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KATZ, SAPPER &amp; MILLER

## THE ADVISOR

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## Year-End Tax Planning

By Chad Halstead, JD



**SUMMARY:** AS EACH YEAR COMES TO A CLOSE, AMERICANS TRY TO UNEARTH TAX DEDUCTIONS THAT HAVE ESCAPED THEIR GRASP UNTIL THIS POINT. IT IS AN ADAGE AS OLD AS TIME — OR AT LEAST SINCE THE REVENUE ACT OF 1861 WAS PASSED. THIS YEAR IS NO DIFFERENT. IN FACT, DUE TO THE UNCERTAIN FUTURE OF TAX LAWS, 2011 MAY PROVE TO BE ONE OF THE MOST BENEFICIAL YEARS TO PLAN ACCORDINGLY.

Below are some recommendations for individuals to maximize tax efficiency in 2011 and beyond:

**Debt Cancellation**

If possible, and if the circumstances so warrant, individuals should defer the debt cancellation until Jan. 1, 2012. Deferral of this event will typically provide increased opportunities to plan for the adverse tax consequences associated with cancellation of debt events.

**Qualified Higher Education Expenses**

Unless extended by Congress, the up-to-\$4,000 deduction for qualified higher education expenses will expire at the end of 2011. As a result, individuals should consider prepaying eligible expenses if doing so will increase the deduction. The deduction is generally allowed for qualified education expenses paid in 2011 in connection with enrollment at an institution of higher education.

**Traditional IRA Conversion to Roth**

Individuals should consider converting a traditional IRA (depressed valued stocks and mutual funds) into a Roth IRA, if eligible, provided they plan to remain in the market long-term. Converting to a Roth IRA will result in greater taxable income for 2011; however, assets will increase in value tax-free under the Roth structure. This action is particularly attractive if tax rates increase in future years.

*Continued on page 8. See "Tax Planning."*



## MANAGING PARTNER MESSAGE

David Resnick, CPA  
Managing Partner

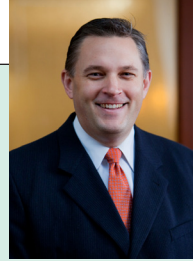
As I am sure is the case with your businesses, these economic times demand that we all heighten our efforts and focus on the value we provide to our customers and the processes we use to produce that value. For all of us at Katz, Sapper & Miller, this challenge is more important today than it has ever been. We are committed to investing a significant amount of time and resources into the education and training of our professionals through KSM University on all of the technical skills they need. This past year, more than 700 hours of education aimed at furthering our advisory skills was offered to our professionals to help facilitate this goal.

Additionally, we remain committed to providing excellent client service. Again, this year we held a firm-wide meeting to review and learn from selected clients' feedback and to update the client service standards we follow. We have undergone a process improvement review that examined all aspects of the steps we take internally in providing you with accounting services. Our objective was to identify additional efficiencies while always producing a quality work product. And, finally, we have been expanding our use of technology solutions to enhance our client service through the addition of a client document portal, video conferencing and improved remote connectivity.

I hope our efforts allow us to continue to serve you from the coveted position of trusted advisor for many years to come. Thank you for your continuing relationship with Katz, Sapper & Miller.

David Resnick is the firm's managing partner. David can be contacted at 317.580.2090 or [dresnick@ksmcpa.com](mailto:dresnick@ksmcpa.com).

## What is the Fuss about Spend Management?



By Scott Grotjan  
KSM Profit Advisors, LLC

**SUMMARY:** ALTHOUGH SPEND MANAGEMENT IS MENTIONED IN TODAY'S ECONOMIC TIMES, ORGANIZATIONS MAY NOT REALIZE THE TRUE POTENTIAL THAT LIES IN THEIR CURRENT EXPENDITURES. "SPEND MANAGEMENT" CAN BE DEFINED AS HOW TO CONTROL AND OPTIMIZE THE MONEY SPENT IN ORDER TO BEST AFFECT AN ORGANIZATION.

Companies spend significant amounts of money on goods, materials, and services; merging this spend under central management has historically yielded savings of 10 to 40 percent.

Traditionally, companies report capturing 30 to 60 percent of their purchases under central management, and the best, most profitable organizations have more than 85 percent under management. Spend managed outside of central control often results in higher prices, less oversight and decreased negotiation leverage, all of which erodes the bottom line.

