecting, risk and guarantees, growth</td>
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<td>26</td>
<td>high fees, Lock up, upside, family</td>
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<td>27</td>
<td>likeable, experience, knowledge, you, advisor</td>
</tr>
<tr>
<td>29</td>
<td>Discover, Design, Deploy, Re-Deploy, goals, assets, tactical management</td>
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</tbody>
</table>