NEW HAMPSHIRE SOCIETY OF
CERTIFIED PUBLIC ACCOUNTANTS

CONNECTION

SPRING **2015**

IN THIS ISSUE

12TH ANNUAL NHSCPA GOLF TOURNAMENT

& BUSINESS PARTNERS' NETWORKING EVENT

Tuesday, June 9, 2015
Candia Woods Golf Links

Come enjoy a morning of fun and networking with your peers and Business Partners. Come alone or as a foursome. Invite your clients to participate. The event proceeds go to the NHSCPA Scholarship fund.

REGISTER NOW

1ST ANNUAL WOMEN'S 9-HOLE GOLF OUTING

Monday, August 31, 2015
Stonebridge Country Club, Goffstown

Spend a fun-filled day connecting with women on and off the golf course. Start with a 9-hole golf tournament and end with a networking luncheon.

REGISTER NOW

NHSCPA CONNECTION

A publication of the
New Hampshire Society of CPAs
1750 Elm Street, Suite 403
Manchester, NH 03104
603.622.1999 • www.**NHSCPA**.org

Shaping the Next Generation of CPAs

Robert S. Smalley, CPA
2015-2016 NHSCPA President

I am honored to assume the role of President of the Society for the FY 2015-2016. On behalf of the Society and its members I would like to express deep thanks to Steve Burke for the tireless work and dedication he's shown throughout his time on the board and throughout his presidency. Steve's leadership was instrumental in bringing the Society through a year that brought many challenges and required a lot of change. I have big shoes to fill.

As I look forward to "carrying the torch" over the next year, I can't help but think of all those that have come before me. For 81 years, the greatest leaders of our profession here in New Hampshire have volunteered their time and treasure with the goal of protecting and growing our tradition of integrity here in the Granite State. It was their spirit of unbiased collaboration and comradery that built the healthy and vibrant organization that we now all benefit from. With that said, I believe that it is not only our job as leaders to celebrate the past, but to continue to support the Society's value promise into the future. As one of the youngest presidents in the Society's history, I also have an eye towards the future. I pledge, with the support of our Board, to help move the Society forward by creating opportunities to engage and support our young professionals. These "kids" will write the next chapter of the Society's journey (probably posting it on Twitter).

Our Board has many strategic plan initiatives (please see our newly designed website for details). The goal of bringing along our next generation of CPAs colors all of them. With the help of the Society's Chief Executive Officer, Marlene Gazda, along with her talented and dedicated staff, Karen Casey and Roberta Daly, I am confident that we can help shape the next generation while also learning from and celebrating the past. Please consider doing your part by "dragging" a young CPA to one of our events, nominating them to participate in our leadership program, or simply support their effort to volunteer. We all have a chance to shape the future. What will your lasting contribution be?

PRESIDENT

Robert S. Smalley, CPA
BerryDunn

NHSCPA
EXECUTIVE COMMITTEE & BOARD OF DIRECTORS
2015-2016

Steven M. Burke, CPA, Esq.
McLane, Graf, Raulerson & Middleton Professional Association
Immediate Past President

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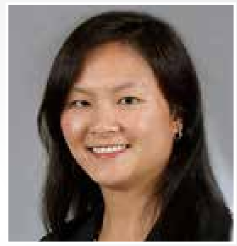

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NOMINATIONS OF OFFICERS & DIRECTORS
To be voted on at the Annual Meeting on 5/27/15

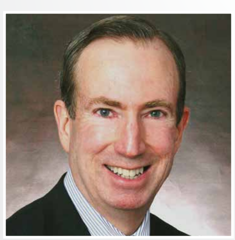
Linda M. Engstrand, CPA
Devine, Millimet & Branch, PA
President-Elect

Kendra J. Bell, CPA
Crane & Bell, PLLC
Treasurer

Evan Stowell, CPA
Leone, McDonnell & Roberts, PA
Secretary

Edward C. David, CPA
Edward C. David & Company, CPAs, PLLC
Director

Jason E. Cole, CPA, Esq.
Devine, Millimet & Branch, PA



William E. Howell, CPA
Howell & Livermore, LLC

Edward O'Reilly

Donna M. Wageling, CPA
Howe, Riley & Howe, PLLC

5 Succession Mistakes that Can Sink Your Family Business

By John D. Colucci

Published in North of Boston Business, March 2015

It was impossible to live in Massachusetts last summer and not hear the business disputes which have impacted the Demoulas family for generations. What people may not realize is that versions of that drama play out in businesses every day because of failure to plan for the inevitable succession of ownership. Here are some mistakes to avoid, so that your business is not the subject of endless commentary by talk show hosts, and your family members are able to enjoy Thanksgiving dinner together without being accompanied by a lawyer.

1 Waiting too long to create a succession plan.

A business without a formal succession plan is unlikely to survive the founder's death or retirement. Surveys consistently find that at least one-half of family businesses don't have any formal succession plan. That might not seem too troubling but for another statistic: only one family business in three survives from the founding generation to the next, and only one in four of those survives to the third generation. It's easy to ignore the inevitable fact that someday the founder will no longer be capable of running the company. Perhaps the founder cannot envision her own mortality, or perhaps the family avoids issues rather than discussing them.

A business succession plan must address two primary issues: (1) who should manage the business, and (2) who should own the business. Options include (1) family continuing to own and manage their business, (2) family ownership with outside management, (3) selling the business to employees, (4) selling the business to third parties, and (5) liquidating the business. Each option presents distinct advantages and disadvantages.

2 Failing to identify future management.

Consideration of the future management of the business must commence early in the planning process and should include open, honest discussion of the strengths and weaknesses of each potential leader. As with Demoulas, the impact of this decision on all of the owners, employees, customers and lenders must be considered.

If there is no obvious leadership candidate within the family, a sale to employees or to a third party might be the best alternative. If there is a clear choice within the family who is willing to assume leadership, it is more likely that the family will retain the business.

In a family business, as you might expect, the most difficult part of a business succession plan is the family dynamic. The best business leader is not always the oldest son. Nor need it be the family member with the most forceful personality. Outside consultants can often provide an objective view of the potential leadership of the business.

3 Having an unrealistic idea of the value of the business.

Business owners placing an unrealistic value on a company may let the "bird in the hand" fly away. I am aware of a family business that received an offer of $7million for their business – in 2007. The owners (then in their late 60's) balked, complaining that the price was too low. Recently, the business was grudgingly sold for slightly over $3 million.

Owners should engage a qualified business appraiser to provide an estimate of the actual value, not only for tax planning, but also as a starting point for negotiations

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with potential buyers. In addition, the right appraiser can identify issues that may impact value but might easily be addressed before the business is offered for sale, enhancing the sales price.

