

Institute for Professionals in Taxation

Credits and Incentives Symposium
November 9-11, 2011
Hyatt Regency Monterey Hotel
Monterey, California

Excellence Through Tax Education



Preliminary Program

IPT 2011 Credits and Incentives Symposium At-A-Glance

WEDNESDAY, NOVEMBER 9, 2011	
9:00am-1:00pm	Registration
1:00-1:25pm	Opening of Symposium
1:25-2:30pm	General Session: State of the Economy/Why Incentives
2:45-3:45pm	General Session: Trends & Observations in State & Local Incentives
3:45-5:00pm	General Session: State Perspectives
5:00-5:15pm	Closing Remarks
5:30-7:00pm	Reception to Meet State Officials
THURSDAY, NOVEMBER 10, 2011	
6:45-7:45am	Continental Breakfast (Guests of hotel residing under IPT's group rate)
8:00-9:30am	General Session: Divergent Stakeholder Perspectives
Concurrent Sessions (Select 1 Session)	
9:45-11:00am	Identifying the Parties <i>(Repeated at 2:45pm)</i>
	Best Practices for Improving the Bottom Line <i>(Repeated at 2:45pm)</i>
	Type of Incentives - Negotiated, Statutory & Unusual <i>(Repeated at 2:45pm)</i>
Concurrent Sessions (Select 1 Session)	
11:15am-12:30pm	Property Tax Incentives <i>(Repeated at 4:15pm)</i>
	Sales Tax Incentives <i>(Repeated at 4:15pm)</i>
	Income Tax Incentives <i>(Repeated at 4:15pm)</i>
12:30-1:30pm	Networking Lunch
1:30-2:30pm	General Session: Legislative & Judicial Developments in Credits & Incentives
Concurrent Sessions (Select 1 Session)	
2:45-4:00pm	Identifying the Parties <i>(Repeated from 9:45am)</i>
	Best Practices for Improving the Bottom Line <i>(Repeated from 9:45am)</i>
	Type of Incentives - Negotiated, Statutory & Unusual <i>(Repeated from 9:45am)</i>
Concurrent Sessions (Select 1 Session)	
4:15-5:30pm	Property Tax Incentives <i>(Repeated from 11:15am)</i>
	Sales Tax Incentives <i>(Repeated from 11:15am)</i>
	Income Tax Incentives <i>(Repeated from 11:15am)</i>
6:00-7:00pm	Reception

FRIDAY, NOVEMBER 11, 2011	
6:45-7:45am	Continental Breakfast (Guests of hotel residing under IPT's group rate)
8:00-9:30am	General Session: Pitfalls for the Unwary
Concurrent Sessions (Select 1 Session)	
9:45-11:00am	Green Credits: Integrating Tax & Corporate Sustainability <i>(Repeated at 11:10am)</i>
	Global Incentives <i>(Repeated at 11:10am)</i>
	Audit Defense <i>(Repeated at 11:10am)</i>
Concurrent Sessions (Select 1 Session)	
11:10am-12:25pm	Green Credits: Integrating Tax & Corporate Sustainability <i>(Repeated from 9:45am)</i>
	Global Incentives <i>(Repeated from 9:45am)</i>
	Audit Defense <i>(Repeated from 9:45am)</i>
12:25-1:00pm	Lunch
1:00-2:30pm	General Session: Ethics
2:30-2:45pm	Closing Remarks



Plug in to Savings IPT Credits and Incentives Symposium

Preliminary Program
November 9 - 11, 2011
Monterey, California

Wednesday, November 9

◆ **9:00am-1:00pm**
Registration

◆ **1:00-1:25pm**
**Welcome to Monterey
and Introduction to
Credits and Incentives
Symposium**

IPT President:

Linda A. Falcone, CMI
Director, Sales and Use Tax
Ryan, LLC
Charlotte, NC

**2011 Credits and Incentives
Symposium Chair:**

Kyle Caruthers
Director, Operating Taxes
The Coca-Cola Company
Atlanta, GA

◆ **1:25-2:30pm**
General Session
**State of the Economy/
Why Incentives**

Speaker/Introducer:

