



**Southeast Subregional Roundtable  
PAAST-Miami, FL  
May 1, 2019**

**Tax Practice:**

- How was the tax season? Are your firms experiencing the need for more and more man hours in Tax between February and April?
- Do firms have a 1040 center; a team of preparers and managers dedicated to 1040's only? Describe and share lessons learned.
- Which firms use SurePrep, specifically the verification service? Does it work well?
- Who uses a checklist when preparing tax returns? Does anyone have a formal QC process in the tax area (e.g. second partner review for complex returns)?

**A&A and Consulting Practice:**

- How can our firms utilize AI or other technology in efficiency initiatives/opportunities in audit and other attest services, as well as in providing value-added (consulting) services for clients?
  - What experience does your firm have with this?
  - Best practices?
- How are firms developing a consulting mentality across all practice groups and staff? How are you bringing consultative solutions to clients?
- Has your firm implemented a Business Intelligence service offering?
  - Who is using Power BI, or something similar with clients?
  - How do you find early adopters who will want this service?
- Which firms are offering client accounting services/outsourced CFO services?
  - How do you price?
  - Who do you hire and from where?
  - Which group/partner in the firm manages these services?

**Human Capital:**

- How are firms motivating strong managers into the partnership track?
- How can we help bright and effective supervisors to better manage their time?
- What are some creative busy season "combat pay" ideas?
- How are technology changes influencing your hiring and staffing?
  - (With the evolving use of technology and how it continues to displace routine functions, as well as the innate technology skills required to advance and adapt to the future)
- How does your firm motivate the employees, who don't want to be involved in the traditional golf outings, silent auctions, galas, etc. to network and represent the firm?

- What are your firm's creative ways to provide benefits and perks for employees (especially during busy season)?
  - Are firms offering student loan repayment help?
  - Are firms offering supplemental insurance options, e.g. pet, home, auto, LifeLock?

### **Growth and Culture:**

- We are looking into acquiring smaller firms. What have firms done in the past to make it work smoothly?
- How do you find firms looking to sell (with or without a broker)?
  - And when you do, what is the average multiple or is it all unique with each practice?

### **Operations:**

- How are firms addressing CCPA (California Consumer Privacy Act), which is like GDPR?
- Marketing System or Platform:
  - What is your firm using to assist or manage future partners and what are they effectively using it for?
  - Does it have Customer Relationship Management features, manage social media accounts, track performance of potential engagements?
- Are firms using a dedicated business development person? If so, what is the person's background?
- How are firms soliciting, analyzing and following-up on client feedback?
- How are firms communicating internally with employees?
  - Method(s)?, Frequency and Timing?, Contents?, Who writes, presents or sends messages?

### **Partner/Partnership Matters:**

- How do you manage partner goal setting and follow up if goals are not met?

### **Technology:**

- What technology has your firm implemented since the last roundtable?
  - What are the lessons learned and next steps?
  - How did you train your people?