4 Going it alone.

Let's face it, founders are used to running the show. In a family business it is even more likely that the current leader will issue an edict on the succession plan – to the extent it is articulated at all. The time to learn that the heir apparently is not interested in running the business is not at the time the founder announces his retirement. Proper succession planning includes family members, key employees, and trusted advisors. Those independent voices help the founder gain perspective and make a rational decision during emotional times.

5 Refusing to consider the tax consequences of a succession.

Estate taxes alone can claim over 50 percent of a taxable estate once the estate tax exemption is exceeded, frequently resulting in a business having to liquidate assets or assume significant debt to pay the estate taxes at an owner's death. All transfers of ownership have some tax consequences – gift tax, estate tax, income tax or capital gains tax. It takes time to create a plan that minimizes taxes, while accomplishing a business owner's goals.

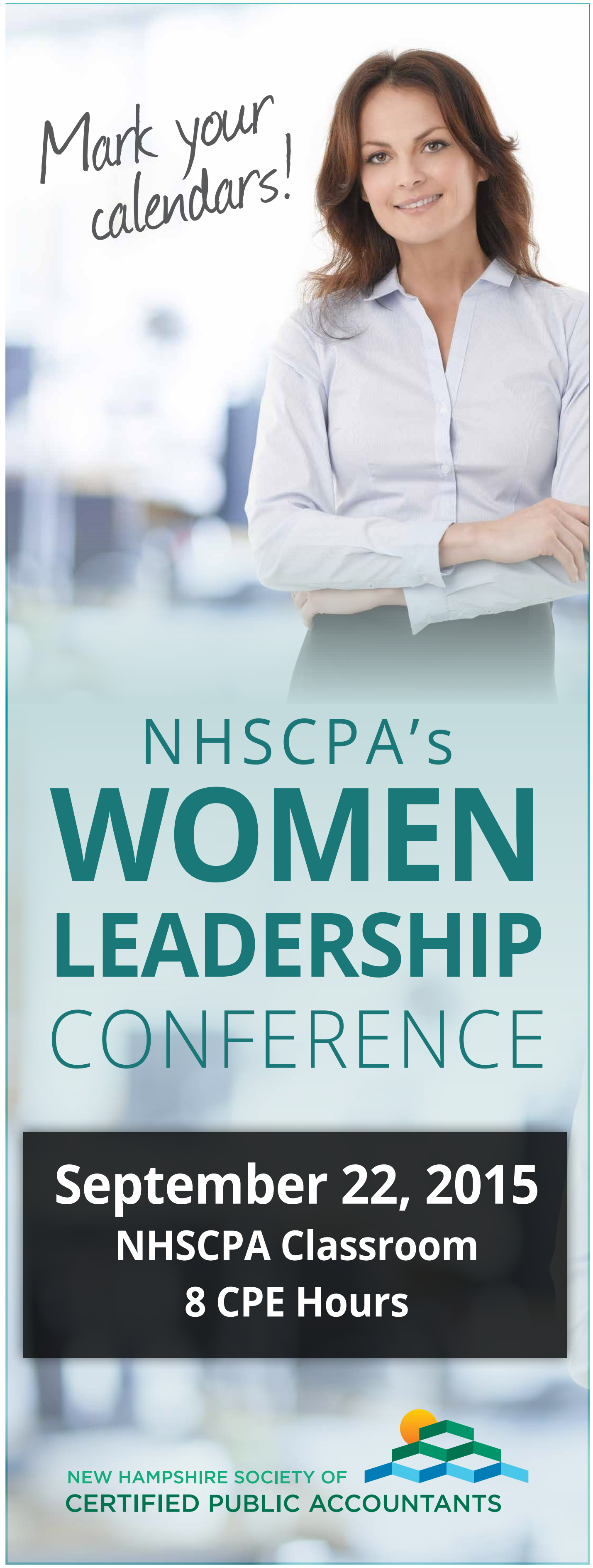
John Colucci of Wenham serves as Managing Director of McLane Law Firm's TradeCenter 128 office in Woburn. He can be reached at john.colucci@mclane.com or at 781-904-2691.

RELATED SEMINAR

Small Firms Conference:
Issues of Today, Preparing for Tomorrow

Date: December 2, 2015

Register at www.nhscpa.org



CPE TRACKER

Maintain a record of all your CPE credits! View a complete CPE transcript at anytime during the period and print a final version to attach to the NH Board of Public Accountancy's official form. Call Roberta to walk you through the process at 603-622-1999.

MAY

DATE	COURSE TITLE	VENDOR	LEVEL				CPE CREDIT				
			Basic	Inter	Adv	Update	AA	MG	Tax	Ethics	Other
5/8	New! Business Valuation: Recent Tax Court Cases, Personal Goodwill and Data Sources (AM)	NHSCPA				✓					2
5/14	New Repair vs. Capitalization: How to Recognize Tax Benefits for Your Clients Before the Extended Due Date of the 2014 Returns	BTI				✓			8		
5/18	Surgent's Handbook for Mastering Basis, Distribution, and Loss Limitation Issues for S Corporations, LLCs, and Partnerships	Surgent McCoy		✓					8		
5/19	Intermediate Core Tax Issues in Partnerships and LLCs	Surgent McCoy		✓					8		
5/20	Selected Income and Business Tax Topics Routinely Encountered in Estate Planning (AM)	Devine Millimet & Branch				✓			4		
5/20	What's Next for Internet Sales Tax (PM)	NHSCPA				✓			4		
5/21	Not for Profit Conference	NHSCPA				✓	8				
5/26	Economic NEXUS and Market-Based Apportionment (AM)	Devine Millimet & Branch				✓			4		
5/28	Cases in Corporate Ethics - Discuss Real Life Conflicts (AM)	Executive Education				✓				4	
5/28	Staff Retention: Why Your Best People are Leaving You and How to Prevent it (PM)	Executive Education				✓		4			
5/29	The Tactical CFO - Make Your Business Processes Work for You	Executive Education		✓			6	4			2

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Online Learning

Looking for alternatives to classroom style programming? Try one or more of the following self-study opportunities.

The NHSCPA offers a variety of ways to meet your CPE requirements. In addition to the many conferences and seminars offered by the NHSCPA, we have partnered with a variety of webcast providers to bring you live, interactive webcasts. Courses range from two to eight credit hours and cover technical and nontechnical skills alike. Learn from the most experienced CPAs across the country, while earning your CPE from the comfort of your home or office.

