

# **IPT Credits & Incentives Symposium**

## **Preliminary Program**

September 22-25, 2013, Dallas, Texas

Gaylord Texan Resort & Convention Center





## IPT 2013 Credits and Incentives Symposium Preliminary Program At-A-Glance

## Gaylord Texan Resort & Convention Center Dallas, Texas ~ September 22-25, 2013

SUNDAY, SEPTEMBER 22, 2013	
1:00-7:00pm	Registration
1:30-5:30pm	Beginners Boot Camp (Optional Session)
6:00-8:00pm	“Welcome to Dallas” Reception Exhibits: Economic Development Organizations
MONDAY, SEPTEMBER 23, 2013	
7:00am-4:00pm	Registration continues
6:45-7:45am	Continental Breakfast (Guests of hotel residing under IPT’s group rate)
8:00-8:15am	Opening of Symposium
8:15-9:15am	Setting the Stage: Overview of the Process
9:15-10:15am	Native American Domestic Dependent Nations & a Visit with Arctic Slope
10:30-11:30am	Government Panel (Georgia, Michigan & Missouri)
11:30am-12:30pm	Lunch
12:30-1:30pm	A Governor’s Perspective
1:30-2:30pm	Windfalls and Pitfalls
2:45-3:45pm	Government Panel (Indiana, Oklahoma & New Jersey)
3:50-4:45pm	New Markets Tax Credit
4:45-5:45pm	A Governor’s Perspective
6:00-7:30pm	Reception - Sponsor is Duff & Phelps
TUESDAY, SEPTEMBER 24, 2013	
7:00-8:00am	Continental Breakfast (Guests of hotel residing under IPT’s group rate)
8:15-9:15am	Ethics
9:30-10:30am Concurrent (Select 1) repeated @ 10:40am	Property Tax Incentives - Tools for Getting the Deal Done!
	Looking Beyond Exemptions: Sales Tax Incentives
	You’re Hired! Can I get an incentive with that?

TUESDAY, SEPTEMBER 24, 2013, continued	
10:40-11:40am Concurrent (Select 1) repeated from 9:30am	Property Tax Incentives - Tools for Getting the Deal Done!
	Looking Beyond Exemptions: Sales Tax Incentives
	You’re Hired! Can I get an incentive with that?
11:40am-12:40pm	Lunch
12:45-1:45pm Concurrent (Select 1)	Checking Out: Maximizing Retail Incentives
	Audit Defense: How to Keep Your Incentives
	Where are You Going? Factors in the Site Selection Process
2:00-3:00pm Concurrent (Select 1)	Leave No Rock Unturned: Statutory vs. Discretionary Incentives
	Mind your Cs and Cs: Compliance and Clawbacks
3:10-4:10pm Concurrent (Select 1)	Across the Pond: Global Incentives
	The “Other” Green Monster: Green and Pollution Control Incentives
4:25-5:25pm	Behind the Scenes: Do’s and Don’ts from an Industry Perspective
5:25-5:45pm	CCIP Update & School 2014
6:00-7:30pm	Reception - Sponsor is EY
WEDNESDAY, SEPTEMBER 25, 2013	
7:15-8:15am	Continental Breakfast (Guests of hotel residing under IPT’s group rate)
8:30-9:30am	Extra! Extra! Hear All About It: Constitutionality of Credits and Incentives
9:45-10:45am Concurrent (Select 1) repeated @ 10:55am	Updates and Hot Issues in the Big 10 vs. PAC 12 States
	Updates and Hot Issues in the SEC vs. ACC States
	Updates and Hot Issues in the Big East vs. Big 12 States
10:55-11:55am Concurrent (Select 1) repeated from 9:45am	Updates and Hot Issues in the Big 10 vs. PAC 12 States
	Updates and Hot Issues in the SEC vs. ACC States
	Updates and Hot Issues in the Big East vs. Big 12 States
12 noon-12:15pm	Closing Remarks

## September 22, 2013

1:00 pm - 7:00 pm  
**Registration**

1:30 pm - 5:30 pm

### Credits & Incentives Boot Camp (Optional)

Before the start of the Symposium, the program committee is offering this optional session for those interested in the basics of economic development incentives.