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

Speaker:

Tracye McDaniel
President & CEO
Choose New Jersey
Princeton, NJ

◆ **2:30-3:30pm**
General Session
**What's Hot: Trends and
Observations in State and
Local Incentives**

Using an interactive dialogue format, our panel of experienced Incentives & Credits industry and consultant professionals will offer the audience their observations on the current climate of business incentives in the U.S. and the key trends they are observing. Topics will include trends being seen around the use of economic incentives by jurisdictions in a recovering economy, and newer incentives strategies and vehicles. From a corporate standpoint, our panel will discuss best practices being utilized by corporations to maximize the capture of business incentives and tax credits as well as partnering with economic development agencies.

Learning Objectives:

- Identify emerging or current trends for economic incentives
- Be familiar with best practices being used by companies to capture business incentives
- Understand key incentives and tax credit legislative trends
- Better understand the types of tax and non-tax incentives being recently offered and the qualifying activities

Speakers:

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

Christine M. Bustamante
Tax Managing Director State
and Local Tax
KPMG LLP
Columbus, OH

Michelle Hurdle
Director, State Projects Coordi-
nation and Development
EADS North America
Mobile, AL

Teresa J. Lynch, Esq.
Director, Global Incentives and
Grant Management
Quintiles Transnational Corp.
Durham, NC

Moderator:

Ali Master, CPA
National Director, Business
Incentives and Credits
State and Local Tax
Ernst & Young LLP
Dallas, TX

◆ **3:45-5:00pm**
General Session
**In Charge of Change:
Inside the Government's
Point of View**

An interactive discussion with four 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:

- 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:

Aaron S. Demerson
 Director
 Texas Governor's Office of Economic Development
 Office of the Governor
 Austin, TX

Jeff Edwards
 President and CEO
 Economic Development Corporation of Utah
 Salt Lake City, UT

Elizabeth G. Povar
 Director - Business Development
 Virginia Economic Development Partnership
 Richmond, VA

F. Gray Swoope, Jr.
 President and CEO
 Enterprise Florida
 Tallahassee, FL

Moderator:
Mary Faye LaFaver
 Member, National Tax Practice
 Ernst & Young LLP
 McLean, VA

◆ **5:00-5:15pm**
End of day remarks

A. Sonali Carlson, Esq.
 Associate
 Reed Smith LLP
 New York, NY

◆ **5:30-7:00pm**
Reception

Thursday, November 10

◆ **6:45-7:45am**
Continental Breakfast
(Guests of hotel residing under IPT's group rate)

◆ **8:00-9:30am**
General Session
Divergent Stakeholder Perspectives

The panel will consider the roles of the broker/site selector, general counsel/outside counsel, and specialists in incentives, tax, government relations, HR, real estate, and finance.

Learning Objectives:

- Identify the various stakeholders
- Identify the issues of most concern to each stakeholder
- Understand the political landscape of the current government and economic development officials
- Establish a process to bring together and balance all stakeholder interests/concerns
- Know how to accomplish the project goal with consideration of the frequent divergent interests of the stakeholders

Speakers:

Kirk Bittel
 Senior Vice President
 Fischer & Company
 Pittsburgh, PA

Christine M. Guthrie, Esq.
 Senior Counsel
 Overhead Door Corporation/
 Wayne-Dalton
 Mount Hope, OH

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

Roger Wehner
 Director - International Economic Development
 Alabama Power
 Birmingham, AL

Moderator:

Helen D. Lemmon, CMI
 Principal
 Ryan, LLC
 Pittsburgh, PA

◆ **9:45-11:00am**
Concurrent Breakout Session
Who's Invited to the Table: Identifying the Parties

(Repeated at 2:45pm)

Identify what entities and individuals should participate during a credit and incentive process. Often, executing this step correctly is the key to maximizing the value and minimizing the pain of an incentives transaction. In this session, the panelists will explain how to identify the parties that should be at the negotiating/structur-

ing table, the parties that should sign legal agreements and how to identify the individuals within an organization who should participate in an incentives transaction. The panelists will describe proven methodologies that can be used to increase incentives value and to avoid costly mistakes in the party identification process, with the utilization of real life examples to illustrate good and bad decisions.