Direct spend categories, such as labor, parts and raw materials, are generally at the forefront of any spend management process. Some of the lesser-known indirect spend categories can also cause significant financial impact to an organization and should not be overlooked. Indirect categories can include transportation, supplies, fleet operations and business services.

Spend management is valuable because, with increased spend management, organizations report an improvement in:

- Data Enrichment – Often, organizations lack the visibility to timely, accurate information.
- Compliance – Vendor and employee compliance to policies are better managed.
- Buying Power – Combining purchases to drive better prices.

## Fixing Operational Errors in Retirement Plans



By Bernadette Fletcher, CPA

**SUMMARY:** ADMINISTERING A RETIREMENT PLAN CAN BE A COMPLICATED TASK. A PLAN MUST BE OPERATED IN ACCORDANCE WITH A WRITTEN PLAN DOCUMENT. THE

PLAN DOCUMENT MUST BE WRITTEN IN ACCORDANCE WITH THE EMPLOYEE RETIREMENT INCOME SECURITY ACT OF 1974 (ERISA), AS AMENDED. WHILE SEVERAL OTHER PROGRAMS ARE AVAILABLE TO CORRECT ERRORS THAT ARE NOT OPERATIONAL ERRORS, SUCH AS FIDUCIARY ERRORS INVOLVING LATE DEPOSIT OF EMPLOYEE CONTRIBUTIONS OR PROHIBITED TRANSACTIONS, THIS ARTICLE WILL FOCUS ON THE INTERNAL REVENUE SERVICE (IRS) PROGRAM FOR FIXING OPERATIONAL ERRORS: EMPLOYEE PLANS COMPLIANCE RESOLUTION SYSTEM (EPCRS).

Operational errors include failure to follow the provisions of the Plan document, failure to keep the Plan document amended in compliance with ERISA, demographic failures, or adoption of a Plan by an ineligible employer. By definition, an operational failure is a Plan disqualification event. Failure to correct operational errors can result in the loss of qualification and tax-exempt status for a Plan.

General principles of the correction programs maintain that there must be full correction for all participants for all years, including closed years. The correction method should put the Plan and participants in the same position as if the failure had not occurred.

EPCRS has a three-level correction program:

1. Self-Correction Program (SCP)
2. Voluntary Correction Program (VCP)
3. Audit Closing Agreement Program (Audit CAP)

Utilizing SCP, a Plan Sponsor who has compliance practices and procedures in place may correct “insignificant” operational errors at any time without

paying any fee or sanction. Although the correction must adhere to EPCRS guidelines, no formal submission to the IRS is required. A Plan Sponsor must follow the same procedures and retain the same documentation as a VCP submission. However, since no submission will be made to the IRS, no IRS approval will be obtained to indicate that the correction was adequate. The IRS has not defined what it considers to be “insignificant.” The Plan Sponsor must decide if a failure is “insignificant” based on: the occurrence of multiple failures; the percentage of Plan assets affected; the number of participants affected; the number of years in which the failure occurred; the timeliness of correction after discovery; and the reason for the failure.

Utilizing the VCP, a Plan Sponsor may pay a fee and receive IRS approval for the correction. The fee schedule is based on the number of participants in the Plan. The VCP is available at any time prior to an audit of the Plan by the IRS.

*Continued on page 9. See "Operational Errors."*



## Accounting for Goodwill Impairment: A More Qualitative Approach

By Jason Patch, CPA



**SUMMARY:** IN SEPTEMBER 2011, THE FINANCIAL ACCOUNTING STANDARDS BOARD (THE BOARD) ISSUED ACCOUNTING STANDARDS UPDATE 2011-08, *INTANGIBLES-*

*GOODWILL AND OTHER (TOPIC 350)*, TO PROVIDE FOR A QUALITATIVE APPROACH IN TESTING GOODWILL FOR IMPAIRMENT. THE UPDATE WAS DRIVEN BY CONCERNS, EXPRESSED BY PRIVATELY HELD COMPANIES, THAT THE EXISTING TWO-STEP GOODWILL IMPAIRMENT TEST WAS BOTH COSTLY AND COMPLEX. IMPAIRMENT IS CONSIDERED TO EXIST WHEN THE IMPLIED FAIR VALUE OF GOODWILL WITHIN A REPORTING UNIT IS REDUCED TO AN AMOUNT BELOW ITS CARRYING VALUE.

