



Business Backgrounds & Basics

This section will ask you some general questions about your business background. This information will help us compare the development of your business with that of others. In the output, you will learn such facts as the most popular conferences and publications. This may help you to allocate your time more efficiently.

Question # 1

Which of the following **licenses or designations** do you hold? Please check all that apply. If you hold none of these licenses and designations, please check None.

- | | | | |
|-------------|--------------------------|------------------------------|--------------------------|
| CFA | <input type="checkbox"/> | RIA (Firm Designation) | <input type="checkbox"/> |
| CFP | <input type="checkbox"/> | Series 6 | <input type="checkbox"/> |
| CFS | <input type="checkbox"/> | Series 7 | <input type="checkbox"/> |
| ChFC | <input type="checkbox"/> | Series 8 | <input type="checkbox"/> |
| CIMA | <input type="checkbox"/> | Series 22 | <input type="checkbox"/> |
| CIMC | <input type="checkbox"/> | Series 24 | <input type="checkbox"/> |
| CLU | <input type="checkbox"/> | Series 62 | <input type="checkbox"/> |
| CPA | <input type="checkbox"/> | Series 63 | <input type="checkbox"/> |
| CPA/PFS | <input type="checkbox"/> | Series 65 (Inv Advisory Rep) | <input type="checkbox"/> |
| EA | <input type="checkbox"/> | Series 66 | <input type="checkbox"/> |
| JD | <input type="checkbox"/> | State Insurance Licenses | <input type="checkbox"/> |
| MBA | <input type="checkbox"/> | Other | <input type="text"/> |
| MS Taxation | <input type="checkbox"/> | None | <input type="checkbox"/> |
| PhD | <input type="checkbox"/> | | |

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Business Backgrounds & Basics

Question # 2

We want to understand how your career and business has evolved. What year did you **become a CPA or EA** (if applicable)? What year did you **start or join your current business**? And what year did you **add financial planning capabilities** to your business? If you are not a CPA or EA, please skip the first part of the answer below. If you have not added financial planning capabilities, please skip the third part of the answer below.

Became CPA or EA

Started or Joined Current Business

Added Financial Planning Capability

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Business Backgrounds & Basics

Question # 3

We want to understand what **conferences** you attend and find valuable. Please rate each of the conferences that you attend on a scale of 1 -10 (10 = highest) based on the value they add to your business. If you attend none of these conferences, please check None.

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AICPA	<input type="checkbox"/>	Morningstar	<input type="checkbox"/>
AICPA/PFS	<input type="checkbox"/>	NAEA	<input type="checkbox"/>
AIMR	<input type="checkbox"/>	NAIFA (Formerly ACLU)	<input type="checkbox"/>
FPA (Formerly IAFP/ICFP)	<input type="checkbox"/>	NAPFA	<input type="checkbox"/>
Gear-Up Tax Seminars	<input type="checkbox"/>	NATP (Tax Seminars)	<input type="checkbox"/>
HD Vest (Chapter Meetings)	<input type="checkbox"/>	SAFTI	<input type="checkbox"/>
HD Vest (National)	<input type="checkbox"/>	SFP (Formerly CLUA)	<input type="checkbox"/>
HD Vest (Vest Fest)	<input type="checkbox"/>	State CPA Societies	<input type="checkbox"/>
ICIMC	<input type="checkbox"/>	State EA Societies	<input type="checkbox"/>
IMA	<input type="checkbox"/>	Other <input style="width: 100px;" type="text"/>	<input type="checkbox"/>
IMCA	<input type="checkbox"/>	None	<input type="checkbox"/>
MFA	<input type="checkbox"/>		

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Business Backgrounds & Basics

Question # 5

We want to understand your use of and satisfaction with **continuing education providers**. Please rate all those that you use on a scale of 1-10 (10 = highest). If you do not use any continuing education providers, please check None.