Learning Objectives:

- Enable participants to increase the value while minimizing the pain of an incentives transaction through correct identification of the most appropriate external and internal parties
- Identify the roles played by each party in the credit and incentives process
- Understand how the team can benefit from the talents and perspectives of both inside resources and outside consultants
- Understand how a comprehensive party identification process can lead to incentives results that surpass expectations
- Understand how failing at the party identification process can lead to unfavorable results and how to avoid some common pitfalls

Speakers:

Steven Bonine
 Manager, Global Grants & Incentives
 E. I. du Pont de Nemours and Company
 Wilmington, DE

Scott Ziance, Esq.
 Partner
 Vorys, Sater, Seymour and Pease LLP
 Columbus, OH

Moderator:

David L. Walls
 Group Manager, Economic Development & Tangible Taxes
 The Procter & Gamble Company
 Cincinnati, OH

◆9:45-11:00am
Concurrent Breakout Session
Main Street Stimulus: Best Practices for Improving the Bottom Line

(Repeated at 2:45pm)
 The current economy’s “new normal” has forced companies to reassess their operations and look for untapped opportunities to continue lean, profitable practices. Many companies leave money on the table by failing to negotiate tax and business incentives with state and local

governments. In this session, our speakers will focus on the best practices related to credits and incentives from identifying programs, through negotiations and realizing the full value of the benefits.

Learning Objectives:

- Align programs with company’s goals, internal resources for obtaining information, competing states, etc.
- Identify project thresholds (jobs, wages, investment, timing, transportation needs, training, etc.)
- Establish a strategy/approach and subsequently create a process for pursuing statutory credits and negotiated incentives (identify team, evaluate available incentives, demonstrate cost benefit, structure/negotiate incentives, etc.
- Understand the process, programs, timing, clawbacks of credits and incentives
- Design a timeline
- Monetize the credits and incentives

Speakers:

Minah C. Hall, Esq.
 Director
 True Partners Consulting
 Chicago, IL

Trae Westmoreland
 Project Manager, Business & Industrial
 Georgia Power
 Atlanta, GA

Moderator:

Gopika Parikh
 Financial Services Incentives Leader
 Ernst & Young LLP
 Washington, D.C.

◆9:45-11:00am
Concurrent Breakout Session
Types of Incentives: Negotiated, Statutory, and Unusual

(Repeated at 2:45pm)

The term “incentive” is frequently used to define any benefit offered to businesses seeking to make capital investments, create/retain jobs, or train employees. While incentives and credits are worth the effort to implement, agreements can have very complex requirements that may lead to unintended consequences. In this session, our panelists will share their knowledge and experiences of the various types of incentives that may be offered as an economic development inducement including the differences between negotiated and statutory incentives. The panel will also discuss creative and unusual types of incentives including non-monetary incentives that can provide significant value as part of a comprehensive incentive package.

Learning Objectives:

- Understand the difference between incentives that are statutory, negotiated, and those that require preapproval

- Recall specific examples of incentives that are offered as-of-right to businesses that meet program eligibility criteria and incentives whose eligibility are awarded at the discretion of a governmental authority, quasi-governmental authority (e.g., Industrial Development Agency), or utility
- Identify unusual and creative types of incentives that may use an inducement for relocation, expansion, retention, and investment projects including non-monetary incentives
- Understand the concept of “but for” clauses and requirements in discretionary incentive programs and the type of proof and documentation that economic development agencies may require from businesses as a prerequisite to qualify for such incentives
- Identify best practices for securing incentives that are both negotiated and as-of-right

Speakers:

Betty McIntosh

Managing Director,
Business Incentives Practice
Cushman Wakefield
Atlanta, GA

Timothy Schram

National Director, Credits and Incentives
Grant Thornton LLP
Chicago, IL

Moderator:

Michael Grella

Director-Economic Development,
Credits & Incentives
Grant Thornton LLP
Atlanta, GA