The two-step process for calculating goodwill impairment continues to exist within Topic 350. Step one is to calculate the fair value of the reporting unit and compare the calculated results to the carrying amount of the reporting unit, including goodwill. If the fair value of the reporting unit is less than the carrying amount of the reporting unit, then step two is completed to determine the amount of the impairment loss, if any. Step two provides for the calculation of the implied fair value of goodwill and a comparison to the carrying value of goodwill to determine the level of impairment.

The amendments to Topic 350 now provide for a qualitative assessment before completing step one of the previously existing impairment test. An entity now has the option to first assess qualitative factors to determine whether the existence of events and circumstances results in a determination that it is more likely than not that the fair value of a reporting unit is less than its carrying amount. Examples of events and circumstances include the following:

- Macroeconomic conditions
- Industry and market conditions
- Cost factors with a negative effect on earnings and cash flows
- Overall financial performance

If an entity determines that it is not more likely than not that the fair value of a reporting unit is less than its carrying amount, then performing the two-step goodwill impairment test is unnecessary.

If the entity concludes it is more likely than not, then the test is performed as previously required by Topic 350. The more likely than not threshold is defined as having a likelihood of more than 50 percent. An entity does have the option each year to bypass the qualitative assessment and proceed directly to performing step one of the test.



In arriving at these amendments, there are two items to note. First, the Board acknowledges that the amendments to Topic 350 do not change the current guidance for testing other indefinite-lived intangible assets for impairment.

## Making Brownfields Green: Creative Applications of the New Markets Tax Credit

By Christopher Bradburn, CPA



**SUMMARY:** WHEN SELECTING A SITE FOR A BUSINESS LOCATION, WOULD THE POSSIBILITY OF BELOW-MARKET FINANCING AND ECONOMIC INCENTIVES GIVE ONE CAUSE TO CONSIDER OPTIONS

THAT MIGHT HAVE OTHERWISE BEEN IGNORED? WOULD ONE TAKE ADVANTAGE OF THESE BENEFITS KNOWING IT WOULD ALSO CONTRIBUTE TO THE REVITALIZATION OF A BLIGHTED AREA?

Indiana defines a brownfield site as "a parcel of real estate that is abandoned, inactive or underutilized and on which expansion, redevelopment or reuse is complicated because of the presence or potential presence of a hazardous substance, a contaminant, petroleum or a petroleum product that poses a risk to human health and the environment." Brownfields are typically found in either urban or rural areas suffering from low income levels and blight. The locations may be open ground, or they may contain buildings. Examples of such buildings are not limited to the stereotypical abandoned manufacturing plant, but could be schools, hospitals, grain elevators, rail yards or even former jails.

The state of Indiana does not identify nor keep an inventory of brownfields, but rather offers assistance to local community leaders who wish to identify, remediate, reclaim and promote the reuse of otherwise unmarketable properties. Contrary to public perception, not all characteristics of brownfield sites are negative. Such sites frequently have existing infrastructure and access to roads and utilities. Brownfields may also have local populations that are underemployed or unemployed, thus providing a pool of potential employees. However, brownfields remain neglected because the unknown liability risks and costs associated with the site outweigh the potential benefits of reclaiming the real estate.

The New Markets Tax Credit (NMTC), alone or in conjunction with other strategic initiatives, can offset the financial costs of reclaiming a site by providing favorable financing options not available through traditional channels. Section 45D of the Internal Revenue Code established the NMTC in the year 2000 to generate and provide private capital (either debt or equity) for investment in qualifying urban or rural low income communities. While the structuring of a NMTC transaction can be complicated, the mechanics of the transaction are simple; in exchange for an investment in a qualifying community development entity (CDE), an investor receives a cumulative 39 percent federal income tax credit (the NMTC). The tax credit is calculated with respect to the amount of the investment and is earned by the investor over a seven-year period – five percent for each of the first three years of the investment, six percent for each of the remaining four years.

*"The financial benefits to businesses considering brownfield locations lie not with the credit itself, but with the capital attracted by the credit and the resulting below-market financing options that are made possible."*

Upon receipt of the capital investment, the CDE then allocates the invested cash to investments in businesses or projects that meet the mission and goals of the CDE. The investor cash may be a source of funding for the operations of a trade or business, but it is most frequently used to enhance investments in the real estate that houses business.