JUNE

DATE	COURSE TITLE	VENDOR	LEVEL: Basic	LEVEL: Inter	LEVEL: Adv	LEVEL: Update	CPE CREDIT: AA	CPE CREDIT: MG	CPE CREDIT: Tax	CPE CREDIT: Ethics	CPE CREDIT: Other
6/1	Ethics: A Current Update (AM)	Richard DelGaudio				✓				4	
6/1	Protecting your Clients from Security Fraud (PM)	NH Bureau of Securities Regulations									4
6/2	Fiduciary Income Tax Returns - Form 1041 Workshop with Filled-In Forms	Surgent McCoy		✓					8		
6/3	Social Security, Medicare and Prescription Drug Retirement Benefits	Surgent McCoy	✓						8		
6/4	Healthcare 2015 Accounting & Auditing Update	The Pros & The Cons			✓		8				
6/5	Fraud and Abuse in Government and Non-Profits 2015 Update	The Pros & The Cons			✓		4				
6/5	Work Life Balance - A Foundation that Enables Sound Ethical Decisions (PM)	Alicia Grasfeder, CPA				✓				4	
6/8	COSO's Updated Internal Control - Integrated Framework: Critical Concepts in Design, Evaluation, Implementation, and Monitoring	Surgent McCoy		✓			8				
6/9	Performing Single Audits in 2015 and Beyond	Surgent McCoy		✓			8				
6/10	Compilation and Review Practice Guides	Loscalzo		✓			8				
6/11	Single Audit Under OMB Circular A-133	Paul Koehler		✓			8				
6/12	Governmental Accounting & Auditing Update	Paul Koehler				✓	8				
6/15-16	How to Conduct a Peer Review Under the ACIPA Practice Monitoring Program	AICPA		✓			8				
6/17-18	AICPAs Annual Accounting & Auditing Update Workshop	AICPA				✓	8				
6/19	Revenue Recognition: Mastering the New FASB Requirements	AICPA		✓			8				
6/22	The Strategic CFO - Big Picture Skills	Executive Education		✓			6	4			
6/23	Hampshire Taxation for Business and Their Owners KEENE LOCATION	Devine Millimet & Branch				✓			8		
6/23	New! Business & Industry Cluster - Annual Financial Management Spotlight: 4 Current Topics	Executive Education		✓			4	3			1
6/24	New! Surgent's Individual and Financial Planning Tax Camp	Surgent McCoy		✓					8		
6/25	New! Shortcuts to Tax Cuts: Business Tax Planning Strategies for S Corporations and LLCs	Surgent McCoy		✓					8		
6/26	New! A Practical Guide to Small Business Health Insurance and Fringe Benefits: 2015 and Beyond	Surgent McCoy				✓			8		
6/29	Nonprofit Industry Update and GAAP Refresher	Loscalzo		✓			8				
6/30	Testing and Understanding Internal Control - A Workshop	Loscalzo		✓			8				

2015 CONFERENCES

Thursday, May 21 8:30 am—4:15 pm NHSCPA Classroom CPE: 8 hours	**Not for Profit Conference** Topics include: New OMB Circular A-133; A&A Update; Indirect Cost Allocation; Nonprofit Storms on the Horizon; Nonprofit Opportunities on the Horizon; Healthcare Marketplace; Embezzlement Fraud; IT Security—A must have for all Nonprofits; the Grant Process
Tuesday, June 23 8:30 am—4:15 pm NHSCPA Classroom CPE: 8 hours	**Business & Industry Conference - Annual Financial Management Spotlight: 4 Current Topics** Looking for a class that covers current topics in a fresh and interesting way? You've come to the right place! Each year Executive Education spotlights four current financial management topics. Miss this year's class and you have missed it forever! This seminar will provide at least five group
Tuesday, September 22 8:30 am—4:15 pm NHSCPA Classroom CPE: 8 hours	**Women's Leadership Conference** Join us to learn how influence is a key ingredient to successful leadership—Particularly when you have limited control of circumstances. Learn tools and techniques to influence and inspire transformation in teams and outside of a span of control. Develop skills to inspire collaboration and commitment to shared goals.
Thursday, November 5 8:00 am—4:15 pm Grappone Conference Center CPE: 8 hours	**NHSCPA/NH Bar Assoc. 33rd Annual Tax Forum** Looking This CPE seminar is sponsored by the New Hampshire Society of CPAs and the New Hampshire Bar Association. The seminar topics and speakers will be coming soon.
Wednesday, December 2 8:30 am—4:15 pm NHSCPA Classroom CPE: 8 hours	**Small Firms Conference: Issues of Today, Preparing for Tomorrow** Topics include: 10 Steps to a Digital Practice for the Small Firm; AICPA Small Firm Update; Transitioning CPA Firm Value; Branding for the Small Business; Engaging the Next General of Professionals

Be a CPE Administrator at off-site seminars and attend class at a discount!

Sign up to be a CPE Administrator at an off-site NHSCPA seminar and you can attend the class at a discount. CPE Administrators are responsible for distributing materials, checking-in participants, and other tasks to help keep the seminar running smoothly. To sign up, contact Roberta Daly at rdaly@nhscpa.org.

2015-2016 Leadership Program

The Young Professionals Committee is pleased to announce the registration for the 2015-2016 NHSCPA Leadership Program. This distinguished program is designed to provide the rising stars in the public accounting and legal professions with an opportunity to refine their individual professional growth strategies. All applications will be carefully reviewed and participants will be chosen by a panel of representatives from the NHSCPA.

Participants will begin the program with a two-day, two-night retreat at the scenic and luxurious White Mountain Hotel and Resort in North Conway, NH. Several seminars will be offered for continuing professional education (CPE) credit. Topics to be covered over the course of the retreat include communications and public speaking, strategic leadership, and methods in organizational behavior. In addition to the traditional seminar format, the Leadership Program offers a unique format that allows the rising stars in the program to engage in an intimate discussion with a panel of several managing partners from firms across the state. A team building workshop with a focus on risk assessment and helping others assess and overcome challenges will be held on the high ropes course at the Cranmore Mountain Adventure Park.

The Leadership Program also requires the participants to separately reconvene for Business and Political days in which the topics of the New Hampshire economy and legislative impact will be explored. All those involved in the program will have the exclusive opportunity to candidly meet with several prominent business leaders and political dignitaries.

All participants in the program will be recognized for their achievement and join a distinguished and growing alumni organization at the NHSCPA's Annual Meeting and Recognition Reception held in May 2016. Be sure not to let this opportunity slip by as the program is only offered every two years!

Click here for more information about this program, or contact Ryan Warren (rwarren@berrydunn.com) or Karen Casey (kcasey@nhscpa.org.).

Join us on

Standards of Excellence for Smaller CPA Firms

By Tom Quin, CPA

In August 2014 the AICPA released for comment a discussion paper on Enhancing Audit Quality, specifically aimed at the smaller firm. Evidently there is an issue regarding the quality of our auditing. After twenty plus years of performing peer reviews for hundreds of firms, my conclusion is that the AICPA is right. The paper was born from criticism of our profession by outside agencies and directed at the smaller firm. Underlying the paper is the premise that many of us have slipped in maintaining the skill set and knowledge expected of us. The AICPA paper elucidates the problem well and centers its remediation through the peer review process. I believe the solution lies in a more difficult task of changing attitudes and rekindling a sense of professionalism. People in the profession are growing complacent, less diligent, and satisfied with old protocols. As an example, I rarely encounter the use of CAAT'S software being used in my PEER clients. We continue to take on riskier clients without understanding the dangers.