**Learning Objectives:** After attending this session, the attendee will be able to:

- Review basic taxes such as: income/franchise tax; sales/use tax; and property tax
- Identify incentives for various aspects of a project (e.g., grants, credits, exemptions, abatements and financing)
- Estimate the value of incentives
- Summarize incentives in a case study

#### Speakers:

**Jesse D. Broderick, CPA**  
 Managing Partner  
 Sumit Credits, LLC  
 Watson, LA

**Jennifer Thompson, CPA**  
 Tax Manager  
 The Coca-Cola Company  
 Atlanta, GA

**Jeff Troan, BCCR/SLRC**  
 Vice President, Economic Development  
 Lockheed Martin Corporation  
 Bethesda, MD

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### Dean J. Uminski, CEcD

Principal  
 Crowe Horwath LLP  
 South Bend, IN

6:00 pm - 8:00 pm

Welcome to Dallas Reception  
 Exhibits: Economic Development Organizations

## September 23, 2013

6:45 am – 7:45 am

Continental Breakfast (Guests of hotel residing under IPT's group rate)

8:00 am- 8:15 am

Opening of Symposium

#### *IPT President*

**Arlene M. Klika, CMI**  
 Schneider National, Inc.  
 Green Bay, WI

#### *Symposium Committee Chair:*

**Minah C. Hall, Esq.**  
 True Partners Consulting LLC  
 Chicago, IL

8:15 am - 9:15 am

### Setting the Stage: Overview of the Process

Drawing upon the collective experiences of a state official, a corporate executive and a consulting professional, this session will use case studies and a role playing exercise to provide a high level overview of (1) the types and benefits of generally available credits and incentives; (2) the elements inte-

gral to identifying a project that is eligible for/or awarding a comprehensive incentive package; (3) the process to obtain/offer the comprehensive incentive packages; (4) the importance of compliance and systems to track performance; and (5) some common pitfalls and best ways to avoid such mistakes.

**Learning Objectives:** After attending this session, the attendee will be able to:

- Describe the variables required to present a project to state and/or local authorities
- Explain the steps of identifying, negotiating and securing incentives
- Identify best practices for building a successful public/private partnership
- Avoid some common mistakes in selecting a project, negotiating for incentives or complying with incentive agreements

#### *Speakers:*

**Gregory C. Burkart, Esq.**  
 Managing Director  
 Duff & Phelps LLC  
 Novi, MI

**Aaron S. Demerson**  
 Executive Director  
 Office of the Governor - Economic Development & Tourism  
 Austin, TX

**Julieann B. Dow**  
 Manager, Economic Development  
 Lockheed Martin Corporation  
 Orlando, FL

9:15 am - 10:15 am

### A Guided Tour of Native American Domestic Dependent Nations and a Visit with Arctic Slope

Native American Peoples enjoy a form of sovereign nation status known as "domestic dependent nations." As such, they have significant local autonomy in defining a favorable business climate. Add to that a number of federal programs targeted to encourage Native American partnerships, and one finds substantial opportunities for win-win business agreements. Shed your stereotypical vision of working with Tribal Governments with a presentation by the US Department of Interior. Then visit with Arctic Slope Regional Corporation (ASRC), one of the nation's most successful Alaskan Native Corporations, with annual sales of \$700 million and subsidiaries operating in the aerospace and oil industries.

**Learning Objectives:** After attending this session, the attendee will be able to:

- Understand a history of Native American Peoples
- Differentiate between the settlements and rights given the tribes in the lower 48 states, and the Native American Peoples of Alaska and Hawaii
- Understand generally the current state of Native American lands in the United States
- Recognize the myths and

majesty of Native American gambling rights and ventures

- Understand Native American incentive programs
- Review a case study of a successful Native American Corporation
- Acknowledge the origins of Arctic Slope Regional Corporation

**Introductions:**

**Jeff Troan, BCCR/SLRC**

VP, Economic Development  
Lockheed Martin Corporation  
Bethesda, MD

**Speakers:**

**Concepts in Utilizing Native American Economic Development Programs**

**Jack Stevens, Esq.**

Chief, Division of Economic Development, Office of Indian Energy and Economic Development  
U.S. Department of the Interior/  
Bureau of Indian Affairs  
Washington, DC

**Case Presentation: A Successful Native American Company / ASRC Federal Holding Company (Annual Sales \$700M, 4,500 Employees)**

**Paul A. Dillahay**

President and Chief Executive Officer  
ASRC Federal  
Greenbelt, MD

10:30 am - 11:30 am

**Government Panel (Georgia, Michigan, Missouri)**

This session will be an interactive discussion with three dynamic economic development leaders from around the country. These leaders will share their states' recent successes in attracting new and expanded businesses, the economic and financial approach and actions they are taking to continue to be competitive in the race for new industries, trends and results they are seeing from past projects, and the challenges and political realities of working on these deals with industry.

