FIRST ALLIED SECURITIES, INC.

Business Continuity and Succession Planning

Every day you ask your clients to examine all aspects of their lives so that you can help them plan for their futures and set in place structures and solutions for every possible contingency. You likely tell them the more they plan and the more what-ifs they consider, the better off they will be.

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Table of Contents

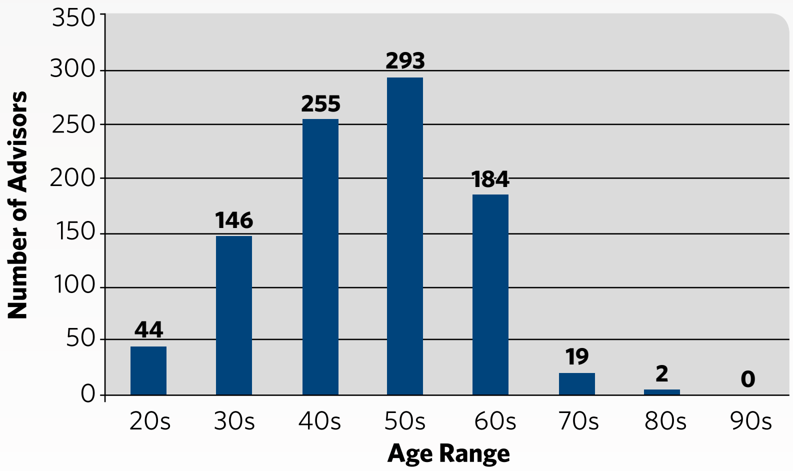
Introduction

Considering the What-Ifs

Every day you ask your clients to examine all aspects of their lives so that you can help them plan for their futures and set in place structures and solutions for every possible contingency. You likely tell them the more they plan and the more what-ifs they consider, the better off they will be. It's your job to watch out for your clients and force them to answer the hard questions. But are you doing this for yourself? You are dedicated to helping your clients monitor, grow and protect their assets, but are you working to monitor, grow and protect your most valuable asset—your financial services practice? Have you asked yourself the necessary what-ifs and planned for every possible contingency?

If you are not planning for the what-ifs, you are not properly protecting the business you've likely spent years building. Many advisors might say, "I'll never suffer memory loss, become disabled or suffer from cancer, stroke or another illness" or "I'm different; I will continue to maintain my stamina and go on growing my business even into my later years—I won't become old and frail" or "I'm sure when the time comes to leave my business, I can just figure it out then."

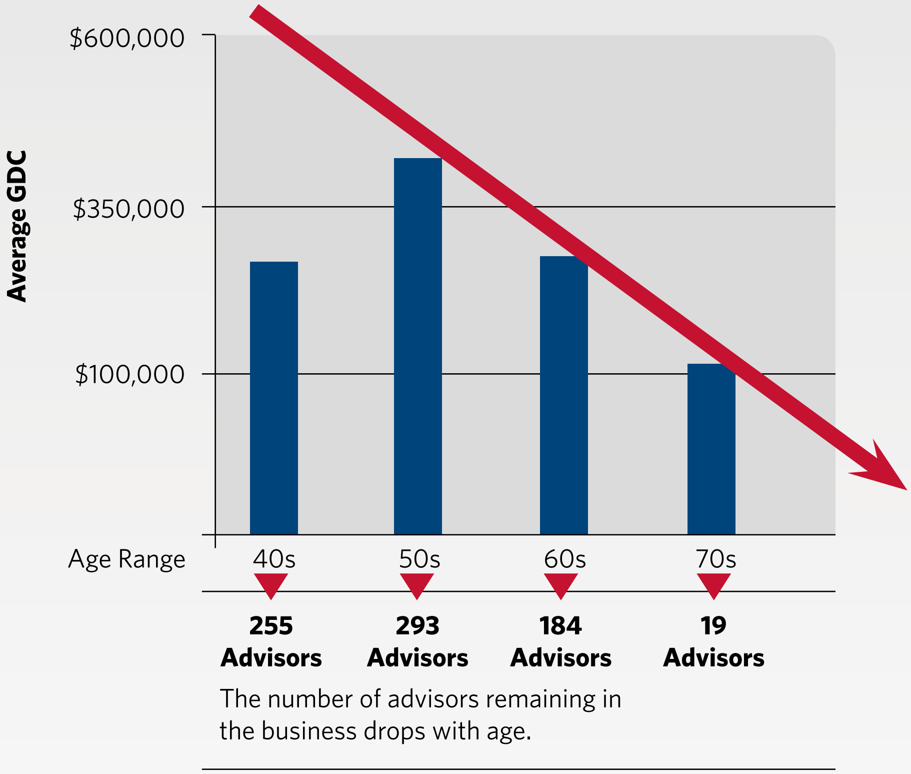
However, the facts say otherwise. First Allied Securities, Inc. did an in-depth study of our financial advisors and discovered that the number of advisors in business peaks at age 50 and drops sharply after age 60.[1]