AICPA	<input type="checkbox"/>	National Tax Institute	<input type="checkbox"/>
Brisk Total Tapes	<input type="checkbox"/>	NATP	<input type="checkbox"/>
CA CPA Education Foundation	<input type="checkbox"/>	Practitioners Publishing Co. (PPC)	<input type="checkbox"/>
CPEasy	<input type="checkbox"/>	Securities Training Corp.	<input type="checkbox"/>
FPA (Formerly IAFP/ICFP)	<input type="checkbox"/>	State CPA Societies	<input type="checkbox"/>
Gear-Up	<input type="checkbox"/>	State EA Societies	<input type="checkbox"/>
HD Vest	<input type="checkbox"/>	University of Denver	<input type="checkbox"/>
NAEA	<input type="checkbox"/>	Other <input type="text"/>	<input type="checkbox"/>
National Center for PE (NCPE)	<input type="checkbox"/>	None	<input type="checkbox"/>

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Clients & Marketing Strategies

This section will ask you some questions regarding your client base and your marketing methods. We will use this information to determine if there are systematic marketing models that work better than others. In the output, you will be able to learn the marketing strategies of the leading CPAs, EAs, and other tax professionals. This information may allow you to focus your marketing efforts.

Question # 6

How would you best describe your **office location**?

- Urban
- Suburban
- Small Town
- Rural
- Other

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Clients & Marketing Strategies

Question # 7

What is the **average income** of your clients? Please allocate individual clients into the following income ranges based on their W-2 income and round out your total with your number of trust & estate, partnership, corporate, and non-profit clients.

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Individuals with Incomes <\$50,000	<input type="text"/> %
Individuals with Incomes \$50,000 - \$99,999	<input type="text"/> %
Individuals with Incomes \$100,000 - \$249,999	<input type="text"/> %
Individuals with Incomes >\$250,000	<input type="text"/> %
Trusts & Estates	<input type="text"/> %
Partnerships/LPs/LLCs	<input type="text"/> %
Corporations	<input type="text"/> %
Non-Profits/Tax-Exempts	<input type="text"/> %
Other <input style="width: 150px;" type="text"/>	<input type="text"/> %
Total Number of Clients	
	<input style="width: 50px;" type="text"/> 100 %

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Clients & Marketing Strategies

Question # 8

Is your client base generally old or young? Please allocate your individual **clients by age** below and round out your total with your number of trust & estate, partnership, corporate, and non-profit clients.

Individuals <30 Years Old	<input type="text"/>	%
Individuals 30-50 Years Old	<input type="text"/>	%
Individuals 51-70 Years Old	<input type="text"/>	%
Individuals >70 Years Old	<input type="text"/>	%
Trusts & Estates	<input type="text"/>	%
Partnerships/LPs/LLCs	<input type="text"/>	%
Corporations	<input type="text"/>	%
Non-Profits/Tax-Exempts	<input type="text"/>	%
Other <input type="text"/>	<input type="text"/>	%
Total Number of Clients	<input type="text" value="100"/>	%

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Clients & Marketing Strategies

Question # 9

We want to understand which **marketing methods** are most effective in your practice. Please allocate the source of your new clients (this means new clients to the firm, not a current tax client who becomes a financial planning client or vice versa).

Client Appreciation Events	<input type="text"/> %	Seminars	<input type="text"/> %
Cold Calls/Telemarketing	<input type="text"/> %	Street Sign	<input type="text"/> %
Direct Mail/DRIP	<input type="text"/> %	Trade Group Referrals	<input type="text"/> %
Media Coverage	<input type="text"/> %	TV/Radio Programs	<input type="text"/> %
Networking	<input type="text"/> %	Web Site	<input type="text"/> %
Newspaper Ads	<input type="text"/> %	Yellow Pages Ads	<input type="text"/> %
Newspaper Column	<input type="text"/> %	Other <input type="text"/>	<input type="text"/> %
Passive Client Referrals ⁽¹⁾	<input type="text"/> %		
Proactive Client Referrals ⁽²⁾	<input type="text"/> %	Total	<input type="text"/> 100 %

- (1) Passive client referrals are those which you receive solely from delivering good service to your clients; they do not result from specific actions on your part
- (2) Proactive client referrals are those which you receive from your clients and others as a result of specific action such as asking for referrals

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Business Economics

This section will ask you for some basic economics about your business. We will use this information to compare the profitability of your business versus those of other CPAs, EAs, and other tax professionals. In the output, you will be able to learn such information as the average profit margin of various sized accounting practices or the most popular sources of revenues. This information may provide you some benchmarks on which to evaluate your own business.

Question # 11

How many **partners and employees** do you have by type? Please be sure to enter a total at the bottom.