**Learning Objectives:** After attending this session, the attendee will be able to:

- Understand the key motivations for states to invest discretionary grants and tax credit revenues in private sector projects
- Examine strategies of states to attract targeted industries/ specific types of investment to their jurisdictions
- Review examples of direct investment and the value of anticipated ancillary investment in developing a project case
- Evaluate how a project will meet the desired financial return on investment from a state perspective
- Determine the risks of benefit timing, clawback exposure and weigh those against the

latitude/willingness of states to consider circumstances for exceptions

- Identify the political realities faced by the government authorities as they consider the merits of a specific project for incentives and examine strategies to navigate those political issues

**Speakers:**

**Christopher Chung**

Chief Executive Officer  
Missouri Partnership  
Saint Louis, MO

**Chris Cummiskey**

Commissioner  
Georgia Department of Economic Development  
Atlanta, GA

**Michael A. Finney**

President and CEO  
Michigan Economic Development Corporation  
Lansing, MI

11:30 am - 12:30 pm

LUNCH

12:30 pm - 1:30 pm

**Keynote Session: A Governor's Perspective (Indiana)**

The Honorable Michael Richard Pence will highlight the benefits of doing business in Indiana. The Governor will discuss his pro-business climate and his approach to successfully growing so many businesses in Indiana.

**Speaker:**

**The Honorable Michael R. Pence (Invited)**

Governor of the State of Indiana  
Indianapolis, IN

1:30 pm - 2:30 pm

**Windfalls and Pitfalls**

Our panel is comprised of former Economic Development professionals who worked for a state or local government entity. They will be sharing their insights on successful and not-so-successful approaches to economic development from a government's perspective.

**Learning Objectives:** After attending this session, the attendee will be able to:

- Identify best practices for working with a state and local economic development organization
- Identify pitfalls and traps of working with state and local economic development organizations
- Understand the issues that economic development organizations face during credit and incentive negotiations and project implementation
- Review/Assess successful credits and incentives projects from the eyes of the government

**Speakers:**

**Christine Bustamante**  
Tax Managing Director  
KPMG LLP  
Columbus, OH

**Janette M. Lohman, CMI, Esq., CPA**

Partner  
Thompson Coburn LLP  
St. Louis, MO

**Jubal Smith, CEcD**

Executive Vice President in the  
Business and Economic Incentives  
Practice  
Jones Lang Lasalle Americas, Inc.  
Dallas, TX

2:45 pm - 3:45 pm

### Government Panel (Indiana, Oklahoma, and New Jersey)

This session is an interactive discussion with three dynamic economic development leaders from around the country. These leaders will share their states' recent successes in attracting new and expanded businesses, the economic and financial approach and actions they are taking to continue to be competitive in the race for new industries, trends and results they are seeing from past projects, and the challenges and political realities of working on these deals with industry.

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- Evaluate how a project will meet the desired financial return on investment from a state perspective
- Determine the risks of benefit timing, clawback exposure and weigh those against the latitude/willingness of states to consider circumstances for exceptions
- Identify the political realities faced by the government authorities as they consider the merits of a specific project for incentives and examine strategies to navigate those political issues

**Speakers:**

**Michael Chrobak**  
Chief Economic Development  
Officer  
Choose New Jersey, Inc.  
Princeton, NJ

**Jonna Kirschner, Esq.**  
Executive Director  
Oklahoma Department of Commerce  
Oklahoma City, OK

**Victor Smith, Esq.**  
Secretary of Commerce  
Indiana Economic Development  
Corporation  
Indianapolis, IN

3:50 pm - 4:45 pm

### New Markets Tax Credit: Different Perspectives

This session will be a high-level review of the most common New Markets Tax Credit (NMTC) program, an interactive discussion with the three primary stakeholders on a leveraged lender transaction.

**Learning objectives:** After attending the session, the participant will be able to:

- Develop a high-level understanding of the key terms/definitions associated with NMTC
- Review a typical NMTC Leveraged Lender transaction
- Identify the major issues associated with a typical NMTC transaction (Leveraged Lender, Community Development Entity, Consultant, Project Manager/Owner)
- Review practical considerations/insights from a Company that has been through the process

- Understand how NMTC can be utilized to “supercharge” an incentives project

**Speakers:**

**Kevin R. Goldsmith**  
Vice President/New Markets Originations Manager  
JP Morgan Chase  
Chicago, IL

**Reto Mueller, CTM**  
Vice President of Finance  
Emmi Roth USA, Inc.  
Orangeburg, NY

**Annette Stevenson, CPA**  
Partner  
Novogradac & Company LLP  
Cleveland, OH

4:45 pm - 5:45 pm

### Governor's Session Invitation extended - TBA

6:00 pm - 7:30 pm  
Reception

**Reception Sponsor:  
Duff & Phelps**

**September 24, 2013**

7:00 am - 8:00 am

Continental Breakfast (Guests of hotel residing under IPT's group rate)

8:15 am - 9:15 am

**Ethics**

**Avoiding the Headlines and Keeping Yourself Out of Trouble**

Economic incentives and tax credits continue to be important and vital to creating value for organizations and their operations. However, public scrutiny continues over such benefits, and obtaining and maximizing benefits under federal, state and local programs can raise a number of ethical considerations (along with complications!). In this session, the speakers will share their knowledge and experience regarding the ethical dilemmas commonly faced when facilitating economic incentives. This session will consider AICPA guidelines, ABA rules, Circular 230, the Foreign Corrupt Practices Act, state restrictions, and examples of internal company guidelines.