In addition, production peaks when advisors are in their 50s and begins declining the older advisors get.[2] From age 55 to 60 the drop in assets under management (AUM) and gross dealer concession (GDC) falls faster than the decline in number of advisors in business, and after age 65, the number of advisors in business drops off sharply, accompanied by a similar drop in AUM and GDC.[3]

[1] This was taken from an in-depth, informal demographic study of First Allied's entire advisor population in 2010-2011 across age bands.
[2] Demographic study.
[3] Demographic study.

Production Peaks in the 50s and Declines in Later Years



What is the reason for the decline? The older advisors get, the less time they spend in the office due to a greater desire for leisure time and a slow move toward retirement, in addition to natural life occurrences like less ambition, lower energy, poor health, disability and eventually, death—something no one can escape.

These results are inevitable, yet advisors aren't planning for them. Eighty-eight percent of First Allied advisors don't have a business succession plan and 70 percent don't even have a continuity plan, meaning if they were to get sick, injured or die today, their financial services practice would be at the mercy of the courts.[4] Though the long-term goal should be to have a written succession plan that details your exit from the business, the first step is to create a continuity plan that can protect your business in case of an unexpected occurrence. A succession plan is for a planned event in which you know all of the details and steps ahead of time, whereas a continuity plan is for an unplanned event that could happen at any moment and for which you must consider the potential issues that could arise. This paper will focus on continuity planning, including the necessity for it, the steps to take to create a continuity plan, and the options available to you.

[4] *This was taken from a business succession planning survey of First Allied financial advisors in 2011 in which 394 advisors responded.*

Why Do You Need a Continuity Plan?

Continuity planning is the proper planning and sequence to assure your clients are supported and the equity of your business is protected in the event of a disaster. Planning for the future of your business at every stage is a duty you owe your clients, your employees, your loved ones and yourself.[5] Your practice is likely not only your largest personal asset, but also your legacy, and your exit from your practice needs to be an event you control—not an event of chance—because the people you've spent a lifetime working for are depending on it. If you do not have a continuity plan and are forced to leave your practice, your business could be sold to the highest bidder or fought over between numerous entitled parties and parceled off bit by bit.

What Happens without a Plan

Many advisors assume First Allied will take care of their business if something happens to them, ensuring their heirs receive a profit from the sale and their clients are passed to a qualified advisor. However, as you are an independent business owner, your practice is not our business to sell, and though we would try to help in the instance of an unplanned disaster, regulatory issues prevent us from doing much more than assisting your spouse or other beneficiary in searching for potential buyers.

If no continuity plan is in place, your family or other beneficiaries cannot step in as they are likely not licensed, and we cannot provide client information to an unlicensed individual—even a spouse. Without a plan, it can take a significant amount of time for the family to find a buyer and settle on a deal, and with each week that passes, the value of the practice goes down. Clients quickly begin leaving a practice when they realize their advisor is gone and no one is prepared to take over.

Either way, it is unlikely you or your family would receive the amount your business is worth. In many cases, there is no ready market for the business and heirs are put in the unpleasant position of having to pay estate taxes without the business liquidity to help satisfy those debts.[6] In addition, your clients would be left without their trusted advisor and be forced to find someone to handle their portfolio with little to no warning.