> "...many of us have slipped in maintaining the skill set and knowledge expected of us."

Over time the Peer review system has contributed to an improvement in auditing skill sets and an awareness of the need for lifelong learning within the profession. It has also fostered the rise of the canned program that meets professional standards. Unfortunately, along with it came the feeling: if I complete the program I can pass my peer review. It doesn't work that way in my estimation. I have viewed my role as a peer reviewer to inform, encourage and instruct firms as to what key items are missing in their work and what tools and training they need to meet professional standards in the future. Some firms do need a prodding every once in a while. My experience peer reviewing has led me to believe the following traits should be the focus in our quest for excellence, which the AICPA says is at the heart of "due care".

A Professional's Attitude. When we go to the surgeon, we want the best in his/her field to perform the operation. We recognize the distinction in being superlative. However, as most clients view the work process as compliance – audits for a bank or the annual tax return – a significant decision point becomes the price. As the product is price sensitive, we reward efficiency of our staff or ourselves over depth of analysis of complex transactions and attention to detail. Too often, especially in the smaller firm, we meet or achieve the expectation of our clients and perform at a lower level than our capability. This must change or the trusted position we hold will crumble. We settle, and we often adopt an audit approach tantamount to SALY (Same as Last Year) instead of inventive approaches that meet the profession's and the public's expectation. While we tell our staff that quality comes first, reality is that we reward efficiency. Being a professional means always doing your best, and while cognizant of pricing issues, they are not of first concern. We must check our attitude at all times.

Industry Knowledge. We value expertise and experience in all the services we engage be it a plumber, electrician or a dentist. So where do you stand vis-a-vis your peer group on industry knowledge? Our profession has been measured as coming up short in several areas of auditing; ERISA and A-133 stand out and their findings are well documented. Yet I see firms doing that type work for one engagement. You must not think, "It's just another audit." Rather, you must ask, what must I do to get up to speed on this entity and its set of rules and government regulations? I just spent about 20 hours studying the new Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (2 CFR 200), yet I will still have to attend two outside CPE courses to say I have a base understanding of the changes. If you have one or a few specialty clients, what are you doing to stay on top of the required industry knowledge?

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How much education and training did you have before starting? Do you understand the audit guide covering the industry? Is your audit guide current or several years old? Did you engage an outsider with industry expertise to look over your work papers and financials prior to release? To take on risk type audits you need to be honest and spend time learning why it is a risk industry and properly prepare yourself.

Professional Standards and Other Required Reading. Significant changes have been made in auditing requirements since I started my audits with Price Waterhouse over 40 years ago. One thing remains the same; the Professional Standards still sit on my desk in the "Black Binder". I consider myself familiar with, but still surprised by the varieties of questions posed by my staff or by peer clients. I often reference the Professional Standards binder to verify my thinking. You and your staff must read the professional literature regarding items you take for granted. What is expected in planning an audit (AU-C Section 300)? What is involved with Audit Evidence (AU-C Section 500)? How about the audit engagement letter (AU-C Section 210)? The audit process is there for you to reacquaint yourselves with. Merely following a guide/questionnaire/checklist is insufficient if you or your staff doesn't understand the meaning of the underlying text.

Similarly, Audit Guides are a must to maintain professionalism. You shouldn't be doing an audit of a client covered by an audit guide without having read it several times over. While CPE will provide a good start, it is mastery of the guide that marks the professional.

The Review Process and Monitoring. Most firms have copied samples of the quality control document and are in compliance with SQCS 8 (See QC Section 10 in the Professional Standards). In my peer reviews the first thing I look at is how the firm documents its Engagement Performance and in particular its EQCR (Engagement Quality Control Review) policy. As I have seen many times, firms will draft using the language—"It is firm XYZ policy to evaluate engagements against criteria established by firm XYZ to determine whether an engagement quality control review should be performed, …"— but the firm never identifies what that criteria is. Many small firms don't want to invest time or money for the review process. The expression "Measure twice, cut once" unfortunately doesn't seem to carry over to the audit process. I find balance sheets that don't balance; footnotes missing often because there is no use of disclosure checklists; industry specific clients with a general audit checklist being used; and staff that answer questions N/A when it is obvious the procedure applies. A sole proprietor can't afford to take shortcuts with the required checklists nor fail to perform a full cold review. When encountering a new client in a new industry, it is recommended that the firm consider seeking expertise from outside the firm.

Training the Help and CPE. CPE must be viewed as more than fulfilling the 80 hour license renewal requirement. The profession is constantly revising approaches to the audit, mandating new footnote disclosure and revising report language; the marketplace reinvents its products (derivatives anyone?); and we bid on new client opportunities. Our focus should be on Lifetime Learnings a practical necessity for you and your staff who need to stay on top of your chosen practice niches. Fortunately we

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have an active professional CPA Society with industry oriented committee structure and top quality, timely provided courses.

The telling question regarding CPE is not – Do I have my hours? – but rather am I able to discover pathways to personal and practice growth and better understand and anticipate client needs. I will use a variety of sources in my quest to be the best possible, some count for my 80 hours and some don't. I attend industry conferences appropriate to my clients; read and educate my staff on sections of the Professional Standards; read, reread, and study audit guides for industries generic to my practice; attend annual overview and industry knowledge type courses such as the Society sponsored Nonprofit conference.

I use target on-line courses to gain specific knowledge in areas foreign to me such as derivatives and hedging. Lifetime learning should include enrollment and active participation in appropriate AICPA Quality Centers such as Government and Employee Benefit Plans; and lastly participation in the Society's committee work, for me that's the ERISA and RAB committees. Ask yourself, how many of these items are on your scorecard? What about your staff?

The AICPA discussion paper, *Enhancing Audit Quality*, appears to focus on the peer review system fixing the shortfalls of firms servicing private entities. This is a predictable outcome of a system that must measure and report to outside authority (DOL, OMB). We must head off this outcome. Attention to the above basic tenants will get you going on the right road. It's up to us to cultivate the true meaning of being a professional.

Tom Quin, CPA is a principal with QRGA, LLP, a peer reviewer and contributor on trends noted in peer reviews. Contact him at tquin@qrgacpa.com

New NHSCPA Members

FELLOW MEMBERS (CPAs)

Desneiges Hirn
Raymond, NH

Nicholas Liguori
Brentwood, NH

AFFILIATE MEMBERS (CPAs)

Evgenia Badamshina
Dover, NH

ASSOCIATE MEMBERS

Cynthia Livermore
Manchester, NH

Antony Sayess
Concord, NH

STUDENT MEMBERS

Benjamin Dutton
North Salem, NH

Svetlana Ivanovksa
Shelby Township, MI

Oscar Puelles
Manchester, NH

Member Minutes

FIRM NEWS

Baker Newman Noyes (BNN), has kicked off its 20th anniversary with the announcement of a new logo and homepage, community outreach plans and celebration throughout 2015. The firm plans to commemorate this milestone by thanking their clients, employees, referral sources and community partners in various ways throughout the year.