**Learning Objectives:** After attending the session, the participant will be able to:

- Identify the key criteria of professional and personal ethical considerations applicable to an incentives practice
- Understand the ethical considerations and complications that are most likely to arise when facilitating the obtain-

ment of incentives and tax credits

- Evaluate potential complications in light of ethical obligations
- Learn best practices in responding to ethical challenges, dilemmas and allegations

**Speakers:**

**Lynn A. Gandhi, Esq., LL.M., CPA**

Partner  
Honigman Miller Schwartz and Cohn LLP  
Detroit, MI

**Christopher R. Grissom, Esq.**

Partner  
Bradley Arant Boult Cummings, LLP  
Birmingham, AL

9:30 am - 10:30 am

**Concurrent Breakout Sessions:**

**Property Tax Incentives - Tools for Getting the Deal Done! (Repeated at 10:40 am)**

Property tax incentives come in many forms, and due to their complexity, require careful planning and review to maximize savings. Building the right internal team is also a fundamental component to optimizing property tax incentives. This session will explore exemptions, abatements, and rebates and provide guidance as to how to negotiate the right deal for your company.

**Learning Objectives:** After attending this session, the participant will be able to:

- Examine the various considerations that come up when securing property tax incentives
- Evaluate opportunities to utilize property tax exemptions, abatements, and rebates
- Learn best practices in structuring and managing internal teams to effectively handle property tax incentives
- Explore planning and negotiation strategies to optimize property tax savings

**Speakers:**

**Julie H. Autenreith**

Senior Manager Property Tax & Incentives  
CB&I  
Baton Rouge, LA

**Daniel M. McRae, Esq.**

Partner  
Seyfarth Shaw LLP  
Atlanta, GA

**Looking Beyond Exemptions: Sales Tax Incentives (Repeated at 10:40 am)**

This break-out session will consist of an overview of sales and use tax-related incentives in select states including Texas, Illinois and California. The session will also cover summaries of new developments in states which have changed their programs, including Louisiana among other states.

**Learning Objectives:** after attending this session, participants will be able to:

- Develop a general understanding of the operation of statutory and negotiated incentives related to sales and use tax
- Understand the availability of specific incentives in Texas, Illinois and California
- Be aware of changes in new developments in other states with major sales and use tax-related incentives

**Speakers:**

**Michael Gamboa**

Tax Senior Manager  
Crowe Horwath LLP  
Chicago, IL

**Sharon Marie Welhouse**

Principal  
Ryan, LLC  
Austin, TX

**You're Hired! Can I get an incentive with that?**

**(Repeated at 10:40 am)**

This session will provide information on the ever-changing landscape of job-based tax credits and incentives, which are designed to encourage job growth and revitalize economies (oftentimes in distressed areas or targeting specific industries/employees). This session will highlight several of the more popular state, local and federal programs. Session speakers will share insights in capturing

state/federal tax credits, as well as workforce incentives via partnerships with local organizations.

**Learning Objectives:** After attending the session, the participant will be able to:

Determine the applicability of various federal, state and local tax credit and incentives programs

- Recognize that programs target varying activity from growth in distressed areas to growth in specific industries or employee types
- Understand the difference between state tax credits and workforce incentives

**Speakers:**

**Jon Gustafson**

Lead Workforce Partnerships & Incentives  
Lockheed Martin Corporation  
Fort Worth, TX

**Kerstin Nemec**

Vice President and National Practice Leader  
Business Incentives - Tax Credit Practice  
ADP  
Dallas, TX

10:40 am - 11:40 am

**Concurrent Breakout Sessions:**

**Property Tax Incentives - Tools for Getting the Deal Done!** *(Repeated from 9:30 am)*

**Looking Beyond Exemptions: Sales Tax Incentives** *(Repeated from 9:30 am)*

**You're Hired! Can I get an incentive with that?** *(Repeated from 9:30 am)*

11:40 am - 12:40 pm LUNCH

12:45 pm - 1:45 pm

**Concurrent Breakout Sessions:**

**Checking Out: Maximizing Retail Incentives**

Retail incentives have been debated for years. Should incentives be provided to retailers? Do retail incentives make a difference since most retail location decisions are market driven? This session will explore various aspects of obtaining incentives in the retail industry including the challenges and differences from other industries, types of incentives, availability and developer considerations. Our speakers will share their knowledge and experience in obtaining economic incentives in the retail industry.