*Continued on page 10. See "Brownfields."*

## Advisory Accounting and Reporting Services: Value in Confidence



By Tony Brita, CPA

SUMMARY: GENERALLY, FINANCIAL STATEMENT CONSTITUENTS, BE IT BUSINESS OWNERS, MANAGEMENT, PUBLIC INVESTORS, OR OTHER USERS, UNDERSTAND THE ASSURANCE

ASSOCIATED WITH A FINANCIAL STATEMENT AUDIT. THEY KNOW THAT AN ANNUAL AUDIT ASSURES HISTORICAL FINANCIAL STATEMENTS ARE PREPARED IN CONFORMITY WITH THE BASIS OF ACCOUNTING DESCRIBED IN THOSE FINANCIAL STATEMENTS.

Nevertheless, during the year, and up to issuance of the audited financial statements, conformity with the basis of accounting ultimately embodied in the annual audited financial statements is commonly compromised. The speed of business often requires hypothetical analysis of transaction alternatives throughout the year and critical decision-making on that basis, as well. The prescribed accounting for each situation is highly relevant in most cases, as it could affect reported results. Reported results could be surprising to investors, impact debt agreement compliance, and so on.

In the past, organizations and their management teams may have leaned on their auditors for routine counsel. Independence rules of various regulatory bodies for auditors have become more rigorous and an audit firm's assistance to their clients must be transparent. For example, an organization must meet certain criteria to be considered capable of making an informed decision and overseeing non-attest services by the auditing firm (AICPA ET Interpretation 101-3), or the audit firm may not provide those services and remain independent.

This brief background above sets the tone for a valuable opportunity for many businesses to gain real-time confidence in their financial reporting, whether that is recent historical financial reporting or projected

financial reporting. Engaging a firm to provide advisory accounting and reporting services can provide management highly responsive, top-notch resources to address the ever more complex financial accounting and reporting challenges presented by today's business environment and financial reporting framework. Advisory accounting and reporting services can be thought of as confidence "on-call."

*"Advisory accounting and reporting services can be thought of as confidence 'on-call.'"*

Advisory accounting and reporting services teams can commonly be comprised of professionals specializing in financial accounting and reporting, business and process consulting, transaction advisory, and tax compliance and planning. These professionals provide support and solutions in such areas as: shaping internal and external financial and regulatory reporting; analyzing emerging issues and proposed financial reporting standards; training and coaching finance team members; and providing a variety of other project management services (i.e., business combinations reporting; new accounting standards implementations; SEC registrations and filings preparedness).

Even a world-class finance team finds itself stretched at times, with more and more being expected from these teams. A trusted advisor alongside a finance team may be the ticket to unlocking capacity to optimize a finance team's value proposition to an organization. An organization's audits can be more efficient, too. •

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## Project Assurance: A Positive Impact on Technology Projects



By Charlie Brandt  
KSM Consulting, LLC

**SUMMARY:** THE GARTNER GROUP RECENTLY REPORTED THAT BETWEEN 20 AND 35 PERCENT OF ALL ENTERPRISE RESOURCE PLANNING IMPLEMENTATIONS FAIL WHILE NEARLY 80 PERCENT EXCEED TIME AND BUDGET ESTIMATES. FORRESTER RESEARCH REPORTED THAT MORE THAN 50 PERCENT OF MIDMARKET ORGANIZATIONS SURVEYED SAID THEIR CUSTOMER RELATIONSHIP MANAGEMENT IMPLEMENTATIONS DID NOT MEET THE EXPECTED BUSINESS RESULTS.

These statistics demonstrate that organizations must make important determinations regarding project oversight before a technology project ever begins. Important questions, such as, “Is the system going to meet the needs of my organization?” and “How do we complete this project on time and within budget?” emerge quickly after the start of a project. To this end, project assurance teams provide independent insight and dedicated focus to lead the project to successful completion.