Though none of us like to think about it, studies have shown that each year, at least 7 percent of advisors become seriously ill, are disabled or die, and mid-career planners are at a much higher risk for disability than death.[7]

Even if you only have to leave your business for a short time due to an unexpected illness or injury, without a continuity plan, your staff and clients would likely be left scrambling to figure out a way to keep the business going

[5] *FP Transitions, Continuity Management Program (Business Transitions, LLC, 2008), Preface.*
[6] *David K. Goad, Succession Planning Strategies for the Financial Planner: A Complete Resource Guide, Second Edition (Denver, CO: Financial Planning Associate, 2005), 171.*
[7] *Ibid.*

in your absence. A majority of First Allied advisors' businesses are set up to revolve around the skills of one key individual, though even in group practices, client relationships are often serviced by one advisor. Therefore, clients depend on your talents and abilities. Continuity planning ensures your clients' trust in you isn't misplaced, and that their needs and goals are placed in the hands of a trustworthy associate or peer if you can't take care of them.[8]

Additionally, continuity planning keeps your business going in your absence in case you would like to one day return to it; and, if you choose not to return or are unable to return, ensures you and your family get your fair share from the business you've worked so hard to build. Doing what's best and right for your clients and protecting the equity in your business are not mutually exclusive. In fact, the only way to ensure the capital from a business based primarily on intangible assets (like client relationships) ends up in the hands of the owner or the owner's family, is to provide for the well-being and seamless transition of the client relationships that support and create the business' equity.[9] Essentially, protecting your equity (and thus providing for your family) means you have to look out for your clients—they're your equity.

Advisors Are Concerned About Continuity Planning, Too

In the recent business succession planning survey sent to all First Allied advisors, 80 percent of respondents replied that they want to create a continuity plan.[10] Concerns included the following:

- Finding a Suitable Continuity/Succession Plan Partner. This concern was echoed by the majority of advisors. One advisor specifically said he was concerned about "finding someone to look after my clients' interests the way that I do; someone with similar investment philosophies as mine and my clients'." Another commented, "My clients depend on me to provide financial, estate and tax planning advice to them and their families. They have voiced to me many times their concerns of finding an adequate replacement if something were to happen to me. I have told them that I would ensure that a competent replacement would be provided, but after several years of searching and several interviews with younger advisors, I cannot find one I feel confident in providing the level of service and care that I now provide."[11]

- Profiting from Your Practice. Many of you commented that you are concerned about obtaining a fair value for your practice, whereas others mentioned worrying about finding a fair payout structure that would take advantage of favorable tax strategies, setting up a future valuation method, or being able to sell your practice quickly should the need arise. One advisor commented that he was concerned about "determining how much my book

[8] *FP Transitions, 8.*
[9] *Ibid.*
[10] *Business Succession Planning Survey.*
[11] *Ibid*

is worth to me and another broker, and making sure that I receive a fair value for my book of business."[12]

- Providing for Your Families. Several of you mentioned you worry for your families should something happen to you. One advisor said he was worried about "protecting my business interest for my spouse who is not registered, in the event of my death or disability."

  Another advisor said he was concerned because in the event of "death or disability, who would take over and how would my family get the value of my business?" A third advisor said he wants to make sure to have "someone who will be able to pay my wife a fair price for the business that I have built over the past 10 years."[13]

- Not Knowing How to Set Up a Family Member Successor. Many of you would like to pass your business to a family member, but either aren't sure how to go about it or don't have a continuity plan that will cover the time it will take to train a successor. One advisor said: "I want my son to take over but he is only 21…and would need help the first few years if something happened to me now." Another advisor said he was worried "that my family members have enough time working with me to understand my clients and their needs to continue the practice successfully." A third advisor commented, "I would like to have the option of leaving my business to a family member, but my children are quite young and I don't know if the business is for them."[14]

These issues were noted over and over by the majority of you in the survey, and it is because of these serious concerns that we have decided to focus on continuity and succession planning, and why we have worked so hard to be able to help you address the many issues involved.

Your Exit Is a Certainty

Though the majority of you expressed that you were very concerned about continuity and succession planning, there were a few who said you weren't thinking about succession planning or an exit strategy at this time because retirement is far off or because you plan to stay in the business for many more years. Others said they would worry about the potential issues if and when they arose. However, it doesn't matter how long you would like to stay in business or if you think you will be in it indefinitely, you still need a continuity plan. There are events no one can foresee or prevent.

The fact is, you will leave your office eventually. The question is whether you will leave on your own terms and be able to reap the benefits of your life's work. A continuity plan ensures your wishes are enacted and you, your family and your clients are protected. Though you will eventually want to establish

[12] *Business Succession Planning Survey.*
[13] *Ibid.*
[14] *Ibid.*

a long-term succession plan that will lay out the details of your eventual and planned exit from the business, a continuity plan ensures you are ready for any unplanned contingency. We at First Allied are here to help you consider all of the aspects involved in creating a continuity plan, assist you in the creation of the plan itself, and find a continuity plan partner. The Business Acquisitions team, as well as the Business Consulting Group, have worked to develop an expertise in this area and are available to help you get started.[15]

Steps to Creating a Continuity Plan

Despite what you may think, continuity plan solutions are readily available, generally affordable and don't take that much time to implement, especially with a member of the Business Consulting Group to guide you. The benefits of a continuity plan far outweigh any cost or time commitment. The steps are simple: determine your value, select a continuity partner and establish the plan.