**Learning Objectives:** After attending the session, the participant will be able to:

- Identify obstacles to obtaining incentives for retail projects
- Examine available incentives for retail projects
- Understand common statutory credits available to retailers
- Determine sustainability/energy incentives for retailers
- Examine coordinating incentives for new development projects with developers

**Speakers:**

**Michael J. Eickhoff**

Director, State and Local Tax  
Grant Thornton LLP  
Chicago, IL

**Marty Wilson**

Manager, Development Incentives  
Darden Restaurants, Inc.  
Orlando, FL

**Audit Defense: How to Keep Your Incentives**

In today's challenging economy, economic incentives and tax credits are increasingly important tools that create value for companies. The challenging landscape of incentive compliance is increasingly reliant on successfully navigating an audit to permanently capture benefits. Does your company consider an audit strategy when claiming a tax credit? When negotiating an incentive? This session will explore the importance of audit

preparation before, during and after pursuing economic incentives and tax credits.

**Learning Objectives:** After attending the session, the attendee will be able to:

- Identify state and local resources that define audit practices
- Identify internal resources prior to commencement of the audit
- Insure organizational readiness for a potential audit
- Anticipate audit issues when pursuing economic incentives and tax credits

**Speakers:**

**Bruce J. Kessler**

Senior Manager  
Deloitte Tax LLP  
San Francisco, CA

**Luke Matiasevich**

Senior Manager, State & Local Taxes  
eBay Inc.  
San Jose, CA

**Where Are You Going? Factors in the Site Selection Process**

When determining where to site a new facility or consolidate operations, many quantitative factors come into play. Workforce assessment, infrastructure and logistics evaluations, operating cost analysis and economic incentives are major determining factors companies should be considering more

often than not. Understanding the true value of the incentives package and the tax burden can be critical to the ultimate location.

**Learning Objectives:** After attending this session, the participant will be able to:

- Gain an understanding of what factors go into siting a new facility or determining where to consolidate operations
- Understand how tax information requested from you by site selectors is used in the site selection process
- Learn where in the process, negotiation of incentives comes into play and what types of incentives to expect
- Understand the true value of an incentives offered for your specific project
- Learn from other project experiences, positive and negative

**Speakers:**

**Josh Bays**  
Principal  
Site Selection Group  
Dallas, TX

**Al C. Ely**  
Vice President – Commercial Business  
Harley-Davidson Financial Services  
Plano, TX

2:00 pm – 3:00 pm

**Concurrent Breakout Sessions:**

**Leave No Rock Unturned: Statutory vs. Discretionary Incentives**

This session will compare and contrast statutory tax credits versus negotiated incentives. The session will include discussion of each type of opportunity as well as matters of which an individual should be mindful when attempting to secure tax credits versus negotiated incentives.

**Learning Objectives:** After attending the session, the participant will be able to:

- Have a working knowledge of the key differences between statutory and discretionary tax credits and incentives
- Have a better understanding of the potential pitfalls related to each type of opportunity
- Be better positioned to understand the potential value these types of programs could add to their individual organizations

**Speakers:**

**Michael A. Harris, CPA**  
Partner  
PricewaterhouseCoopers LLP  
Kansas City, MO

**Evan B. Rice, Esq.**  
General Counsel  
Hickey & Associates  
Albuquerque, NM

**Mind Your Cs and Cs: Compliance and Clawbacks**

An overview of common compliance and clawback challenges associated with various incentive programs. In addition, our speakers will share their real world experiences and discuss trends associated with both statutory and negotiated incentive programs.

**Learning Objectives:** After attending the session, the participant will be able to:

- Discuss common compliance requirements, challenges and “best practices”
- Evaluate impact of recent developments on performance and recapture requirements
- Identify strategies for clawback avoidance and mitigation
- Incorporate best practices to ensure contractual obligations are met
- Develop strategies for renegotiating or modifying agreements

**Speakers:**

**Aadarsha Basavarajurs, CPA**  
Compliance/Tax Manager  
United Parcel Service  
Atlanta, GA

**Denise M. Obrochta, Esq.**  
Counsel  
Reed Smith LLP  
Chicago IL

3:10 pm – 4:10 pm

**Concurrent Breakout Sessions:**

**Across the Pond: Global Incentives**

Enhance your company’s bottom line by capturing tax credits and economic development incentives available across the globe. In this session, our panel of experts will share their experiences on current and past incentive projects. The discussion will include overall changes in incentive programs, best practices for maximizing incentive benefits and lessons learned from various incentive negotiations. In addition, the panel will discuss the availability of often-overlooked workforce training incentives.