Project assurance (sometimes referred to as independent verification and validation, or IV&V) is performed by a group outside of the implementation team and provides the organization with independent insight on the project and actionable recommendations to drive that project to successful completion. Independent insight lays the foundation for tackling issues, such as project status assessment and reporting as well as obstacle identification and communication. Implementation teams may hold unrealistic expectations about how quickly the project will be completed or how effectively the project is progressing; project assurance teams offer an objective lens with which to view the project and measure its relative progression. Because insight alone cannot move a project forward, project assurance

teams also make actionable recommendations. Working together with the organization, a project assurance team can assist in making improvements to positively impact the project while adhering to budget and time constraints.

Project assurance significantly impacts the likelihood for project success and addresses the most pressing questions in deploying a technology project:

### **Will the System Meet the Needs of the Organization?**

Placing a heavy emphasis on detailed, up-front requirements gathering is vital to project success. The purpose of business and technical requirements is to document the project expectations and determine how the solution will be delivered at the detailed level. A lack of specificity in these requirements often causes problems that can plague a project in its latter stages.

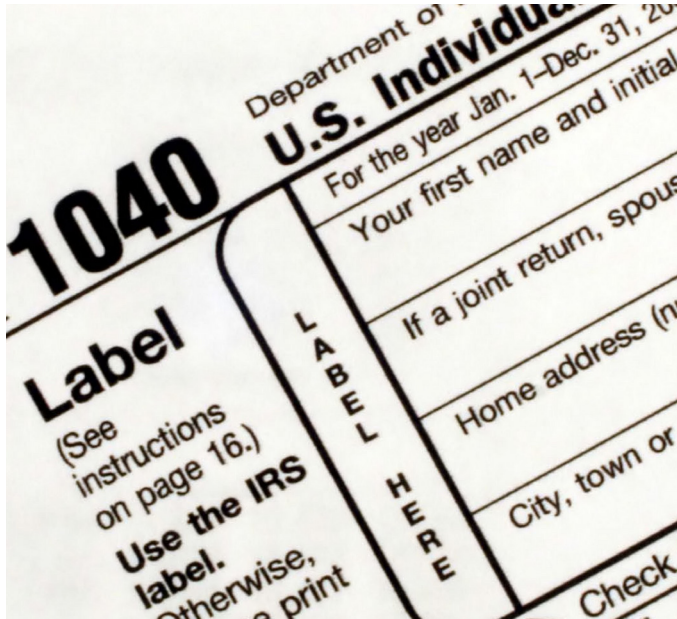
*"Project assurance teams provide independent insight and dedicated focus to lead the project to successful completion."*

It is equally important, however, to recognize that business processes do not simply remain idle, waiting for a new system to be deployed – they will inevitably change over time. Change in business processes can trigger changes in end-user needs. By recognizing that this challenge exists, it is important to create a plan that addresses it. Project assurance teams employ a strong change control process and different implementation methodologies to ensure the solution is feasible for the project team and meets the needs of the organization.

*Continued on page 11. See "Project Assurance."*

## Tax Planning

(Continued from page 1)



### Realize Losses on Stock

Selling a depressed stock holding and repurchasing the same holding 31 days later will allow an individual to take the loss in 2011. The obvious risk is that the stock appreciates during the period (31 days) that the individual is not an owner. Furthermore, this loss will only be allowed to the extent of the individual's net capital gains plus \$3,000. Any disallowed losses will carry forward to future tax years.

### Purchase Qualified Small Business Stock (QSBS)

There is no tax on gain from the sale of QSBS if it is purchased before Jan. 1, 2012, and held for more than five years. To qualify for this break, the stock must be issued by a regular 'C' corporation with total gross assets of \$50M or less (amongst other requirements).

### Owning Partnership or S-Corporation Interests with Suspended Losses

S-Corporation: Individuals should consider making a contribution to the entity to increase basis so the losses can be recognized in 2011. Loans may also be made to the entity that will provide an individual with basis and allow otherwise suspended losses to be recognized in 2011.

Partnership: Individuals should consider making a contribution to the entity to increase basis so the losses can be recognized in 2011. Additionally, individuals should consider other debt arrangements which will increase basis and free up losses.

### Energy Credit

Homeowners should consider making energy saving improvements before Jan. 1, 2012. A tax credit may be available if these improvements are made in 2011.

### Annual Gift Exclusion

Individuals should consider making a gift of up to \$13,000 per individual donee (spouses can give a combined \$26,000 per individual donee). Qualifying gifts will not be subject to gift or estate taxes as they are below the annual gift tax exclusion amount. In order to utilize the 2011 annual gift tax exclusion, the gift must be made in 2011. Taxpayers are not permitted to carry the exclusion forward.