Valuation

Before you can decide which continuity plan to use, you need to determine the value of your practice. Whenever you are selling something, be it a piece of furniture, a car or your home, you and the buyer have to agree upon the value of the item before the transaction can be completed. The same is true of your practice. In continuity planning, you are making selling arrangements for an unplanned event, and if the value is not determined ahead of time, it will be very difficult for your beneficiaries to walk away with a fair amount for your life's work.

The valuation process can help you determine which type of continuity plan best fits your business, your clients and your employees, and will help you properly grow, protect and fully realize the entire value of your business. Determining valuation can also help you justify values to potential continuity partners and is even sometimes legally or contractually required for certain continuity plans.[16] You cannot create a plan with a continuity partner unless both of you have a complete understanding of the value of your practice, as well as how you both benefit from the plan.

Not only will valuation help you determine and create the appropriate plan for your practice, but knowing what your practice is worth today will also help you better zero in on a target value for the future and create a plan to achieve that value.

Valuation also does one last, very important thing. When you are thinking about how you are going to transfer your business to someone else, there are tax ramifications for every possible scenario. The way you structure your business today may have a significant impact on the amount of taxes levied on the final sale of your practice.

[15] The Business Acquisitions team and Business Consulting Group at First Allied will guide you through the process; however, you will also need a qualified attorney to help draft and file documentation.
[16] Goad, 23.

If you are going to make the transition in the most tax-efficient manner possible, you may need to reexamine the way your practice is currently set up, whether it is a C-corporation, an S-corporation, an LLC or in some other manner, and consider a restructure if it will have negative tax implications once sold. The Business Consulting Group has developed expertise in this area and can help you examine all of the issues involved in the future taxation of your business if your continuity plan is enacted.[17]

Independent financial services business models are unique in that their worth is often based on intangible assets—client relationships. Therefore, valuation of a financial services practice must take into consideration several different aspects. Valuation depends on the nature and durability of the revenue stream resulting from the client base (i.e. recurring vs. non-recurring revenue), the marketplace demand for the type and the location of the practice, product mix, deal terms, and the transition risk involved in delivering and retaining the client relationships post-closing.[18]

In addition, each business will have specific, individual aspects that will impact its value; therefore, there is no one standard for defining the value of a practice. For example, it is generally not fair to say that all businesses are worth two times recurring revenue as is often stated.

There are a variety of different methods for determining these aspects, as well as a number of valuation companies that you can work with to determine the best valuation approach for you. We can provide you with some direction and suggestions for where to go for valuation and which methods to use.

Once you have determined the value of your business, you can move on to selecting a continuity partner.

Selecting a Continuity Partner

There are several options for continuity partners, and the one you choose will largely depend on the unique aspects of your practice. There are three main options from which you can select: 1. an internal employee/potential future partner, 2. a family member, or 3. a peer within First Allied (because of regulatory restraints, your continuity partner must be with the same broker/dealer or at the very least, with the same custodian). Remember that in order for an individual to be a continuity partner, he or she must be fully licensed. Your continuity partner cannot effectively service your clients or keep your business going without licenses, so this may limit your selection.

Because of the nature of a continuity plan—something that by necessity could be enacted tomorrow—you cannot select someone who may become licensed in the future. A continuity plan can and should be updated regularly (every one

[17] The Business Acquisitions team and Business Consulting Group at First Allied can counsel you through the process; however, you will also need the advice of outside tax and legal counsel to ensure all potential issues are examined and planned for.
[18] FP Transitions, 14.

to two years is suggested), so you could select someone now with the idea that a different individual will likely be your continuity partner in the future. As a continuity plan is really a short-term, emergency solution, if you have someone else in mind for the future, this could be worked into a business succession plan at a later date. For example, if you would like one of your children to eventually take over the business, but he or she is not currently of age, you could arrange for a temporary continuity partner who will eventually be supplanted by your child.

Which Option Works for You?