Partners/Owners ⁽¹⁾	<input type="text"/>
CPA/EA Licensed Staff	<input type="text"/>
Non-Licensed Book Keepers	<input type="text"/>
Administrative Support	<input type="text"/>
Seasonal Help (Tax Season) ⁽²⁾	<input type="text"/>
Other ⁽²⁾ <input type="text"/>	<input type="text"/>
Total Staff (Including Self)	<input type="text"/>

(1) To make data comparable across survey participants, please include yourself in your count for partners/owners

(2) To make data comparable across survey participants, please count each part-time or part-year employee as 0.5 employee in their appropriate job classification

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Business Economics

Question # 12

Please fill-in the chart below using the **highlights of your business's income statement**. Feel free to estimate; you can always refine the numbers later.

	1998	1999	2000
Number of Year-End Tax Clients ⁽¹⁾	<input type="text"/>	<input type="text"/>	<input type="text"/>
Number of Year-End Financial Planning Clients	<input type="text"/>	<input type="text"/>	<input type="text"/>
Year-End Client Assets Under Administration ⁽²⁾	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total Business Revenues	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total Business Expenses ⁽³⁾	<input type="text"/>	<input type="text"/>	<input type="text"/>
Owner(s) Take-Home Pay and Profits ⁽³⁾	<input type="text"/>	<input type="text"/>	<input type="text"/>

- (1) To make data comparable across survey participants, please count each family you serve as one client
- (2) To make data comparable across survey participants, please include all assets that you have placed for your clients in mutual funds, annuities, stocks, bonds, and fee-accounts in the count for year-end client assets under administration
- (3) To make data comparable across survey participants, please do not include owners' income in the expense line but rather combine that with any remaining profit to equal owner(s) take-home pay and profits

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Business Economics

Question # 13

We want to understand which activities create your **revenues**. Please allocate your 2000 revenues amongst the categories given.

Tax Services	<input type="text"/>	%	Technology Consulting	<input type="text"/>	%
Accounting/Book Keeping	<input type="text"/>	%	Payroll Services	<input type="text"/>	%
Audit	<input type="text"/>	%	Expert Witness Testimony	<input type="text"/>	%
Financial Planning/Investment Mgmt	<input type="text"/>	%	Real Estate Sales	<input type="text"/>	%
Life Insurance Sales	<input type="text"/>	%	Peer Reviews	<input type="text"/>	%
P&C Insurance Sales	<input type="text"/>	%	Referral Fees Received	<input type="text"/>	%
Mortgage Sales	<input type="text"/>	%	Other <input type="text"/>	<input type="text"/>	%
Trust Services	<input type="text"/>	%			
Business Consulting	<input type="text"/>	%	Total	<input type="text" value="100"/>	%

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Business Economics

Question # 15

We also want to understand which activities create your **costs**. Please allocate your 2000 expenses amongst the categories given.

Owners Compensation	<input type="text"/>	%
Non-Owners Compensation	<input type="text"/>	%
Rent/Mortgage	<input type="text"/>	%
Technology (Hardware & Software)	<input type="text"/>	%
Other Office Expenses	<input type="text"/>	%
Other	<input type="text"/>	%
Total	<input type="text" value="100"/>	%

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Tax & Accounting Business Practices

This section will ask you questions about your practices in the area of tax and accounting which we assume is the primary business of most participants completing this survey. We will use this information to compare your practices to those of other CPAs, EAs, and other tax professionals. In the output, you will be able to learn such information as the most popular and well-liked tax software or tax research and alert services. This may help you to evaluate your chosen service providers.

Question # 16

How many **tax returns** did you complete in the calendar year 2000 (1999 tax returns)?

Individual Returns (1040)	<input type="text"/>
Trust & Estates (Fiduciary) (1041)	<input type="text"/>
LLPs/Partnerships (1065)	<input type="text"/>
Corporations (1120 & 1120s)	<input type="text"/>
Non-Profits (990)	<input type="text"/>
Estate & Gift Taxes (706 & 709)	<input type="text"/>
Self-Employed Estimates (5500)	<input type="text"/>
Other <input type="text"/>	<input type="text"/>
<hr/>	
Total Tax Returns Completed	<input type="text"/>

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Tax & Accounting Business Practices

Question # 17

We want to understand your use of and satisfaction with **tax software**. Please rate each that you use on a scale of 1-10 (10 = highest). If you do not use any tax software, please check None.