### Time is Expiring

With just weeks remaining in 2011, individuals should be considering these planning opportunities today. Each opportunity is dependent upon the individual's particular situation so consulting with a tax advisor before implementing any of them is recommended. •

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## Spend Management

*(Continued from page 2)*

Each of the above improvements, which provide actionable information, has a direct impact on profit improvement.

One critical component to any change initiative, including increased spend management, is the active involvement of senior management. Without involvement and proper support, spend management initiatives can fail to produce measureable results. One of the largest obstacles in any change objective is getting internal consensus to act; however, with strong involved leadership, a measureable change is generally realized.

*"Companies spend significant amounts of money on goods, materials and services; merging this spend under central management has historically yielded savings of 10 to 40 percent."*

It is also important to note that any spend management change implemented swiftly will drive bottom line results faster than a long, drawn-out internal process (with limited internal resources). Consequently, many C-level executives engage cost reduction consultants to assist in spend management improvement projects.

Companies looking for additional profitability cannot afford to overlook spend management. Taking ownership across the whole organization has proven to drive significant results to the bottom line. •

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## Operational Errors

*(Continued from page 3)*

If a failure is identified during an IRS audit, the Plan Sponsor may correct the error, but a sanction will be imposed by IRS. The imposed sanction will bear a relationship to the nature, extent and severity of the failure. Consideration will also be given to Plan Sponsors who made attempts at correction prior to the IRS audit. The Plan Sponsor will be required to enter into a Closing Agreement with the IRS and pay the sanction in order to maintain the qualified and tax-exempt status of the Plan. The sanction is a negotiated percentage of the Maximum Payment Amount, which is the tax consequence of disqualification of the Plan and taxation of all participant account balances and disallowance of tax deductions for prior employer contributions to the Plan.

The EPCRS programs contain specific corrections for the most common failures and provide a framework for how each failure should be corrected. Practical guidance is provided, and examples are provided for specific failures. Forms and instructions are also included for preparation of VCP submissions. •

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## Goodwill Impairment

*(Continued from page 4)*

The Board is currently exploring alternative approaches to testing these assets. Second, the Board acknowledges that the amendments to Topic 350 do not advance convergence with International Financial Reporting Standards (IFRS). In some cases, IFRS provides for a single-step analysis to be performed annually in testing for impairment, while in other cases goodwill continues to be amortized. The Board believes that additional convergence here is a part of a larger project and beyond the scope of these amendments.

Entities should start planning now to determine whether events and circumstances exist to support the qualitative assessment provided for by the amendments. The amendments are effective for annual and interim goodwill impairment tests performed for fiscal years beginning after Dec. 15, 2011, but early adoption is permitted. The amendments to Topic 350 apply to both public and private entities. •

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## Brownfields

*(Continued from page 5)*

The funds may be used to attract new companies to an area or to retain companies already present. CDE funding is frequently coupled with other sources of funding provided either by the business itself or other interested parties, creating a comprehensive financing package.

The financial benefits to businesses considering brownfield locations lie not with the credit itself, but with the capital attracted by the credit and the resulting below-market financing options that are made possible. Such options might include, but are not limited to: equity investment; below-market interest rate loans; subordinated debt; longer than market repayment terms;

higher loan to value ratios; flexible credit standards; and less-stringent debt covenants.

Incorporating the NMTC into a site selection plan requires forethought and strategic planning. The NMTC is funded by an allocation of credits from the federal government, for which local CDEs apply in a competitive process. Because of the enormous demand for these credits (in 2011, more than \$26 billion in projects were submitted in competition for \$3.5 billion in credits), CDEs are generally more successful in winning an allocation if a project is already identified. At the local level, a CDE must choose how to allocate its credits to various projects, meaning that businesses must compete for the funding made possible by the CDE. However, despite the often intensive planning and preparation required to benefit from the NMTC program, the power of the NMTC program to fund business investment and revitalize brownfield sites is worth consideration. The reward to business owners is lower costs for business expansion coupled with improving a community. •

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## Project Assurance

*(Continued from page 7)*

### How Can the Project be Completed on Time and within Budget?

Project assurance should provide the organization with a clear picture of project progress on a consistent basis using quantitative measurements. The role of a project assurance partner is to break down the inherently complex components of the project into understandable parts. Status reports should serve as a holistic snapshot of the project, providing common language to understand the project, ask the right questions, draw conclusions, and reach decisions that improve and positively impact the project with regard to time, budget and overall quality.