Internal Partner – If you have one or more licensed employees who aspire to become partial owners in the future, you could create an internal stock ownership program as a continuity plan option. Key employees could also be relied upon simply as a short-term option in case you are temporarily out of the office due to illness or brief disability; however, if this is the case, other options should be considered for long-term succession planning.

Family Member – If you have a family member from the next generation who wants to take over the business eventually, you can begin working with them to cultivate the skills necessary to do so. However, this may be more of a succession planning option than a continuity plan; especially if they would not be ready to take over at a moment's notice.

Peer at First Allied – If you don't have a capable internal employee or family member, this will likely be your best option. You can create a strategic partnership or set up a plan to sell to them outright (options further detailed below). You may want to select someone based on the possibility of a reciprocal relationship whereby you are each other's continuity partner, or you can select a partner simply because of their financial capability to step in and purchase your practice if necessary.

If you are interested in this option, the First Allied Business Consulting Group may be able to play matchmaker to help you find an ideal continuity plan partner. We will work with you to determine your requirements and begin looking for someone within an acceptable geographical area.

Types of Continuity Plans

There are several options from which you can choose, but the below are generally those used in our industry:

- **Revenue Sharing Agreement**
- **Guardian Agreement**
- **Cross-Purchase Agreement**
- **Option Agreement**
- **Buy-Sell or Shareholders Agreement**

[19] *FP Transitions, 44.*

Revenue Sharing Agreement
A revenue sharing agreement isn't really a continuity plan, but should be mentioned because of the frequency with which it has been used in the past. Essentially, two advisors set up a split rep code and divide the revenue stream at the broker/dealer level, sending a negotiated split to one advisor and the balance to the disabled advisor or deceased advisor's family.[19] The strategy came from wirehouses where advisors are more interchangeable and client accounts can be shifted with relative ease, which is obviously not the case for independent advisors. It doesn't work well for transferring a business, and it doesn't allow the family to realize the value of the practice because of regulatory boundaries that generally prevent non-licensed people from receiving compensation in this manner. It may also leave clients out in the cold because the surviving partner/advisor can select which clients he or she would like to keep.

We do not recommend this solution as it really is no solution at all. We are merely mentioning it here because you may have considered it as a continuity plan option, or may even be using it as your current continuity plan. However, the cons of this setup far outweigh the pros.

Guardian Agreement
Under a guardian agreement, the continuity partner or "guardian" agrees to step in and handle an advisor's practice in the event of his or her death or disability in exchange for fair compensation and the opportunity to purchase the practice under certain circumstances. Guardian agreements ensure that no matter what happens, there is someone available to run your practice and make sure your clients are taken care of, effectively protecting your equity. Generally, guardians are given the right of first opportunity to purchase the practice, meaning that if you are unable to return to your practice (as a result of permanent disability or death), the guardian is allowed to present an offer before offers from other buyers are considered. Often, guardian agreements contain sample terms that, if offered by the guardian in the event of the owner's permanent exit from the business, would be accepted. Therefore, guardian agreements can be short-term, temporary solutions, or even serve as succession plans if the need arises.[20]

Cross-Purchase Agreement
Cross-purchase agreements, which can be thought of as buy-sell agreements for sole practitioners, are reciprocal agreements between two advisors in which each individual agrees to be the other's continuity partner. This type of continuity plan requires a greater commitment as both individuals agree to a mandatory purchase of the other's practice in the event of death or permanent disability. Like the guardian agreement, a cross-purchase arrangement can serve as temporary protection in case of short-term disability, but also has greater use as a more permanent succession plan.

[20] *FP Transitions, 47.*

In addition to the agreement to purchase in the event of death or disability, cross-purchase continuity plans contain a right of first offer, which gives your continuity partner the opportunity to offer for your practice first if you decide to retire or sell your business for any reason.

Cross-purchase agreements often contain the valuation method to be used at the time of sale or transfer and can also provide for the funding of the purchase through life insurance. Often, the agreement will dictate that the valuation is to be performed at time of sale so that any circumstances of the owner's exit can be taken into consideration.