**Learning Objectives:** After attending the session, the participant will be able to:

- Understand how tax credits and incentives can be used to offset the costs of new investments, payroll, and training
- Understand how these credits and incentives may vary across jurisdictions
- Identify stakeholders who can contribute, and are often essential, to successful negotiations
- Identify and prevent common pitfalls in securing incentives, and in incentive compliance reporting
- Understand how to apply best

practices when negotiating for credits and incentives

- Understand the importance of negotiating incentive agreements that result in a win-win for all parties

**Speakers:**

**Daniel P. Domenicucci, CPA**  
Senior Manager | Indirect Tax  
Ernst & Young LLP  
Detroit, MI

**Terry Hansen**  
Principal  
Hickey & Associates  
Alexandria, VA

**Eric R. Nieukirk**  
Global Economic Development  
Manager  
Caterpillar Inc.  
Peoria, IL

**The “Other” Green Monster: Green and Pollution Control Incentives**

A broad overview of the type of activities that may qualify for Green/Pollution Control credits and incentives and give examples of programs in this area. A review of current and pending legislation, as well as trends, will be provided. In addition, our speakers with share real world experiences of the application of these programs and provide insight in how to follow through with the compliance requirements.

**Learning Objectives:** After attending this session, the attendee will be able to:

- Examine the broad principles of Green/Pollution Control incentives
- Identify qualifying activity that may enable a taxpayer to be eligible for federal or state Green/Pollution Control incentives
- Identify the taxes for which Green/Pollution Control incentives may offset
- Analyze 3-5 federal or state Green/Pollution Control incentives
- Develop an action plan necessary to secure Green/Pollution Control incentives on an annual basis

**Speakers:**

**Mark S. Blawas**  
Senior Manager  
McGladrey LLP  
Columbus, OH

**William Robert Lay**  
Vice President  
Stonehenge Capital Company, LLC  
Baton Rouge, LA

**David L. Moore, CPA**  
Manager State & Local Taxes  
American Electric Power Service Corporation  
Columbus, OH

4:25 pm – 5:25 pm

**Behind the Scenes: Do’s and Don’ts from an Industry Perspective**

The Do’s and Don’ts related to designing and implementing a Credits and Incentives process can help determine the outcome of the project. We will go inside the minds of three very successful industry professionals to learn how to successfully implement a credits and incentives process.

**Learning objectives:** After attending the session, the participant will be able to:

- Identify the most common issues associated with designing and implementing a process for capturing credits and incentives within an organization
- Review/Assess the qualities of successful Credits and Incentives design implementations from real life examples
- Understand the issues that Industry Credits and Incentives specialists face with regard to all areas of a project life cycle

**Speakers:**

**Patricia A. Chow, MBA, CPA**  
Director - Tax  
Verizon  
One Verizon Way  
Basking Ridge, NJ

**Teresa J. Lynch, Esq., LL.M**  
Director, Global Incentives and Grants Management  
Quintiles Transnational Corp.  
Durham, NC

**Brenda B. McMeans, CPA**  
Director of Transaction Taxes  
NuStar Energy, LP  
San Antonio, TX

**Warren D. Wood**  
Manager – Global Grants and Incentives  
E.I. DuPont de Nemours and Company  
Wilmington, DE

5:25 pm – 5:40 pm

**CCIP Update & 2014 School**

**Chairs:**

**Jeremiah T. Lynch, CMI**  
Principal  
Ryan, LLC  
New York, NY

**Ali Master, CPA**  
Partner, National Director,  
Business Incentives & Tax Credits  
Ernst & Young, LLP  
Dallas, TX

6:00 pm – 7:30 pm

Reception  
**Reception Sponsor:**  
**EY**

## September 25, 2013

7:15 am – 8:15 am  
Continental Breakfast  
(Guests of hotel residing under IPT's group rate)

### 8:15 am – 8:30 am Opening Remarks

### 8:30 am – 9:30 am Extra! Extra! Hear All About It: Constitutionality of Incentives and Credits

Is there a risk that a court will invalidate your hard-fought benefit on constitutional grounds? A well-respected commentator says that the Supreme Court's opinions, read literally, suggest that "all state tax incentives are unconstitutional." Is that an overstatement? Find out.

**Learning objectives:** After attending the session, the participant will be able to:

- Articulate this risk to management
- Evaluate that risk, in practical terms
- Develop strategies to minimize that risk as it applies to their particular benefits

#### Speakers:

**Kyle O. Sollie, CMI, Esq.**  
Partner  
Reed Smith LLP  
Philadelphia, PA

**Scott M. Susko, Esq.**  
Partner  
McDermott Will & Emery LLP  
Boston, MA

### 9:45 am – 10:45 am Concurrent Breakout Sessions

#### Updates and Hot Issues in the Big 10 vs. PAC 12 (repeated at 10:55 am)

This session will provide credits and incentives updates for, and a discussion of hot topics in, various Midwest and Western states, possibly including: Arizona, California, Colorado, Illinois, Indiana, Iowa, Michigan, Minnesota, Nebraska, Ohio, Oregon, Utah, Washington and Wisconsin. Game time decision will be made as to which states make the starting lineup.