CCH (Pro System fx)	<input type="checkbox"/>	TAASC Force	<input type="checkbox"/>
Drake	<input type="checkbox"/>	Tax Pro (HD Vest)	<input type="checkbox"/>
ExacTax	<input type="checkbox"/>	Tax Wise (Universal)	<input type="checkbox"/>
Lacerte	<input type="checkbox"/>	Tax Works	<input type="checkbox"/>
Microvision	<input type="checkbox"/>	Ultra Tax (CSI)	<input type="checkbox"/>
OrrTax	<input type="checkbox"/>	Other <input type="text"/>	<input type="checkbox"/>
Probate	<input type="checkbox"/>	None	<input type="checkbox"/>
Pro Series (Turbo Tax)	<input type="checkbox"/>		

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Tax & Accounting Business Practices

Question # 20

What **hourly rate** do you charge for tax and accounting work? If it varies, please average to one number. If you never charge hourly rates, please check None

\$

None

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Financial Planning & Investment Management Business Practices

Many CPAs, EAs, and other tax professionals have reported to us that they have been entering the financial planning and investment management business. This section will ask you questions in this area. We will use this information to determine best practices in building a financial planning and investment management business. In the output, you will be able to view the most popular and well-liked brokerage firms and software providers. This may help you structure your business.

Question # 21

Across all CPAs, EAs, and other tax professionals, we have come to believe there are five primary **models of entering the financial planning and investment management business**. Which of the following best describes your business?

- Registered Representative at Independent B/D ⁽¹⁾
- Own Registered Investment Advisor ⁽²⁾
- Solicitor for TAMP ⁽³⁾
- Make Referrals to Others for Compensation
- Make Referrals to Others; Receive No Compensation
- Other
- No financial planning

- (1) An independent broker/dealer is a brokerage firm that supports financial planning and investment management business. If you check this answer, you are suggesting that you are a registered rep with one of these firms. Popular firms for CPAs, EAs, and other tax professionals include H.D. Vest, 1st Global, GE/Terra, American Express, LPL, Royal Alliance, and others
- (2) A registered investment advisor is the designation needed to manage assets for a fee. Some CPAs, EAs, and other tax professionals have their own RIA. If you have completed an ADV form and have your own RIA, please check this choice
- (3) TAMPs are turnkey asset management programs. These are fee-based wrap programs that some CPAs, EAs, and other tax professionals utilize. Common TAMPs are SEI, Lockwood, Envestnet PMC, Frank Russell, AssetMark, Buckingham, and Centurion. If this is the primary way you do business, please check this choice

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Financial Planning & Investment Management Business Practices

Question # 22

Why did you enter the business of financial planning and investment management? Please rate the importance of each reason below using a scale of 1 - 10 (10 = highest). If you are not involved in financial planning and investment, please check Not Applicable.

- | | | | |
|--------------------------------|--------------------------|------------------------------------|--------------------------|
| Build Equity in Own Business | <input type="checkbox"/> | Increase Income | <input type="checkbox"/> |
| Client Demand | <input type="checkbox"/> | More Interesting Than Accounting | <input type="checkbox"/> |
| Client Retention | <input type="checkbox"/> | Personal Interest and Satisfaction | <input type="checkbox"/> |
| Client Satisfaction | <input type="checkbox"/> | Protect Clients From Others | <input type="checkbox"/> |
| Create Non-Hourly-Based Income | <input type="checkbox"/> | Other <input type="text"/> | <input type="checkbox"/> |
| Diversify Income | <input type="checkbox"/> | Not Applicable | <input type="checkbox"/> |
| Educate Clients | <input type="checkbox"/> | | |

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Financial Planning & Investment Management Business Practices

Question # 23

How do you **transition clients** from taxes to financial planning and investments? Again, if you are not involved in financial planning and investment management, please check Not Applicable.

- Include in Tax Appointment
- Follow-Up After Tax Appointment
- Pursue in Non-Tax Season
- Reactive to Client Requests Only
- Other
- Not Applicable

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Financial Planning & Investment Management Business Practices

Question # 24

How do you earn income from financial planning and investment management? Please allocate your financial planning and investment management revenues. Again, if you are not involved in financial planning and investment management, please check Not Applicable.