◆ 11:15am-12:30pm

**Concurrent Breakout Session
CSI Incentives—Property
Tax Opportunities Uncovered**

(Repeated at 4:15pm)

Property Tax Abatements have long been a cornerstone of the economic development incentive landscape. Understanding how to plan for them and effectively execute them during the site selection and expansion process can bring significant savings to a company. However, unlike tax credits and many other statewide incentives, property tax abatements are directly tied to the operation’s P&L and requires the buy-in and participation of the local community. In this session, our speakers will discuss their experiences with this type of incentive and they will discuss how opportunities can be identified, maximized and leveraged to positively impact other areas of taxation.

Learning Objectives:

- Identify the general process of negotiating property tax abatements
- Understand how property tax

abatements fit into an overall incentive package

- Identify other options for abatement and special exemptions
- Identify favorable and unfavorable interplay between property tax abatements and other incentives and taxes
- Discover common misconceptions about property tax incentives
- Understand the legal framework vs. the practicalities
- Optimize the abatement and other incentives through planning and negotiation
- Identify unique opportunities, build leverage and avoid mistakes
- Apply anecdotes from the field and learn from real life projects
- Discover current developments at the local level and across the country

Speakers:

Daniel M. McRae, Esq.

Partner
Seyfarth Shaw LLP
Atlanta, GA

John B. Skowronski

Director, Tax Credit Services
ADP
Dayton, NJ

Moderator:

Steven R. Loveless, CMI
Senior Manager Property Tax
International Paper Company
Memphis, TN

◆ 11:15am-12:30pm

**Concurrent Breakout Session
Sales Tax Incentives**

(Repeated at 4:15pm)

Sales tax incentives are often overlooked in the world of credits and incentives, yet at times these incentives may provide some of the most beneficial incentives a company can negotiate. In this session, our speakers will focus on the basics of sales tax incentives and the general purpose of / typical requirements for state and local sales tax incentives and exemptions, as well as analysis of the costs and benefits of pursuing such incentives. This session will also analyze the changing landscape of sales tax incentives, with focus on the potential implications of the new Amazon laws and the effects of incentives on the evolving attitude of extending incentives to retailers. Finally, the session will conclude with a discussion of industry-specific “best practices” for both companies taking advantage of sales tax incentives, and economic developers offering them.

Learning Objectives:

- Understand the basic forms of available sales-tax related incentives
- Determine Enterprise Zone sales tax exemptions/credits/refunds
 - Sales tax sharing agreements
 - Manufacturing related sales tax exemptions (statutory

- and negotiated)
 - Sales tax increment financing
 - Straight lease, Sales-leaseback transactions
- Understand the purpose of and requirements for most sales tax-related incentives
 - Instances where retail activity is NOT excluded from incentive negotiation
 - Certain fiscal and economic impacts required
- Discuss the changing landscape of incentives, specifically in relation to sales taxes.
 - Discuss the Amazon laws and the impacts on the companies as it might relate to incentives
- Identify industry-specific “best-practices” to maximize sales tax incentives.

Speakers:

Randy Holloway, CMI
Principal, State and Local Tax
Grant Thornton LLP
Atlanta, GA

Neal Wieschhaus, CMI, CPA
Senior Manager, Indirect Taxes and Incentives
Emerson Electric Co.
St. Louis, MO

Moderator:

Minah C. Hall, Esq.
Director
True Partners Consulting
Chicago, IL

◆11:15am-12:30pm
Concurrent Breakout Session
Income Tax Incentives:
Differing State Approaches
During an Uncertain Economy

(Repeated at 4:15pm)

During these difficult economic times, many states are revisiting and revising their income tax incentive and tax credit regimes. It appears that there are two major outcomes from this renewed analysis. Some states are aggressively promoting, and enhancing their programs in an effort to encourage investment within their borders. Other states, in an effort to reduce expenditures, have seemingly gutted their programs; suspending benefits, reducing incentive amounts, intensifying audit review, and in several cases, eliminating programs altogether. In this session, our speakers will share their knowledge of the current income tax incentives and tax credits environment while discussing the practical implications of the differing policy approaches.