BNN has also placed number seven on the list of Firms to Watch for 2015, moving the firm up five spots from last year, and also ranked among the top five firms in New England by Accounting Today. The "Firm to Watch" and top regional firms lists appear in a special supplement to the March 2015 edition of *Accounting Today*. Daniel Hood, editor of the publication, said the Firms to Watch list, which includes the tier of firms between roughly $20 and $32 million, "is full of strong contenders for next year's Top 100." BNN comes in at number seven out of 34 firms from across the country named to the list.

Howe, Riley & Howe, PLLC, serving the New England area for over 50 years, announces its affiliation with BKR International, a leading global association of independent accounting and business advisory firms. Ranked #5 in the International Accounting Bulletin's 2015 World Survey, BKR International members have instant access to global services and resources through their membership.

William E. Howell, LLC Changes Name to Howell & Livermore, LLC. Twelve years after its founding, William E. Howell, LLC, a provider of business valuation services throughout New England, is pleased to announce the addition of Cyndi Livermore as a Partner and a firm name change to Howell & Livermore, LLC.

Ms. Livermore has significant valuation experience, including several years with a boutique business valuation firm in Dallas, with particular expertise in the areas of complex estate/gift tax matters, ESOPS and family-owned businesses.

Tyler, Simms & St. Sauveur, P.C., headquartered in Lebanon, N.H., has joined CPAmerica International, an accounting association of independent, certified public accounting firms that provides shared best practices, networking opportunities and access to expert resources for member firms.

PROMOTIONS

Baker Newman Noyes (BNN), recently announced the following promotions for four NH Society Fellow Members:

Allison Hall, CPA, of Hooksett, New Hampshire, was promoted to senior in the tax practice. She earned her bachelor's degree in accounting from Southern New Hampshire University.

Christopher Hussey, CPA, MSA, of Windham, New Hampshire, was promoted to senior manager in the tax practice. He earned his bachelor's degree and Master of Science in accounting from the University of New Hampshire. He focuses primarily on serving

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corporations and high net worth individuals. Hussey is an advisory board member for the Melanoma Education Foundation.

Kimberly Kotlin, CPA, MSA, was promoted to senior manager in the tax practice. She earned a bachelor's degree in business administration, with a concentration in accounting, and a Master of Science in accounting from the University New Hampshire.

Cynthia Manning, CPA, MSA, of Chester, New Hampshire, was promoted to manager in the tax practice. She earned her bachelor's degree in finance from the University of Lowell and a Master of Science in accounting from New Hampshire College. She focuses on serving small and medium sized businesses and high net worth individuals.

RECOGNITIONS

Fellow Member, **Wayne Geher, CPA** of Nathan Wechsler & Co, PA was elected to a third term as board chair of the NH State Board of Accountancy in Concord.

Fellow Member, **Rusty Mosca, CPA** of Nathan Wechsler & Co, PA was appointed to the boad of trustees for the Capitol Center for the Arts in Concord.

On April 14th, Fellow Member **Thomas Doyle, CPA** spoke to a group of juniors and seniors at Marshwood High School in Elliot, ME. on accounting careers.

REPORT OF THE NOMINATIONS COMMITTEE

The Nominations Committee, as prescribed by the Bylaws, submitted their report and recommends the following fellow members for officers' and directors' positions.

Nominations as Officers

President Elect
Linda Engstrand, CPA

Treasurer
Kendra Bell, CPA

Secretary
Evan Stowell, CPA

Director
Edward C. David, CPA

Nominations to the Board of Directors For a three-year term (5/1/2015-4/30/2018)

Jason Cole, CPA, Esq.

William Howell, CPA

Edward O'Reilly, CPA

Donna Wageling, CPA

Robert S. Smalley, CPA, was nominated as President-elect in 2014 and assumes the position of President of the New Hampshire Society of CPAs on May 1, 2015.

HAVE YOU PAID YOUR ANNUAL DUES?

Due May 1, 2015

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Pensions: Government Obligations to Appear in Financial Statements

By Joseph E. Seibert, CPA

The Governmental Accounting Standards Board's (GASB) Statement No. 68, Accounting and Financial Reporting for Pensions, becomes effective for years ended June 30, 2015, and beyond. This standard transforms the way governments report their pension obligations in their financial statements, which will present challenges for employer governments and their auditors during implementation. This feature discusses some of the key considerations for Pennsylvania local governments and their auditors to consider.

PENSION PLANS

To pinpoint the appropriate accounting under Statement No. 68 and the related information that will need to be obtained, the type of defined benefit pension plan first must be determined. Defined benefit pension plans are classified according to the number of employers whose employees are provided with pensions through the pension plan and whether pension obligations and pension plan assets are shared. For purposes of this classification, a primary government and its component units are considered to be one employer. Accordingly, plans are classified in one of the following categories:

- **Single employer plans** – Pension benefits are provided to the employees of only one employer. In Pennsylvania, these include the plans of counties, many cities, and other municipalities.
- **Cost-sharing multiple-employer (cost-sharing) plans** – Pension obligations to the employees of more than one employer are pooled and plan assets can be used to pay the benefits of the employees of any employer that provides pensions through the pension plan. The Public School Employees Retirement System (PSERS) is a cost-sharing plan in which local school districts participate.
- **Agent multiple-employer (agent) plans** – Plan assets are pooled for investment purposes, but separate accounts are maintained for each individual employer so that each employer's share of the pooled assets is legally available to pay the benefits of only its employees. The Pennsylvania Municipal Retirement System (PMRS) is an agent plan in which many local governments participate.

PENSION AMOUNTS IN ACCRUAL BASIS STATEMENTS

When Statement No. 68 is implemented, employers will be required to recognize a liability as employees earn their pension benefits – that is, as they provide services to the government. For the first time, employers participating in single and agent plans will recognize their specific pension amounts, which include net pension liability, deferred outflows of resources, deferred inflows of resources, and pension expense (that is, specific pension amounts). Employers participating in cost-sharing plans will recognize their proportionate share of the collective pension amounts for the plan.

In many cases, the net pension liability will be material to the financial statements, resulting in a significant increase in reported liabilities with a corresponding decrease in net position (equity). It is recommended that employer governments include appropriate discussion of the impact of these changes in the management's discussion and analysis section of the comprehensive annual financial report. Employer governments may also consider developing a communications plan to educate elected officials and those charged with governance about the new reporting requirements.