Hourly Fees	<input type="text"/>	%
Up-Front Product Commissions	<input type="text"/>	%
Trailing Product Commissions	<input type="text"/>	%
Quarterly Management Fees	<input type="text"/>	%
Other	<input type="text"/>	%
<hr/>		
Total	<input type="text" value="100"/>	%
Not Applicable	<input type="checkbox"/>	

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Financial Planning & Investment Management Business Practices

Question # 25

Which **investment products do you utilize**? Please indicate the percentage of your total client assets in the following categories. If you do not advise clients on investments, please check Not Applicable.

Fee-Accounts	<input type="text"/> %	Fixed Annuities	<input type="text"/> %
Stocks/Equities	<input type="text"/> %	Life Insurance	<input type="text"/> %
Bonds/Fixed Income	<input type="text"/> %	Other	<input type="text"/> %
Mutual Funds	<input type="text"/> %		<input type="text"/>
Unit Investment Trusts	<input type="text"/> %	Total	<input type="text" value="100"/> %
Variable Annuities	<input type="text"/> %	Not Applicable	<input type="checkbox"/>

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Financial Planning & Investment Management Business Practices

Question # 26

Which **insurance products have you sold**? Please allocate your insurance sales by type as a percent of the total number of policies you sold over the last few years. If you do not have an insurance license or sell no insurance, please check Not Applicable.

Term Life	<input type="text"/> %	Long-Term Care	<input type="text"/> %
Whole, Fixed, or Traditional Life	<input type="text"/> %	Property & Casualty	<input type="text"/> %
Fixed Universal Life	<input type="text"/> %	Other <input type="text"/>	<input type="text"/> %
Variable Universal Life	<input type="text"/> %	Total	<input type="text" value="100"/> %
Variable Annuities	<input type="text"/> %	Not Applicable	<input type="checkbox"/>
Fixed Annuities	<input type="text"/> %		
Disability	<input type="text"/> %		

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Financial Planning & Investment Management Business Practices

Question # 28

We want to understand your use of and satisfaction with **data and research services**. Please rate each that you use on a scale of 1 - 10 (10 = highest). If you do not use any data and research services, please check None.

AOL	<input type="checkbox"/>	Reuters	<input type="checkbox"/>
Bloomberg	<input type="checkbox"/>	Standard & Poor's	<input type="checkbox"/>
Callan	<input type="checkbox"/>	Value Line	<input type="checkbox"/>
Fast Track	<input type="checkbox"/>	Wiesenberger	<input type="checkbox"/>
Ibbotson	<input type="checkbox"/>	Yahoo	<input type="checkbox"/>
Morningstar	<input type="checkbox"/>	Zack's	<input type="checkbox"/>
MSN Money Central	<input type="checkbox"/>	Other <input type="text"/>	<input type="checkbox"/>
Prima Capital	<input type="checkbox"/>	None	<input type="checkbox"/>

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Financial Planning & Investment Management Business Practices

Question # 29

If appropriate to your model of financial planning and investment management, we want to understand your use of and satisfaction with your **broker/dealer or custodian**. Please rate each that you use on a scale of 1 - 10 (10 = highest). If you do not use a broker/dealer or custodian, please check None.

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American Express	<input type="checkbox"/>	MSC	<input type="checkbox"/>
Fidelity	<input type="checkbox"/>	Nathan & Lewis	<input type="checkbox"/>
1st Global	<input type="checkbox"/>	National Planning Corp	<input type="checkbox"/>
First Trust/Datalynx	<input type="checkbox"/>	Raymond James	<input type="checkbox"/>
FNIC	<input type="checkbox"/>	Royal Alliance	<input type="checkbox"/>
FSC	<input type="checkbox"/>	Schwab, Charles	<input type="checkbox"/>
GE/Terra	<input type="checkbox"/>	Securities America	<input type="checkbox"/>
HD Vest	<input type="checkbox"/>	SunAmerica	<input type="checkbox"/>
H&R Block	<input type="checkbox"/>	TD Waterhouse	<input type="checkbox"/>
IFG	<input type="checkbox"/>	Other <input style="width: 100px;" type="text"/>	<input type="checkbox"/>
Jefferson Pilot	<input type="checkbox"/>	None	<input type="checkbox"/>
LPL	<input type="checkbox"/>		

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Financial Planning & Investment Management Business Practices

Question # 30

If appropriate to your model of financial planning and investment management, we want to understand your use of and satisfaction with **portfolio management software**. Please rate each that you use on a scale of 1 - 10 (10 = highest). If you do not use any portfolio management software, please check None.