Learning Objectives:

- Gain knowledge of recent major legislative changes in the income tax incentives and tax credits area
- Understand the political-economic considerations at play in states
- Identify strategies for working

- within states that appear to be decommissioning their income tax incentives and tax credits programs
- Learn best practices for ensuring income tax incentives and tax credits incentive worthiness of your projects within the more rigorous review landscape

Speakers:

Rob Calafell
Principal
Deloitte Tax LLP
New York, NY

Aaron M. Young, Esq.
Partner
Reed Smith LLP
New York, NY

Moderator:

George Francis
Director
Deloitte Tax LLP
Dallas, TX

◆12:30-1:30pm
Networking Lunch

◆1:30-2:30pm
General Session
Hot Off the Presses: Legislative & Judicial Developments in Credits & Incentives

This session will provide an update on the most recent topics and developments in credit and incen-

tive programs. Learn about recent trends and the latest and greatest from around the country, including significant changes to existing credit and incentive programs and any new programs.

Learning Objectives:

- Identify new developments and emerging trends in the credits and incentives area
- Explore the latest statutory, regulatory, administrative and judicial developments
- Assess the potential impact of new credits and incentives programs or changes to existing programs
- Recognize key issues and opportunities

Speakers:

Marty Dakessian, Esq.
Partner
Reed Smith LLP
Los Angeles, CA

Michael Grella
Director-Economic Development, Credits & Incentives
Grant Thornton LLP
Atlanta, GA

Moderator:

Amanda P. Brown, CPA
Senior Manager
Turner Broadcasting System, Inc.
Atlanta, GA

◆2:45-4:00pm

Concurrent Breakout Sessions

**Who's Invited to the Table:
Identifying the Parties**

(Repeated from 9:45am)

**Main Street Stimulus: Best
Practices for Improving the
Bottom Line**

(Repeated from 9:45am)

**Type of Incentives—Negotiated,
Statutory, and Unusual**

(Repeated from 9:45am)

◆4:15-5:30pm

Concurrent Breakout Sessions

**CSI Incentives—Property
Tax Opportunities Uncovered**

(Repeated from 11:15am)

Sales Tax Incentives

(Repeated from 11:15am)

**Income Tax Incentives:
Differing State Approaches
During an Uncertain
Economy**

(Repeated from 11:15am)

◆6:00-7:00pm

Reception

Friday, November 11

◆6:45-7:45am

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

◆8:00-9:30am

**General Session
Pitfalls for the Unwary**

Maximizing economic incentives and tax credits has become increasingly important in these tough economic times. While incentives and credits are worth the effort to implement, agreements can have very complex requirements that may lead to unintended consequences. In this session, our panelists will share their knowledge and experiences for avoiding some of the more common pitfalls so that efforts and benefits are maximized.

Learning Objectives:

- Understand and evaluate minimum qualification thresholds
- Identify front-end planning requirements and strategies to avoid pitfalls
- Identify and coordinate public disclosure requirements
- Discover the implications of waiving rights to future property tax appeals
- Understand and identify claw-back provisions
- Identify and understand implementation requirements
- Apply best practices for utilization

tion of the benefit

- Develop a systematic approach for compliance, tracking, and maintenance
- Examine issues related to open records requests

Speakers:

Christopher J. Girod

Director
Ryan, LLC
Pittsburgh, PA

Kerstin Nemec

Senior Director, Tax Credit Services
ADP
Dallas, TX

Robert Rischmann

Director
PricewaterhouseCoopers LLP
Chicago, IL

Jeff J. Troan

Vice President, Economic
Development
Lockheed Martin Corporation
Orlando, FL

Moderator:

Peggy Estes

Senior Tax Manager
Wal-Mart Stores, Inc.
Bentonville, AR

◆9:45-11:00am

**Concurrent Breakout Session
Green Credits: Integrating
Tax and Corporate Sustainability**

(Repeated at 11:10am)