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SELECTING MEASUREMENT DATE

In accrual basis financial statements, the net pension liability is required to be measured as of a date no earlier than the end of the employer's prior fiscal year (the measurement date) and consistently applied each year. As a practical matter, based on the need for information from the plan, the measurement date for the net pension liability will almost always coincide with the year-end of the plan. In these circumstances, the employer will need to use the plan year-end that falls within the preceding 12 months of the employer's year-end. When the employer and the plan have the same year-end, the employer may choose to use either the current or prior year-end of the plan as the measurement date. However, once selected, the employer must follow the measurement date consistently. For example, assume an employer with a June 30 year-end is implementing Statement No. 68 for the year ended June 30, 2015. Assume further that the employer participates in a cost-sharing plan that also has a June 30 year-end. In this case, the employer can select either June 30, 2014, or June 30, 2015, as the measurement date to report the net pension liability in the employer's financial statements for the year ended June 30, 2015. Employers should carefully consider the timeliness of the information being provided by the plan in selecting the measurement date to avoid unnecessary delay in the issuance of the employer's financial statements.

GOVERNMENTAL FUND FINANCIAL STATEMENTS

In governmental fund financial statements, a net pension liability should only be recognized to the extent the liability is normally expected to be liquidated with expendable available financial resources. Pension expenditures are the total of amounts paid by the employer to the pension plan and the change between the beginning and ending balances of the liability to be liquidated with expendable available financial resources. Statement No. 68 clarifies that pension liabilities are normally expected to be liquidated with expendable available financial resources to the extent that benefit payments have matured – that is, benefit payments are due and payable and the pension plan's fiduciary net position is not sufficient for payment of those benefits. In most circumstances, this means pension expenditures will be recognized when paid, similar to the cash basis of accounting. This may be a change for some governments that previously recognized pension expenditures for contributions made to the plan shortly after year-end.

ALLOCATION OF PENSION AMOUNTS

Statement No. 68 does not establish specific requirements for allocation of the net pension liability or other pension-related measures to individual funds. However, question 37 of the implementation guide for Statement No. 68 states "For proprietary and fiduciary funds, consideration should be given to National Council on Governmental Accounting (NCGA)

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Statement 1, Governmental Accounting and Financial Reporting Principles, paragraph 42, as amended, which requires that long-term liabilities that are directly related to, and expected to be paid from, those funds be reported in the statement of net position or statement of fiduciary net position, respectively." Most governments likely will allocate a portion of the net pension liability, deferred outflows of resources, deferred inflows of resources, and pension expense using the allocation methodology for employers participating in cost-sharing plans. This allocation will likely result in the recognition of additional deferred outflows of resources or deferred inflows of resource related to changes in proportion from year to year.

COST-SHARING EMPLOYERS

For the first time, employers participating in cost-sharing plans (such as those schools participating in PSERS) will recognize their proportionate share of the collective pension amounts for the plan. A major challenge faced by each employer is how they will obtain all the necessary information to support their proportionate share of these collective pension amounts. Similarly, employer auditors will be challenged in obtaining sufficient appropriate evidence to opine on the pension amounts included in employer financial statements.

The AICPA State and Local Government Expert Panel issued a white paper in February 2014 *(Governmental Employer Participation in Cost-Sharing Multiple-Employer Plans: Issues Related to Information for Employer Reporting)*. This cost-sharing plan white paper addresses these issues and recommends that cost-sharing plans calculate each employer's allocation percentage and collective pension amounts. The following are the schedules the AICPA recommends that cost-sharing plans prepare:

- **Schedule of employer allocations and allocation method to be used** – This displays the proportionate relationship of each employer to all employers and each allocation percentage. The plan will engage its auditor to opine on the schedule of employer allocations and related notes to the schedule.
- **Schedule of pension amounts by employer** – This will calculate amounts to be recorded in the financial statements of the employer, including net pension liability, deferred inflows and outflows, pension expense, and changes in proportion share. The plan should engage its auditor to opine separately on the four following elements: total net pension liability, total deferred outflows of resources, total deferred inflows of resources, and total pension expense for the sum of all participating entities included in this schedule.

The white paper discusses a number of employer auditor responsibilities when relying on the information and related audit assurance provided by the plan. Specifically, the employer auditor should review the plan auditor's report and any related opinion modifications and assess other matters discussed in the report. Additionally, the employer auditor should evaluate whether the plan auditor has the necessary competence and independence for the school auditor's purposes. Further, the school and its auditor have a responsibility to verify and recalculate amounts specific to the applicable employer, including the employer amount used in the allocation percentage (the numerator of the calculation), recalculate the allocation percentage for the employer, and recalculate the pension amounts allocated to the employer based on the allocation percentage.

The AICPA issued a census data white paper that addresses the plan auditor's responsibility to obtain sufficient appropriate evidence regarding the completeness and accuracy of census data underlying certain financial statement elements of the cost-sharing plan financial statements. The suggested

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audit procedures performed by the plan auditor include selecting a risk-based representative group of participating employers each year on a rotating basis for testing underlying payroll records of active employees for completeness and accuracy of the significant elements of census data reported to the plan. As a result, employer auditors may receive requests to perform procedures to assist the plan auditor in obtaining sufficient appropriate evidence over the completeness and accuracy of census data or the plan auditor may reach out to employers to complete these procedures themselves. If the participating employer's auditor does the procedures, an AT Section 101 attestation examination would be conducted.

AGENT EMPLOYERS

For the first time, employers participating in agent plans (such as local governments participating in PMRS) will recognize their specific pension amounts, including net pension liability, deferred outflows of resources, deferred inflows of resources, and pension expense. A challenge faced by each employer (and its auditor) participating in an agent plan is how the employer will obtain all necessary information to support the specific pension amounts, including net pension liability, deferred outflows of resources, deferred inflows of resources, and pension expense. This is because specific pension amounts are dependent on certain accounting records maintained by the plan, the controls and processes of the plan, and calculations by the plan's actuary. The AICPA white paper on agent plans recommends addressing total pension liability, deferred outflows of resources, deferred inflows of resources, and pension expense as a best practice solution. Another best practice solution is to address the employer's specific interest in the agent plan's fiduciary net position as follows:

- **Total pension liability, deferred outflows of resources, deferred inflows of resources, and pension expense** – The plan actuary issues a separate actuarial valuation report specific to each employer that includes a certification letter addressed to employer management. Also, the plan engages its auditor to issue either a service organization controls (SOC 1) Type 2 report on controls over census data maintained by the plan, or an examination engagement over selected management's assertions related to census data maintained by the plan.

- **Fiduciary net position** – The plan prepares a schedule of changes in fiduciary net position by the employer and related notes to the schedule. Also, the plan engages its auditor to opine on the schedule of fiduciary net position by employer either through an opinion on the schedule as a whole combined with a SOC 1 Type 2 report on the controls over the calculation and allocation of additions and deductions to employer accounts, or an opinion on each employer column in the schedule.