Option Agreement

Option agreements are essentially less flexible cross-purchase agreements, but are useful if you prefer to have a well-laid-out and well-timed continuity and succession plan. These arrangements require you to agree to sell your practice to your continuity partner on a specific date for a specific price. They allow for an extremely controlled transfer of equity from one individual to another, and provide for continued full ownership by the owner, without you having to sell shares or take on partners.[21]

Generally, your continuity partner will write a check for a small percentage of the agreed-upon purchase price at the agreement signing, which will be credited toward the final purchase price.[22] The advantage of an option agreement is that clients are fully involved in the entire process, understand the timetable and are given many opportunities to interface with your continuity partner. However, option agreements require a high level of commitment and are better suited for long-term planning rather than for what-if scenarios, though they will work as a continuity plan option as long as the contingencies are written into the agreement (i.e., the buyer will step in before the agreed-upon purchase date if an unexpected event occurs such as death or permanent disability).

Buy-Sell or Shareholders' Agreement

The continuity plans described above are designed for the sole practitioner, but businesses with multiple partners/owners may want to consider a buy-sell agreement.

Buy-sell agreements are for practices set up as an entity (C-corporation, S-corporation or LLC) or have two or more owners and essentially dictate how ownership will be redistributed if one of the owners dies, becomes disabled or otherwise leaves the business for any reason. The goal is to provide equity to the exiting owner or his or her family, as well as to ensure the business survives. Buy-sell agreements provide for payment terms and a valuation method, and lay out how the remaining owners will fund the purchase, often through life insurance. There are three main types of buy-sell agreements:

[21] *Ibid, 80.*
[22] *Ibid.*

- **Cross-Purchase Buy-Sell Agreements –** These are ideal for partnerships or small groups of owners. The remaining owners directly purchase the departing owner's shares of stock without involving the business entity. Each shareholder is generally the owner and beneficiary of the insurance policy on the life of the other shareholders'.

- **Stock Redemption Buy-Sell Agreements –** These generally work best for corporations with four or more people as they call upon the company itself, not the remaining owners, to buy out the exiting owner. The corporation directly purchases the shares of the departing owner, and the remaining owners see an increase in the value of their shares, but not the number of their shares.

- **Hybrid Agreements –** These are often the best solution because they are very flexible. The corporation generally redeems the shares of the departing owner, but the remaining shareholders also have the option to directly redeem the deceased owner's shares if the corporation is unwilling or unable to do so.[23]

[24]

Type of Continuity or Succession Planning Agreement	Sole Practitioner	Temporary Disability Protection	Secured with Life Insurance	Can Produce Long-Term Capital Gains Tax Treatment to Seller	Required Purchase (Death/Disability)
Revenue Sharing Agreement	X				
Right of First Opportunity	X			X	
Guardian Agreement	X	X		X	
Cross Purchase Agreement	X	X	X	X	
Option Agreement	X			X	X
Buy-Sell or Share-holders Agreement		X	X	X	X

No matter which type of arrangement you select, there are a few things all continuity plans should contain. At its essence, a continuity arrangement is a disaster plan, and because there are several events that could trigger it, it is imperative that you consider a variety of circumstances and work them into the plan. It should:

[23] *FP Transitions, 83-87.*
[24] *FP Transitions, 44.*

- Define triggering events (death, disability, loss of license, etc.)
- Provide for the continuation of the owner's business with assistance from the continuity partner if it is likely the owner will return
- Provide for the sale of the owner's business in the event of sudden death or disability from which the owner will not return
- Provide a valuation method or formula for determining the fair market value of the owner's business at the time of the triggering event (though valuation should be determined at the time of the plan creation, this should also be included in the continuity plan document)
- Establish compensation to the continuity partner during the owner's period of disability
- Contain indemnification and hold-harmless protections for an incoming continuity partner
- Provide information to the continuity partner or guardian so they can step in at a moment's notice and operate computers, ensure payroll is met, work with the staff as well as the clients, access the client management software, and anything else necessary to keep the business going exactly as it was before (this will likely require a complete, separate manual that should be updated annually).[25]

In addition, your employees and family members should be familiar with the plan and your continuity partner so they will know exactly what to do in the event it must be enacted. You may also want to inform your clients of your continuity plan so they know what to expect if it were to be suddenly implemented. It's especially helpful if your clients are familiar with your continuity planning partner as this will help protect against attrition and make for a smooth transition. Not only will creating a continuity plan protect your assets and thus you and your family, but it will also provide you the opportunity to show your clients what planning for their futures, assets and businesses actually looks like.[26]

The First Allied Business Acquisitions team and Business Consulting Group can help you examine your practice, consider all the possibilities, select the best type of plan for you and your continuity plan partner, and assist you in defining all of the aspects that should be included in the plan as listed above. It may sound overwhelming at first glance, but we can work with you to simplify the issues and quickly implement a plan. We are here to help.