When timing and budget issues arise, a skilled project assurance vendor should have the knowledge, experience and ability to offer insight and provide recommendations across all levels of the project. A multi-faceted approach allows the team to identify the core root of issues that negatively impact time and budget. Moreover, working with parties on multiple levels allows the team to identify a clear escalation path to effectively resolve obstacles that stand in the way of project success.

The greatest benefit project assurance teams provide is guidance and direction regarding pressing issues

that determine whether a project will move forward successfully. Organizations benefit most from hiring a project assurance partner before a technology project begins, but project assurance can also be a useful tool in rescuing failing projects that have gone beyond scope, over budget and past deadlines. Regardless of whether the project is yet to start or seems to have no end in sight, the two essential components involved in driving projects to completion are independent insight and action. An experienced project assurance partner should demonstrate proficiency on both ends of this spectrum. •

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## In The Firm News

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Welcome to the following new staff members:

ANDREW AULT, BOB BYRNES, BRIANNE ECKEL, TRENT GERBERS,  
ALEXANDER HOMAN, BRENT LEE, JEREMY LILL, MELISSA LONGBOTTOM,  
JORDAN MAYER, R. ALEXANDER SWIDER, MIKE WILL, BRYCE WOODYARD

Congratulations to the following staff  
members who recently passed all parts of the  
CPA Exam:

BOB BYRNES, TRENT GERBERS, NEIL GIANNINI, LEAH HACKWORTH,  
BRENT LEE, JEREMY LILL

Congratulations to the following staff  
members who recently passed Exams:

ERIN CONRAD - Qualified 401(k) Administrator

RYAN ELMORE - Certified Information Systems Security Professional

NATHAN MANUEL - Apple Certified Associate

## Recognitions

JUSTIN HAYES - Received the Emerging Leaders Award by the Indiana  
CPA Society

NICK HOLTON - Top 10 Indiana CPA exam candidate

LISA LEVENTHAL - Received the 2011(Indianapolis) Mayor's Community  
Service Award

CASSE TATE - Received the Emerging Leaders Award by the Indiana  
CPA Society

*The Advisor Editorial Committee:*

MARK FLINCHUM, ROSANNE AMMIRATI, DONNA BLACKMON, CHRISTOPHER BRADBURN,  
CHRISTOPHER DJONLICH, JENNIFER MOORE, RON SMITH

*For more information about Katz, Sapper & Miller,  
please visit our website at [www.ksmcpa.com](http://www.ksmcpa.com).*

*The Advisor is a bi-annual publication distributed to our clients and friends. Any tax advice or  
opinion herein contained is not intended to be used, and cannot be used, by anyone to avoid the  
imposition of any federal tax penalties. For more information on the articles featured in this edition  
of The Advisor, please contact the authors at 317.580.2000.*

Appointments:

### MARK BARNHART

Appointed to the National Association of Personnel Services board of directors

### PATRICK BRAUER

Named to the Booth Tarkington Civic Theatre board of trustees and finance  
committee

### JUSTIN HAYES

Appointed treasurer of AYS, Inc. board of directors  
Appointed to the Indiana CPA Society's Emerging Leaders Alliance Leadership  
and Governance Council

### BEN MILIUS

Appointed to the Indiana CPA Society's Emerging Leaders Alliance

### TIM MUSHOLT

Appointed to the Indiana CPA Society's Leadership Cabinet

### TOM NOWAK

Selected to participate in United Way of Central Indiana's Leadership United  
program

### DAVID RESNICK

Named to the Methodist Hospital Foundation board of directors

### CONNIE RUNKEL

Elected president of Catholic Charities Indianapolis Agency Council

### ISABEL SANTNER

Selected to participate in United Way of Central Indiana's Leadership United  
program

### MATT SNIVELY

Elected to the American Institute of Certified Public Accountants' Joint Trial  
Board

### STACEY SUNDERMAN

Selected to participate in United Way of Central Indiana's Leadership United  
program

### CASSE TATE

Named to Children's Bureau, Inc.'s Young Professionals Advisory Council