The agent plan white paper discusses a number of employer auditor responsibilities when relying on the information and related audit assurance provided by the plan. Specifically, the employer auditor retains the responsibility of evaluating whether the underlying census data is complete and accurate, and should

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consider the following: confirm census information with the actuary, review roll forward of census data, compare census to prior-year values and employee base, sample participants and review personnel file for accuracy of census data, sample from payroll system to verify completeness of census file, and evaluate plan auditor and its reports.

Additionally, the employer auditor will need to perform procedures related to the employer-specific amounts in the schedule of changes in fiduciary net position, including verifying the completeness and accuracy of the employer and employee contributions attributed to the individual employer, and analytical procedures on investment income and administrative expenses and benefit payments by developing an expectation and validation of the expectations. Additionally, the employer auditor should evaluate whether the auditor's report and accompanying schedule are adequate and appropriate for the employer auditor's purposes.

COMMUNICATION

Communication between pension plans, government employers, and their auditors is essential in implementing Statement No. 68. This communication may be challenging because of the complexity of the standards and the potential lack of awareness about some of the more difficult provisions. Nonetheless, timely communication is essential in the employer government's implementation. Employers and their auditors need to understand what information and associated audit assurance the plan will provide and the expected timing. Employers should not take for granted that the plan will provide the necessary information and associated audit assurance as discussed in the applicable AICPA white papers.

KEY PLANNING ACTIONS

As a result of the complexity of the pension environment in governments and the new requirements of the GASB standards and resulting AICPA white papers, the following are key steps that governmental entities should be taking in conjunction with their actuary and auditor to be ready for a successful implementation:

All Employers

- Review financial reporting timing and select measurement date.
- Educate board/elected officials.

Single Employers

- Review investment policies to validate that they are in sync with rate of return assumptions in the valuation.
- Review or create policies for employer contributions.
- Review policies for post-retirement benefit increases.

Cost-Sharing Employers

- Coordinate with auditor on incremental census testing.
- Coordinate with PSERS on required testing of active employee census testing requirements and AICPA schedules.

Agent Employers

- Coordinate with auditor on incremental census testing and review of PMRS data.
- Coordinate with PMRS on timing of AICPA recommended reporting.

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How to Thrive in Changing Times

By Charles Tilley, FCMA, CGMA, and Jack Hagel

Organisations are turning to the finance function to help deal with changes, complexity, and disruptive ideas. Four prominent executives offer tips on thriving in today's marketplace.

In a climate of constant uncertainty, one thing is certain: Organisations are turning to the finance function to help deal with complexity and disruptive ideas.

This puts finance professionals in a position of influence — and change. Finance executives increasingly find themselves focused on talent management, risk management, strategic planning, accounting information systems, cybersecurity, corporate governance, and legal and compliance initiatives. They're also becoming critical players in the communication of performance and changes in strategy.

These prominent executives, who discussed thriving in disruptive times during a panel at this year's World Congress of Accountants (WCOA) in Rome, offered these insights during recent interviews with CGMA Magazine, a publication of the joint venture between the American Institute of CPAs and the Chartered Institute of Management Accountants.

Carol Calandra, CPA, CGMA
Group CFO — Markets, EY

When managing change, communicate the "why".

It always helps for people to understand why you're doing something and explaining how the team or organisation will benefit from the change. If you don't explain the "why", people are left to their own devices to guess. So it's about explaining, being transparent, and understanding, and leading them through a change. Change is hard, and we need change leaders to help us through whatever change we are trying to implement. You have to keep talking about it, keep addressing it, keep reinforcing it, and provide the burning platform for the change.

Build your toolkit.

I always talk to our teams about expanding their toolkit. Constantly pick up new things. Expand broadly what your remit is, so that you learn. So when that job opportunity comes, you're ready for it. You're better prepared because you haven't just been doing your job; you've been picking up other experiences along the way. Seventy per cent of learning is through experiential development. You don't have to talk in front of Parliament or Congress to be better at presenting, for example. You can chair a meeting. You can lead a discussion group and, little by little, get comfortable with presenting. And then, when you're in a job that requires presenting in front of people all the time, you're much more developed in the skillset.

Volunteer.

Volunteer for everything that you can humanly volunteer for. Because you'll grow, you'll continue to develop, and along the way, you're going to meet some really interesting people, and you're going to help them, and they won't forget that, which will provide interesting opportunities down the road.

Tony Chanmugam, FCMA, CGMA
Group Finance Director, British Telecom Group

Look after your people, and they will look after you.

The quality of your people is essential. We limit the use of consultants where possible so that we encourage

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and grow our in-house expertise. Nurture your talent, and your team will become the catalyst for growth — for driving down the cost base, improving efficiencies, and driving long-term sustainable success. We also encourage our people to learn the different parts of the business. My experience as a COO has allowed me to be a successful CFO. If you understand the operational side, you will have a better understanding of the financials.

■ Play a full role in business strategy.

Management accountants have never been at such a high premium. Management accounting skills are vital to our success. We need the right people, but they need the right tools, knowledge, and skills to work efficiently. You need effective decision-making, and you want people brave enough to make those decisions. This may mean that someone makes ten decisions, gets eight correct, and makes two mistakes. But he or she learns the most from those mistakes.

■ Remember that innovation fuels growth.

When we rolled out our fibre-optic network [beginning in 2009], it cost us £2.5 billion ($4 billion). There was a high degree of concern about cost and take-up, but we were bold and had a reasonable confidence we could meet market expectations. We look to safeguard such investments with contingency plans. Be aware of the pessimistic, and try to counter that. You cannot afford to stand still and must always be looking to achieve that next set of aims.

Simon Henry, FCMA, CGMA
CFO, Royal Dutch Shell

■ Look ahead and avoid complacency.

The danger of complacency is always a risk. Falling back to traditional modes of behaviour is something which executives have to consistently be conscious not to allow. Management accountants, with their focus on forward-thinking and sustainable business, are therefore vital to the risk-management process. Shell is clinical in understanding its risks, and the company has a well-structured process for ensuring that all risks are addressed at the executive or management level. Although there are certain events that simply can't be planned for, it is crucial to have an established process in place to deal with any eventuality.

■ Be a good corporate citizen.

Being a good corporate citizen is not just a necessary

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core competency for every organisation, but also is a competitive advantage in many sectors. Industries and organisations must not just wait for regulations to be applied, but get ahead of the curve and be reactive to financial, environmental, technological, and economic change. If you have the correct approach to the role of responsible business by acting in a sustainable way, you can create different regulatory environments in which you can then do better business.

■ Be curious.

Part of being a professional is understanding what is required of you and making sure that you get the job done. But being an effective finance leader doesn't stop there. Having the curiosity to understand exactly your organisation's business model and risks — that is what will catapult you and your business forward. Understanding everything from finance to organisational effectiveness and allocation of resources — coupled with expertise in other parts of the business — can prove to be an extremely powerful asset in the effective management and development of a company's finance function.