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Advanced Revelation	<input type="checkbox"/>	Datamax	<input type="checkbox"/>
Advent/Axys	<input type="checkbox"/>	dbCams	<input type="checkbox"/>
Captool	<input type="checkbox"/>	Techfi	<input type="checkbox"/>
Centerpiece	<input type="checkbox"/>	Other <input style="width: 100px;" type="text"/>	<input type="checkbox"/>
Coros	<input type="checkbox"/>	None	<input type="checkbox"/>

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Financial Planning & Investment Management Business Practices

Question # 31

If appropriate to your model of financial planning and investment management, we want to understand your use of and satisfaction with your **turnkey asset management provider** (TAMP). Please rate each that you use on a scale of 1 - 10 (10 = highest). If you do not use any TAMP, please check None.

Assante/RWB	<input type="checkbox"/>	HD Vest	<input type="checkbox"/>
AssetMark	<input type="checkbox"/>	Investment Consulting Group	<input type="checkbox"/>
Buckingham	<input type="checkbox"/>	Lockwood	<input type="checkbox"/>
Callan	<input type="checkbox"/>	Investnet PMC	<input type="checkbox"/>
Centurion	<input type="checkbox"/>	SEI	<input type="checkbox"/>
Flexible Plan Investments	<input type="checkbox"/>	Other <input type="text"/>	<input type="checkbox"/>
Frank Russell	<input type="checkbox"/>	None	<input type="checkbox"/>

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Financial Planning & Investment Management Business Practices

Question # 32

If appropriate to your model of financial planning and investment management, we want to understand your use of and satisfaction with **mutual fund companies**. Please rate each that you use on a scale of 1 - 10 (10 = highest). If you do not use any mutual funds, please check None.

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AIM	<input type="checkbox"/>	Oppenheimer	<input type="checkbox"/>
Alliance	<input type="checkbox"/>	Phoenix	<input type="checkbox"/>
American Funds	<input type="checkbox"/>	Prudential	<input type="checkbox"/>
Delaware	<input type="checkbox"/>	Putnam	<input type="checkbox"/>
Dreyfus	<input type="checkbox"/>	Scudder	<input type="checkbox"/>
Federated	<input type="checkbox"/>	SEI	<input type="checkbox"/>
Fidelity	<input type="checkbox"/>	T. Rowe Price	<input type="checkbox"/>
Franklin/Templeton	<input type="checkbox"/>	Vanguard	<input type="checkbox"/>
Janus	<input type="checkbox"/>	Van Kampen	<input type="checkbox"/>
John Hancock	<input type="checkbox"/>	Other <input style="width: 100px;" type="text"/>	<input type="checkbox"/>
MFS	<input type="checkbox"/>	None	<input type="checkbox"/>

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Financial Planning & Investment Management Business Practices

Question # 33

If appropriate to your model of financial planning and investment management, we want to understand your use of and satisfaction with **insurance and annuity companies**. Please rate each that you use on a scale of 1 - 10 (10 = highest). If you do not use any annuity and insurance companies, please check None.