**Learning objectives:** After attending the session, the participant will be able to:

- Recall recently implemented and proposed credits and incentives changes, including new programs, changes to existing programs, and the elimination of programs
- Identify potential opportunities and issues that may arise as a result of the changes with respect to eligibility, financial benefit, etc.
- Determine new or changes to existing compliance requirements

#### Speakers:

**Thomas J. Bernard, CMI**  
Senior Manager  
Ernst & Young, LLP  
San Francisco, CA

**Gregory S. Ripley, CPA, MST, JD**  
Senior Manager  
Deloitte Tax LLP  
Detroit, MI

#### Updates and Hot Issues in the SEC vs. ACC (repeated at 10:55 am)

This session will provide credits and incentives updates for, and a discussion of hot topics in, various Southeastern and Mid-Atlantic states, possibly including: Alabama, Arkansas, Florida, Georgia, Louisiana, Maryland, Massachusetts, Mississippi, North Carolina, South Carolina, Tennessee, and Virginia. Game time decision will be made as to which states make the starting lineup.

**Learning objectives:** After attending the session, the participant will be able to:

- Recall recently implemented and proposed credits and incentives changes, including new programs, changes to existing programs, and the elimination of programs
- Identify potential opportunities and issues that may arise as a result of the changes with respect to eligibility, financial benefit, etc.
- Determine new or changes to

existing compliance requirements

#### Speakers:

**Allea Newbold, CPA**  
Principal  
Ryan, LLC  
Tampa, FL

**Philip M. Tatarowicz, Esq., CPA**  
Of Counsel  
Morrison & Foerster LLP  
Washington, DC

#### Updates and Hot Issues in the Big East vs. Big 12 (repeated at 10:55 am)

This session will provide credits and incentives updates for, and a discussion of hot topics in, various Big East and Big 12 states, possibly including: Big East states of Connecticut, District of Columbia, New Jersey, New York, Pennsylvania and Rhode Island. The Big 12 states that could be featured include Iowa, Kansas, Kentucky, Missouri, Oklahoma, Texas and West Virginia. Game time decision will be made as to which states make the starting lineup.

**Learning objectives:** After attending the session, the participant will be able to:

- Recall recently implemented and proposed credits and incentives changes, including new programs, changes to existing programs, and the elimination of programs.
- Identify potential opportunities

and issues that may arise as a result of the changes with respect to eligibility, financial benefit, etc.

- Determine new or changes to existing compliance requirements.

### Speakers:

**Dan Breen, JD, CPA, LLM**  
Director, State & Local Taxation  
(Credits & Incentives)  
Grant Thornton LLP  
Chrysler Center  
New York, NY

**Mark A. Loyd, Esq.**  
Partner, Tax & Finance Group  
Chair  
Bingham Greenebaum Doll LLP  
Louisville, KY

10:55 am – 11:55 am

**Updates and Hot Issues in the Big 10 vs. PAC 12**  
*(repeated from 9:45 am)*

**Updates and Hot Issues in the SEC vs. ACC**  
*(repeated from 9:45 am)*

**Updates and Hot Issues in the Big East vs. Big 12**  
*(repeated from 9:45 am)*

12:00 noon – 12:15 pm  
Closing Remarks

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## Registration Information

Any IPT member or employee of a company/firm with member(s) in the Institute may register for the Symposium. The registration fee provides for the usual Symposium expenses and also includes two luncheons, three receptions, and refreshment breaks, and Symposium materials. All spouses/social guests are charged additional fees. Admission to all social functions and sessions is by display of badge (tickets when applicable).

The early registration fee for **IPT members is \$595 before August 21, 2013 and \$620 after August 21, 2013**. Registrant saves \$25 if payment is received prior to August 21, 2013. Individuals who are not members of IPT, but whose company or firm has members in IPT, may attend the Symposium for an additional \$200 charge. In this case, the total Symposium **fee for nonmembers is \$795 before August 21, 2013 and \$820 after August 21, 2013**. Providing their company already has a member in IPT, one may join as an Associate Member for **annual dues of \$275 making the total symposium fee \$870 before August 21, 2013 and \$895 after August 21, 2013**. Dues are nonrefundable even if registration is canceled. See **registration form**. You may also register for the Symposium online at IPT's website [www.ipt.org](http://www.ipt.org). Please follow the instructions on the sign-in page.