Ken Goldman
CFO, Yahoo

■ To stay ahead of disruptive trends, read up and hire young.

Bring in new blood, freshly out of school, that really are on top of some of the new trends. Another thing we do is acquire companies that are very involved with some emerging trends and use those as leads to what we're trying to do. Read a lot, and really watch what's going on. A lot of the new ideas come from people starting companies, so stay very involved with that. Another thing: Network a lot. You have to hang with people who are involved.

■ Grow and nurture talent from within.

The recruitment of talent is probably the biggest challenge currently in technology today. Talent is in the critical path of us being able to be successful. I try to hire as many people as I can right out of [university] and train them ourselves and grow them and mentor them and then develop them as managers. In Silicon Valley, the finance challenge is extreme, as it is for other functional areas, so I find the best way to do it is just to develop your own when you can.

■ Focus on experience first.

Good schooling is the requisite, as is understanding the functional areas of accounting. People underestimate how important it is to really understand accounting and stay up with it. Part of it is working hard, staying involved and engaged. It's more important to get experience and learn. Don't worry about your title or your salary. It's all about good experience. The ability for finance to really understand fledgling business models is important to understand if it's sustainable or "are you kidding yourself?"

Charles Tilley is chief executive of the Chartered Institute of Management Accountants. Jack Hagel is a CGMA Magazine editorial director. CGMA is the WCOA imperial sponsor.

Why Accountants Don't Brand... and why they need to

By Allen Howie

Do you stand out? Does your business? It's all about the brand.

Here's a fun experiment. Sit down with advertisements from four or five different accounting firms, including your own. Cut out the logos and mix them up among the ads. Now ask yourself this question: if those "remixed" ads actually ran, would anyone notice?

You could repeat the trick with copy from your Web sites or your practice brochures.

Again, you'd probably find that they're all interchangeable... and indistinguishable from one another.

In a nutshell, that's the dilemma faced by every accounting practice, regardless of size. All offer the same basic array of services. All promise the same things - personal service, deep expertise, attention to detail and accuracy, new ideas to help a client succeed - often using exactly the same words and phrases.

And that means, whatever you might think, you don't really have a brand at all.

Why does it matter?

A true brand is a magnet for new clients. It makes you more profitable, because people will always pay a premium for a brand they really want (think Starbucks). It makes you more stable, because clients are loyal to a brand. It makes marketing much more effective because you're building on a strong foundation. And it makes it easier to attract new talent, because people want to be a part of the brand. If all that's true - and it is - then why are accounting firms so bad at branding?

For starters, it's hard. It takes a lot of work. It takes a commitment from the partners, many of whom have a vested interest in maintaining the status quo.

It takes a certain renegade energy, a willingness to challenge your own perceptions and accept some risk, which a largely left-brained profession is hard-wired to resist. It takes a real investment in time and money, both of which are typically locked in an iron grip.

But perhaps the biggest obstacle is that so many firms believe they already have a brand. They have convinced themselves (with only the thinnest anecdotal evidence to shore up the idea) that they stand head and shoulders above their peers in the minds of clients and prospects.

Every firm believes this. Which, of course, means it can't possibly be true.

So inertia wins the day, and you continue to pursue new business in the same exhausting and endless effort that leads you to celebrate if you gain two clients and only lose one of yours in the process.

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Be unique

What if you wanted to change that? What if you wanted to be the one firm that truly built a brand that could stand out from all the rest and position you as the preferred choice among your most desirable prospects? There are a couple of proven ways to build a truly powerful brand that drives profits.

First, you can offer something that no one else does - something prospects want, but can only get from you. It might be a service no one else provides. Needed expertise that isn't available from anyone else. Or a truly unique way of delivering your services that, again, only you can offer.

This is really hard work. It means going offsite, and letting clients, prospects and marketing people in on the action. It means brainstorming to generate new, left-field ideas that are sure to meet internal resistance. It means thinking of things that clients don't even know they need or want, but will embrace as soon as they hear about them (iPhone, anyone?). You have to think about what you want to stand for in the marketplace, then dig relentlessly for new services - or new enhancements to existing services - that match your aspirations exactly.

Marketing

If you don't believe you can manage this task, there's a second avenue to consider. Your marketing - the way you present your firm to the world - can make you stand apart from everyone else. Nike may or may not make a better shoe than its rivals, but by marketing in

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Why Accountants Don't Brand...

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a way that hadn't been done before, it set itself apart and made it the brand people want.

This is hard work, too, but in a different way. Conservative, analytical, left-brained accounting professionals naturally resist marketing that isn't fact-laden and dry. It takes a certain nerve - a resolve to fight that internal resistance and embrace brazen, unconventional thinking with enthusiasm. It takes real commitment, too, to stay the course and give it time to work.

Again, you have to decide what position you want to occupy in the markets you serve, so that the brand you build through your marketing can be designed to position you there.

Service

Of course, none of this matters if you don't serve your clients well. So the very first step toward refreshing or rethinking your brand may be the most daunting. You should think about what you want clients' perception of you to be, then ask clients if that's how they see you - in a way that allows them to be brutally honest. You may not like all the answers you get, but they'll provide a blueprint for a brand that will make those same clients immune to the approaches of your competitors.

Are you skeptical that any firm can really create a compelling brand in such a commoditized profession? That's understandable. But for inspiration, you need look only as far as the insurance industry.

Every insurance provider offers the same products. It's the very definition of a commodity business. Yet at this moment, any consumer could easily think of four or five insurance companies they believe have strong brands.

Geico: "Fifteen minutes can save you..." A brand so well-executed that they can now base an entire campaign on the idea that "everybody knows that."
State Farm: "Like a good neighbor..." They're the ones whose agents are advocates for customers.
Farmers: "We are Farmers..." You just finished the jingle in your head. They focus on smart ways to prevent loss to keep costs down.
Progressive: Flo. She's going to let you compare costs with other companies, and use technology to help you control rates.

There are other examples, too, but the point is a simple one: branding is entirely possible and profitable, even in - especially in - a "me too" industry. If you see the value a brand can provide to your practice and your profitability, but you're still somewhat intimidated at the thought of undertaking such a task, consider this: the bar is set extremely low. None of your competitors are doing this well. That means that even moderate success will be amplified because it will be so distinct from everything around it. Be bold. Embrace the idea of building a brand. It will be a booster rocket for your bottom line.

Allen Howie is principal and creative director of Idealogy Marketing + Design, an award-winning Louisville, Ky.-area firm that specializes in brand rejuvenation. He can be reached at allen@idealogy.biz.

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AUGUST 31, 2015
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Stonebridge Country Club
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SEPTEMBER 25, 2015
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