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Aegon	<input type="checkbox"/>	Jackson National	<input type="checkbox"/>	SunAmerica	<input type="checkbox"/>
Aetna	<input type="checkbox"/>	Jefferson Pilot	<input type="checkbox"/>	Sun Life of Canada of US	<input type="checkbox"/>
Allmerica	<input type="checkbox"/>	John Hancock	<input type="checkbox"/>	TIAA/CREF	<input type="checkbox"/>
Allstate	<input type="checkbox"/>	Life USA	<input type="checkbox"/>	Transamerica	<input type="checkbox"/>
American General	<input type="checkbox"/>	Lincoln Benefit	<input type="checkbox"/>	Travelers	<input type="checkbox"/>
American Legacy	<input type="checkbox"/>	Manulife/Wood Logan	<input type="checkbox"/>	UNUM/Provident	<input type="checkbox"/>
American Skandia	<input type="checkbox"/>	Met Life	<input type="checkbox"/>	USAA	<input type="checkbox"/>
Ameritas	<input type="checkbox"/>	Nationwide	<input type="checkbox"/>	Valic	<input type="checkbox"/>
CNA	<input type="checkbox"/>	Pacific Life	<input type="checkbox"/>	WRL	<input type="checkbox"/>
Conseco	<input type="checkbox"/>	Penn Mutual	<input type="checkbox"/>	Zurich/Kemper	<input type="checkbox"/>
GE	<input type="checkbox"/>	People's Benefit Life	<input type="checkbox"/>	Other <input style="width: 100px;" type="text"/>	<input type="checkbox"/>
Hartford	<input type="checkbox"/>	Phoenix Home Life	<input type="checkbox"/>	None	<input type="checkbox"/>
ING	<input type="checkbox"/>	Protective Life	<input type="checkbox"/>		

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Business Policies & Industry Views

As we wrap up here, we want to ask you a couple of general questions regarding the business of being a CPA, EA, or other tax professional. We will tabulate this information and share with you the views of tax practitioners in aggregate.

Question # 34

How do you **allocate your time** throughout the year?

Tax Services	<input type="text"/> %	Technology Consulting	<input type="text"/> %
Accounting/Book Keeping	<input type="text"/> %	Expert Witness Testimony	<input type="text"/> %
Audit	<input type="text"/> %	Real Estate Sales	<input type="text"/> %
Financial Planning/Investment Management	<input type="text"/> %	Peer Reviews	<input type="text"/> %
Life Insurance Sales (Include LTC & Disability)	<input type="text"/> %	Other Client Activities	<input type="text"/> %
P&C Insurance Sales	<input type="text"/> %	Managing Own Business	<input type="text"/> %
Mortgage Sales	<input type="text"/> %		
Business Consulting	<input type="text"/> %	Total	<input type="text" value="100"/> %

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Business Policies & Industry Views

Question # 35

What are your **goals for your business**? Please rate each of the following possible goals on a scale of 1 - 10 (10 = highest).

Acquire Another Business	<input type="checkbox"/>	Increase Revenues	<input type="checkbox"/>
Create More Free Time	<input type="checkbox"/>	Increase Income	<input type="checkbox"/>
Delegate More Work to Staff	<input type="checkbox"/>	Limit to Only Comprehensive Client Relationships	<input type="checkbox"/>
Establish Niche Market	<input type="checkbox"/>	Position Business for Sale	<input type="checkbox"/>
Decrease Number of Clients	<input type="checkbox"/>	Reduce Expenses	<input type="checkbox"/>
Exit Tax Business	<input type="checkbox"/>	Sell Business	<input type="checkbox"/>
Increase Number of Clients	<input type="checkbox"/>	Work from Home	<input type="checkbox"/>
Increase Assets Under Management	<input type="checkbox"/>	Other <input type="text"/>	<input type="checkbox"/>

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Business Policies & Industry Views

Question # 36

What do you feel are the largest **threats to your business**? Please rate the impact of each of the following on your business on a scale of 1 - 10 (10 = highest).

Bear Market	<input type="checkbox"/>	Need Size to Compete	<input type="checkbox"/>
Competition from Discount Brokers	<input type="checkbox"/>	Poor Investment Performance	<input type="checkbox"/>
Competition from Online Services	<input type="checkbox"/>	Poor Technology Expertise	<input type="checkbox"/>
Difficulty in Finding Qualified Employees	<input type="checkbox"/>	Pressure to Lower Fees	<input type="checkbox"/>
Government Regulation	<input type="checkbox"/>	Unrealistic Client Demands	<input type="checkbox"/>
Lack of Business Exit Strategy	<input type="checkbox"/>	Other <input type="text"/>	<input type="checkbox"/>

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Business Policies & Industry Views

Question # 37

When do you **plan to retire**?

0-5 Years

6-15 Years

> 15 Years

Never Retire

Other

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Business Policies & Industry Views

Question # 38

Which of the following **written documents** do you have in place? Please check all that apply or None.

- Business Plan
- Client Agreement
- Compliance Manual
- Employee Evaluation Procedures
- Employee Manual
- Marketing Plan
- Policies & Procedures Manual
- Succession Plan
- Other
- None

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