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*This electronic newsletter is prepared especially for public practitioners and is sent bi-monthly to members of the New Hampshire Society of CPAs. This e-newsletter features regular commentary from TSCPA Member Bill Reeb, a CPA firm consultant based in Austin. For questions or comments concerning the articles featured in this issue, or to suggest future topics, please e-mail Reeb at [bill@tscpa.net](mailto:bill@tscpa.net).*

### **From the BILLiverse**

During the last few decades, public accounting firms have dramatically expanded the scope of services they offer. Many of these services have been in specialty areas. When the services are launched, they're typically championed by a partner, principal, or someone highly respected in the organization. These same senior people have often continued to manage and do the bulk of the work, which has supported a trend in small to mid-sized firms to build a workflow process that looks like an upside down pyramid. This workflow process can easily harm the profitability and long-term viability of the firm. In this article, Reeb discusses a solution for reversing the pyramid and using a different approach to develop people more quickly.

[Read Reeb's Commentary](#)

### **New CPA Firm Benchmark Study: Faster Fee Growth, Tighter Margins**

According to a new national study analyzed by the CPA Trendlines Research Service, the nation's CPA firms appear to be accelerating revenue growth and rapidly evolving new business innovations. The survey of almost 400 firms of all sizes shows that for the latest year, revenue rose 7 percent, following a 5 percent rate the year before. The new research provides extensive insights into optimizing leadership systems, compensation, revenue, and profits, with detailed benchmarks on every firm in the survey.

[Rick Telberg takes a closer look](#)

### **Marketing Tip: Pick Up Your Pencil (or Keyboard) and Start Writing!**

You have a treasure chest of knowledge related to your specialty within your firm. By sharing your expertise with your network and professional community, you can build influence and your personal brand. Creating new content enables you to share information about specific issues, trends, and ideas related to your chosen segment and audience. When you do, you'll gain recognition for your firm and increase opportunities for gaining new clients.

[Learn more](#)

### **The Case of the Missing Shareholder Agreement**

A case decided by the Texas Supreme Court in late-June 2014 involved the contentious redemption of a deceased shareholder's interest in a closely held business that neglected to draft a shareholder agreement. The facts in the case, *Ritchie v. Rupe*, are commonplace for the accounting profession. Many smaller firms either lack partnership agreements or their existing agreements are seriously flawed. This case tells a cautionary tale for accounting firms that operate without adequate partnership agreements or none at all.

[Learn more](#)

### **Unbridled Restrictive Covenants Make Hay in Kentucky**

In June 2014, the Kentucky Supreme Court overruled a decision by its lower court cousin and found that continued employment alone was not sufficient consideration to support a covenant not to compete. The case, *Creech v. Brown*, offers significant lessons and shows evidence of a growing judicial trend toward increased scrutiny of restrictive covenants.

[Read about the case](#)

### **Accounting Starting Salaries Projected to Rise in 2015**

Starting salaries for accounting and finance professionals continue to trend upward. As a whole, starting salaries for accounting and finance positions in the United States are expected to increase by 3.5 percent in 2015, with strong demand for such professionals as staff accountants, senior financial analysts, and business systems analysts, according to the *2015 Salary Guide: Accounting & Finance*, released by staffing firm Robert Half.

[Learn more](#)

<http://www.accountingweb.com/article/accounting-starting-salaries-projected-rise-35-2015/223978>

### **Five Steps to Creating a Social Media Strategy for Your Firm**

As you're working on your firm's marketing plan, be sure to spend some time considering a social media strategy. Creating a social media strategy doesn't have to be a long and arduous process. There are five questions you can ask to get started.

[Learn more](#)

<http://blog.aicpa.org/2014/10/5-steps-to-creating-a-social-media-strategy.html#sthash.zC7YzEKB.IrXtKUqZ.dpbs>