Structuring the Plan

Once you have selected a continuity plan partner and a continuity plan, you will need to decide how the deal will be structured if indeed the continuity plan is enacted. Because the success of your plan depends on the amount of advance planning you put into the process, if you have spent the time needed

[25] *FP Transitions, 38.*
[26] *Ibid, 39.*

to decide on the purchase structure and document how the transition will take place, it will be smoother for your clients, your employees and your family in the event you are not there to oversee it. A proper plan structure will also ensure your beneficiaries receive the appropriate amount of equity from your life's work.

Though there are many ways to structure a deal, a practice is generally transferred from buyer to seller through an asset purchase, a stock purchase, or a combination of the two.

Asset Purchase – In an asset transaction, the assets to be acquired are specified in the contract. If the seller's practice is a sole proprietorship, partnership, S-corporation or an LLC, a sale to an external buyer is often an asset sale. The seller generally uses proceeds from the sale to liquidate short-term and long-term liabilities; however, this type of sale can, at times, favor the buyer because the seller must pay taxes on the difference between the basis in assets and the price paid by the buyer.

Stock Purchase – In a stock transaction, all of the assets and liabilities of the seller's corporation, as well as the stock of the corporation, are transferred to the buyer. If the seller's practice is structured as an S-corporation, a C-corporation or an LLC, an internal sale is usually a stock sale. Stock sales to an employee or a child allow the owner to sell a partial or minority interest in the ongoing business enterprise and provide for the gradual transition of ownership through incremental stock acquisitions by the successor.

The seller must pay taxes on the difference between the seller's basis in the stock and the price paid by the buyer for stock.[27]

The tax ramifications of the sale of your practice will depend on how you transfer your business, so you want to make sure you are aware of the impact of your choice. Once you begin looking into the variety of options for structuring the sale that you will work into your continuity plan, the Business Consulting Group can assist you in analyzing the many issues present and start aligning resources to help you make an informed decision for your specific business.

Conclusion

No one likes to think about potential disasters like temporary or permanent disability or death. Many choose to think none of the things we discussed will ever happen to them, and don't like planning as if they could.

But the fact is, you just can't know anything for certain. You have to prepare for every possible circumstance—you ask your clients to do the same, and you can do no less for them, for your family and for yourself. Continuity planning

[27] *FP Transitions, 117-119.*

is not something you can put off until tomorrow, because you could need it today. You need to ask the questions we teach you at Wealth Management University to ask of your clients: if I was hit by a semi truck 30 days ago, what would my family and my clients be doing today? Would my family be taken care of? Would my clients feel secure and have a new, trusted advisor? If you don't know the answers to these questions, now is the time to think about continuity planning.

Though succession planning is equally important and something we will discuss more with you in the coming months, continuity planning is an immediate concern that must be dealt with today. Unless you have some sort of contingency plan in writing, we cannot do much to ensure your family is taken care of if you are not around to do so yourself.

Continuity planning is something you can do today and we can help you do it. Because of the expertise cultivated in the Business Acquisitions team and Business Consulting Group, we can help you dig through all of the issues, define a continuity plan and get something down in writing that will protect you and your business in the event of a disaster. We have a continuity plan here at First Allied to protect you—our clients—if something unplanned occurs, and we want to help you do the same. #36295

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Studies

1. *First Allied study on demography of advisors.*
2. *First Allied survey of 394 advisors on business succession planning.*

About First Allied Securities

At First Allied we're here to help our advisors grow their businesses. We offer a wide range of programs and solutions to help them take their businesses to the next level. Lead generation programs, integrated wealth management solutions and access to subject matter experts are just some of the tools our advisors leverage to grow their businesses.

First Allied is committed to maintaining an environment that serves and nurtures select advisors who want to increase the productivity, size, and profitability of their individual practices.

We are dedicated to helping our independent advisors achieve their individual goals; therefore, our focus is on the individual advisor and delivering the resources necessary to potentially maximize individual success. The collective individual achievements of our advisors is the best measurement of First Allied's success.

More than five years ago, we made a strategic decision to grow our advisors' revenue by investing in integrated wealth management solutions and a top-rated education platform that delivers solutions for clients. Our investment has paid off.

For additional information visit ***www.joinfirstallied.com*** or call **800-336-8842**.

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