An individual, who is an employee of a company that does not have members in IPT, but who is eligi-

ble for membership, may attend for a fee of \$1,020, paid before August 21<sup>st</sup> or \$1,045 if payment is received after August 21<sup>st</sup>. This program is designed for IPT Members and individuals who are eligible to join IPT. Individuals who represent governmental agencies are not eligible for IPT membership.

Faxed registrations are subject to the payment due date and cancellation fees. There is a cancellation charge of \$100. Any faxed registration that is not cancelled in writing prior to the September 18, 2013, cut-off date is subject to the entire symposium fee. **All requests for refunds must be in writing**. No refunds for cancellations will be given after September 18, 2013 (5:00 p.m. EST). All registrations are to be handled in ADVANCE through the IPT office. If a person is not registered in advance, a surcharge of \$25 will be assessed over and above the regular registration fee. Admission to all social functions and sessions is by display of badge (tickets when applicable).

There is a substitution charge of \$40 on or before August 21, 2013; a \$50 charge after that date (a substitute must be someone from your company).

All registrations must be paid in full within three weeks of acceptance and prior to the Symposium. The discount of \$25 does not apply to any payment received after August 21, 2013; after September 25, 2013, a \$50 fee applies. A confirmation of acceptance will be sent.

All fees must be in U.S. funds. The following credit cards may be used: American Express, VISA and MasterCard. In order for credit cards to be processed, it is important that the information requested on the registration form be filled out completely. If the address on your registration form differs from the billing address for your credit card, you must provide IPT with the credit card billing address.

Make checks payable to: Institute for Professionals in Taxation  
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Building 600, Suite L-2,  
Atlanta, GA 30328  
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## Hotel Information and Reservations:

The Credits and Incentives Symposium is being held at the Gaylord Texan Resort & Convention Center, Dallas, Texas. There are separate costs for the hotel. In order to request a room in the IPT room-block, please call 1-877-491-5138. Mention that you are attending the Institute's program in all contact with the hotel in order to receive the group rate (hotel code is IPT; group name is IPT Credits and Incentives Symposium.) Click here for **online hotel reservations**. Room reservations and special requests should be made directly with the hotel as soon as possible. **Reservations requested after the room block is filled or beyond the cut-off date of August 29, 2013, whichever comes first, are subject to availability.** Rooms

may still be available after the room block fills or beyond the cut-off date, but not necessarily at the group rate which is \$214 for single occupancy, plus applicable taxes. A one night's room deposit plus applicable tax will be charged at the time of booking. Deposits are only refundable for cancellations occurring up to three days prior to arrival. Guests wishing to avoid an early checkout fee should advise the hotel at or before check-in of any change in planned length of stay.

## Ground Transportation:

The Dallas/Fort Worth International Airport (DFW) is six miles from the hotel. Estimated taxi fare: 25 USD. Shuttle service is available from SuperShuttle (<http://www.super-shuttle.com/>).

## Symposium Materials:

Approximately a week prior to the program, papers will be available online for access by program attendees. Click the sign-in button on the upper right-hand corner of the home page and login with your Username (Member/User ID #) and password; it will take you back to the home page. Click on your name. Then, in the top right-hand corner of the home page, click the "My Participation" tab where you will see meetings for which you are currently registered. Find the 2013 Credits and Incentives Program and go to the Click Here link on the right under Program Info to view and print available papers.

**Continuing Education Credits:** Approximately 20 CPE

credits (including 1 IPT ethics credit hour) are available for full attendance Monday through Wednesday. Each attendee will be able to obtain a copy of his or her scanned attendance (Certificate of Attendance) through the IPT website on the "My Participation" tab approximately two weeks after the end of the program.

As required by regulatory agencies, IPT must verify individual attendance at sessions in order to grant Continuing Education Credits. Each attendee's name badge has a unique barcode that identifies that individual. All current CMIs registered for the Symposium will have a special color-coded badge to signify the CMI designation. In order to obtain CE credit, each individual must scan his or her bar-coded badge during the first 15 minutes of each session. No credit for the session will be given to un-scanned attendees. A lost name badge should be reported immediately, or at the break, to the registration desk in order to obtain a replacement.

CMIs will receive hour-for-hour continuing education credits for actual session attendance based upon scanning and no longer need to submit a form for CMI credit.

Recommended Field of Study:  
Taxation • Prerequisites: None •  
Program Level: Overview of Timely Credits and Incentives Issues •  
Instructional Method: Group Live •  
Advance Preparation Required: None

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**Dress:** For the Symposium, business casual dress is appropriate throughout the daytime sessions.

Tape recording of sessions is not permitted.

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