Many multistate and multinational

corporations find it challenging to keep up with the ever-changing tax issues and opportunities available surrounding environmental sustainability. During this session, we will focus on the tax issues and opportunities raised in the context of environmental sustainability. We will apply traditional tax planning skills from a federal, state and local, and international tax perspective to issues being driven by corporate sustainability initiatives and new opportunities created by the emerging green economy. The presenters will also discuss how the Tax department may drive value and achieve competitive advantage when it understands the tax and business implications of internal company initiatives focused on the transformation to a more resource-efficient and lower carbon business model. Some of the initiatives which will be reviewed include strategies to:

- “Reduce”: lower energy and resource consumption and greenhouse gas emissions
- “Switch”: modify energy, transportation and fuel sources to those that are low-carbon and renewable
- “Innovate”: development of new “Green” innovative strategies and products
- “Offset”: investments in clean developments, renewable energy certificates and carbon emission certificates

Learning Objectives:

- Identify tax opportunities, risk and compliance issues created by business transformation to a more resource-efficient and lower carbon economy with their company’s sustainability initiatives
- Assess and recommend how the tax department can drive value and achieve competitive advantage with green opportunities
- Examine the tax issues driving the potential reduced payback period or enhanced internal rate of return for investments in sustainability
- Focus on developing strong communication within the business in relation to the tax implications of the transformation to a more resource-efficient and low-carbon economy
- Better assess carbon taxes and related environmental taxes which may currently or in the future impact a business

Speakers:

Paul Naumoff, Esq.
Principal, Global/Americas Director, Sustainability and Cleantech Tax Services
Ernst & Young LLP
Columbus, OH

Scott Nickel, CPA
Property and State Income Tax Manager
The Goodyear Tire & Rubber Company
Akron, OH

Moderator:

Brandon Parmer, Esq.
Project Manager - Tax Planning & Analysis
American Electric Power Service Corporation
Columbus, OH

◆9:45-11:00am

Concurrent Breakout Session Identifying, Maximizing, and Preserving Employment-Related Credits & Incentives in the U.S. and Abroad

(Repeated at 11:10am)

Tax credits and economic incentives in this economy can add directly to your company’s bottom line. In this session, our panel of experts will share their knowledge in identifying, obtaining and maintaining statutory credits and negotiated incentives in different regions of the world that can have a direct impact on your business, particularly in the area of human resources-related cost reduction. Some of the topics will include:

- How jurisdictions are adapting their credit/incentive programs and policies to current economic conditions and a need for high-quality job creation
- Best practices for negotiating a successful incentive package
- Identifying and preventing common pitfalls that can result in a loss of benefits; and industry

specific credits and incentives. In addition, the panel will share their recent experiences negotiating global credits and incentives

Learning Objectives:

- Identify the kinds credits and incentives available globally to offset the costs of new investment, job creation and training
- Understand how these credits and incentives vary across jurisdictions
- Identify appropriate stakeholders that should be involved in negotiating credit and incentives and the important roles they play
- Identify and prevent common pitfalls related to maintaining credits and incentives
- Apply best practices for negotiating credits and incentives
- Better ensure that incentive agreements result in a win-win situation for all parties

Speakers:

Jesse Broderick, CPA
Managing Partner
Sumit Credits, LLC
Watson, LA

Terry Hansen
Manager of Public Partnerships
IBM USA Corporation
Washington, DC

Moderator:

Karen Hensley-Chelstowska
National Director -
European Incentives
Ernst & Young LLP
Dallas, TX

◆9:45-11:00am

**Concurrent Breakout Session
Gunfight at the C&I Corral:
Audit Defense & Contro-
versy***(Repeated at 11:10am)*

State tax auditors have increased efforts for questioning taxpayers' eligibility for income, sales and use tax credits. In this session, our speakers will share their knowledge and their experiences of audit issues that involve statutory income, sales and use tax credits. Some of the topics include eligibility issues related to state-specific qualifications, proof and documentation issues, credit limitations, and how to avoid common pitfalls.

Learning Objectives:

- Identify common audit issues related to statutory income, sales and use tax credits
- Understand the types and variety of audit concerns
- Identify and prevent common pitfalls during the audit and in litigation
- Develop best practices for documenting eligibility of tax credits in compliance with statutory, regulatory, and professional rules

Speakers:**Pilar Mata, Esq.**

Counsel
Sutherland Asbill & Brennan LLP
Washington, D.C.

Mike Shaikh, Esq.

Associate
Reed Smith LLP
Los Angeles, CA

Moderator:**Timothy Schram**

National Director, Credits and
Incentives
Grant Thornton LLP
Chicago, IL

◆11:10am-12:25pm

**Concurrent Breakout Sessions
Green Credits: Integrating
Tax and Corporate Sustain-
ability***(Repeated from 9:45am)***Identifying, Maximizing, and
Preserving Employment-
Related Credits & Incentives
in the U.S. and Abroad***(Repeated from 9:45am)***Gunfight at the C&I Corral:
Audit Defense & Contro-
versy***(Repeated from 9:45am)*

◆12:25-1:00pm

Lunch

◆1:00-2:30pm

General Session**Playing Aboveboard: Ethical
Considerations for Credits
& Incentives in an Uncertain
Economy**

Economic incentives and tax credits have become a necessity in this economy, however, maximizing the impact to your company's bottom line can raise a variety of ethical considerations and complications. In this session, our speakers will share their knowledge and their experiences solving ethical dilemmas while facilitating economic incentives. Some of the topics include AICPA guidelines, ABA rules, Circular 230, Foreign Corrupt Practices Act, State restrictions in dealing with government officials and examples of internal company guidelines.

Learning Objectives:

- Identify federal and state statutory ethical restrictions
- Understand the types and variety of professional guidelines
- Identify the appropriate internal and external parties necessary to facilitate ethical practices from initial negotiations to practical implementation
- Identify and prevent common pitfalls
- Apply best practices for implementing tax credits and economic incentives ethically and in compliance with statutory,

regulatory and professional
rules of conduct

Speaker:**Amy Eisenstadt, Esq.**

State Tax Counsel
General Electric Company
Wellington, FL

Lynn Gandhi, Esq., CPA

Partner
Honigman Miller Schwartz and
Cohn LLP
Detroit, MI

Moderator:**A. Sonali Carlson, Esq.**

Associate
Reed Smith LLP
New York, NY

◆2:30-2:45pm

Closing Remarks**IPT Immediate Past President:****Robert D. Butterbaugh, CMI**

Sr. Manager, Property Tax
Ernst & Young LLP
Philadelphia, PA

Ali Master, CPA

National Director, Business
Incentives & Credits
State and Local Tax
Ernst & Young LLP
Dallas, TX

Registration Information:

Any IPT member or employee of a member company/firm that has members in the Institute may register for the symposium. The registration fee provides for the usual symposium expenses and also includes two continental breakfasts, two luncheons, two receptions, and refreshment breaks, (for those hotel guests registered under IPT's room block) and symposium materials. The early registration fee for **IPT members is \$575 before October 1, 2011 and \$600 after October 1, 2011**. Registrant saves \$25 if payment is received prior to October 1, 2011. Individuals who are not members of IPT, but whose company or firm has members in IPT, may attend the symposium for an additional \$100 charge. In this case, the total symposium **fee for nonmembers is \$675 before October 1, 2011 and \$700 after October 1, 2011**. 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 \$850 before October 1, 2011 and \$875 after October 1, 2011**.

An individual, who is an employee of a company that does not have members in IPT, but who is eligible for membership, may attend for a fee of \$775, paid before October 1st or \$800 if payment is received after October 1st.

Special Discount for members with the CMI designation: Active IPT members who hold the CMI designation are eligible for conference and symposium discounts. When you attend any 2011 IPT conference or symposia - Annual Conference, Property Tax Symposium, Sales Tax Symposium, Income Tax Symposium, VAT Symposium and the Credits and Incentives Symposium – you are eligible for a \$100 registration discount provided you stay in the program hotel under the IPT room block. This discount will be applied upon verification of your hotel reservation.

The Institute is offering a special opportunity for individuals who attend either the Income Tax or Property Tax Symposium which precedes the Credits and Incentives Symposium. Attend one of these symposia and the Credits and Incentives Symposium and save a total of \$200 off of the registration fee. You must stay in the symposia hotel under the IPT block to be eligible. Please see [registration form](#).

IPT is offering a special discount for multiple attendees for the Credits and Incentives Symposium. If a company registers and pays for two attendees, the third person from that company qualifies for half-price registration. All attendees must reside under the IPT room block at the Hyatt Regency Monterey Hotel. This discount is applicable for up to the first 15 registrations. Forms should be submitted together to ensure dis-

count, or submit the names of the two registrations used to obtain the 50% discount for the third registrant.

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 October 21, 2011 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 October 21, 2011 (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).

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.

There is a substitution charge of \$40 on or before October 1, 2011; 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 October 1, 2011; after November 11, 2011 a \$50 fee applies. A confirmation of acceptance will be sent.

Make checks payable to: Institute for Professionals in Taxation
1200 Abernathy Road, N.E.,
Building 600, Suite L-2,
Atlanta, GA 30328
Phone: 404-240-2300
Fax: 404-240-2315

Hotel Information and Reservations:

The Credits and Incentives Symposium is being held at the Hyatt Regency Monterey Hotel, Monterey, CA, phone: 831-372-1234. There are separate costs for the hotel. 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 October 3, 2011, 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 \$185 for single and double occupancy, plus applicable taxes. Additional adults, 18 years and above, are \$25.00 each. Guest room reservations need to be confirmed with a first night's guarantee, refundable with advance notice of cancellation by 3pm PST

48 hours prior to arrival. Check-in time is after 3:00 p.m. Check-out time is noon. In order to request a room in the IPT room-block, please call 888-421-1442. Mention that you are attending the Institute's program in all contact with the hotel in order to receive the group rate.

Click here for [online hotel reservations](#).

Ground Transportation:

The hotel offers complimentary self-parking for guests.

Transportation To/From Monterey Peninsula Airport:

The hotel provides complimentary shuttle to and from the Monterey Airport, contact hotel (phone: 831-372-1234) upon, or before, airport arrival for hours of availability.

Taxi ride will take approximately five minutes and cost: approximately \$8.00 plus gratuity.

To/From San Francisco (110 miles) and San Jose (75 miles) Airports:

Monterey/Salinas Airbus provides airport shuttle service between Monterey and the San Jose Airport and between Monterey and the San Francisco Airport. Advance reservations are required. Call 831-373-7777 or visit www.montereyairbus.com for schedule and reservations.

Symposium Materials: Prior to the program, registrants will receive access to print papers for the sessions they will be attending. These papers will be available after the symposium

as well. Printed copies of materials will not be given out on site.

Continuing Education Credits: Approximately 19 (19) CPE credits (including 1.5 IPT ethics credit hours) are available for full attendance Wednesday through Friday.

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's IPT membership ID number and name. A scanner will be at the door of each session and in order to obtain CE credit, attendees must have their bar-coded badge scanned during the first 15 minutes of each session. A lost name badge should be reported immediately, or at the break, to the registration desk in order to obtain a replacement. If you do not participate in the barcode scanning, IPT will not be able to verify your attendance or award any credit in the future.

CMI's 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.

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

The Institute for Professionals in Taxation is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors, through its website: www.learningmarket.org. In accordance with the standards of the National Registry of CPE Sponsors, CPE credits are granted based on a 50-minute hour. For more information regarding administrative policies such as complaint and refund, please contact our office at (404) 240-2300.

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

Tape recording of sessions is not permitted.

Consent to Use of Photographic Images: Photos will be taken at this event. These photos may be published in IPT publications, multimedia presentations, and on our website. Registration and attendance at, or participation in, IPT meetings and other activities constitutes an agreement by the registrant to IPT's use and distribution of the registrant or attendee's image or voice in photographs, videotapes, electronic reproductions, and audiotapes of such events and activities.

