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SEPTEMBER 2015

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President's Message

By Gordon Tom



Aloha, Members!

It's September already and students are back in school and our tax professionals are working hard to meet the fall filing deadlines. You may have read recently that highway funding legislation signed by President Obama on July 31st included significant changes to the tax return deadlines for partnership and C-corporations for returns filed in 2017. Calendar year 2016 partnership returns will be due on March 15, 2017 and C-corporation returns will be due on April 15, 2017. These deadline changes are two items that the HSCPA and AICPA have long advocated for on behalf of our members as a common-sense solution to help alleviate some of the unnecessary work and over-

time that occurs during the fall tax busy season. Look for more information on the changes in the October KALA.

[I recently read an article in the August issue of the Harvard Business Review by Sarah Carmichael](#) that summarized various research projects on the effects of overwork on employee productivity. The article recites the same issue as many thought papers on overtime; summarizing the large body of research that long hours are actually counterproductive to people and the companies they work for. What I found interesting was that the author's premise is that one explanation for the cause of overwork is it is not from economic or corporate workload sources, but rather an inner, psychological need of the employee, which may include an "overdeveloped sense of duty." This inner motivation, when combined with other external factors leads to an overwhelming desire by the employee to put in long hours at work. The article concludes with a connotation that this resulting desire is negative, analogizing it to an "intoxicating" feeling, but I disagree. As I think back on times in my career when I have worked long hours, I realize that my working overtime hours was because I felt a duty to provide the best quality professional services I could to my clients. This feeling of duty is what kept me reviewing work papers, researching an accounting issue or drafting memos long after 5pm, not because I consider myself a "workaholic." I do not believe being dedicated to producing quality work should be considered negative in a profession that is providing professional services to the public and the organizations we work for. I have never regretted working long hours, and I often felt a great sense of accomplishment when the engagement was finished, the report was issued and the

client was happy. Our dedication to the profession and our clients or organizations is one of the hallmarks of our profession and should not be thought of as a negative.

I am happy to announce that the HSCPA has partnered with the NFL to create an exciting and unique benefit for HSCPA members that are football fans! For the first time, we are offering our members and their family and friends the opportunity to purchase tickets to the 2016 Pro Bowl which will be held on Sunday, January 31, 2016 at Aloha Stadium in advance of availability to the general public and without any ticket service fees or charges. In addition to the service fee savings, members may unlock special exclusive Pro Bowl experiences, including NFL logo items, on-field pre- and post-game photo opportunities, and maybe even the change to access closed Pro Bowl practice sessions! It would be great to have a sellout crowd pack Aloha Stadium this year and help convince the NFL to keep the Pro Bowl an annual tradition in Hawaii. (See note on this page)

As a reminder, the hurricane season in Hawaii goes through November 30, so stay safe and keep those supplies and kits ready. There have already been several near misses by hurricanes and tropical storms threatening Hawaii this El Nino season so everyone should be prepared. A basic disaster survival kit should include water, food, flashlights, extra batteries, a first aid kit and many other essentials. [Please visit the FEMA site here for more information.](#) It's much easier to put together a basic kit ahead of time rather than wait until a warning or watch has been issued and the stores are crowded and inventories of items are low. Stay safe and be prepared!



The Pro Bowl returns to Hawaii's Aloha Stadium on January 31, 2016. It's Team Rice against Team Irvin squaring off in the game that brings you closer to the players through fun insider access. HSCPA members (families and friends included) will have the opportunity to purchase special seating areas at a discount before it's released to the general public – with no ticket service fees! Seating areas outside of the designated HSCPA area are available for purchase upon release to the general public on October 15, 2015. Group tickets are on sale now. [CLICK HERE](#) and enter code: HSCPA to buy tickets and get access to exclusive group experiences.

Creating Your Next Gen Accounting Firm

By Donny C. Shimamoto, CPA.CITP, CGMA



“Firm of the Future” is a term that seems to be getting thrown around a lot, with many people conjecturing what

CPA firms will “look” like in the future. Instead, I like to think about the next generation (“next gen”) firm. This can be (a) an existing firm reinventing itself to remain relevant, (b) a new or revitalized line of business in an existing firm lead by its next generation of leaders, or (c) a new firm founded that embraces the next gen vision. So what does this next gen vision look like?

Next Gen Firm Operations

One of the key changes is that the next gen firm is **cloud-based and interconnected**. It uses cloud-based or hosted technologies that are well integrated with anywhere-anytime access. This provides two benefits: (1) it enables the firm to more easily collaborate with and exchange data with its clients regardless of geography, and (2) enables firms to have **virtual employees and workers** (e.g. subcontractors), allowing firms to recruit people based on talent and fit, and not be constrained by geographic location or time zones. This also allows much easier work-life balance because staff can work outside of the office.

Next gen firms also have optimized work processes and leverages technology to reduce non-value-added and manual work—allowing it to focus on delivering higher value (and usually higher prices) services. Examples of this include:

- Reducing the need to do data entry by leveraging bank feeds or client input;
- Automating client interactions like bill approvals, expense reporting, and check signing;
- Automating timesheets and payroll processing;
- Incorporating multi-state sales tax compliance without having to be a SALT expert; and
- Eliminating the end of month “shoebox” client rush by moving document management into the cloud.

Stay ahead and be the “next gen firm” – you can’t afford not to! Register for this special workshop on September 22, 2015 at the Hawaii Prince Hotel. This will be an interactive workshop led by CPA technology thought leader, Donny Shimamoto, and will feature cutting-edge vendors – so BYOD (bring your own device) to get the most out of this workshop.

Of probably greater importance, this virtual infrastructure allows the flow of data among systems supporting both clients’ and the firm’s operations, allowing accountants to be a more integrated part of their clients’ businesses. Easier access to clients’ data also allows the accountant to focus on “the thinking”, analysis and **providing insights**, rather than “the work”, data collection and data entry.

Next Gen Firm Services

A resounding message at The Sleeter

Group’s Accounting Solutions Conference in October 2014 was how the accounting profession needs to change to better meet the needs of small business owners. It was almost scary how keynote after keynote, and speaker after speaker, echoed the same message: **accounting firms need to up their game and become better business advisors to their clients.**

The trusted business advisor is the model for the next gen accounting firm. But what does it mean to provide business advisory services? Well, that can be interpreted in a few of ways:

- **Optimizing Business Solutions** – Respected technology futurist and CPA, Rick Richardson described this as: just as doctors prescribe medicines to fix their patients’ ills, accountants need to prescribe apps (i.e. technology-based business solutions) to help fix their client’s small business challenges. By optimizing the capturing of data and flow of information within the business, accountants and business owners will have better data available for analysis and reduce the amount of time spent on data entry and corrections.
- **Providing Insights** – With better data (see previous point), rather than just reporting on financial results after the fact, accountants should focus on providing interpretation of those results and what they mean for the small business owner. And they should not just be providing financial analytics, but extracting

Continued on page 11

Reporting Tools Are Changing

By Randy Johnston, Exec VP, K2 Enterprises



Getting the right information out of a system can be difficult and time consuming. Relief may be

in sight. Technology vendors are releasing new generation products solving decade old problems. You can be the beneficiary!

Most of us have conceded that to get the reports we need, we have to use the universal reporting tool from Microsoft - Excel. We use Excel as the Swiss Army knife of reporting, choosing to create reports, even when this is not the best, repeatable choice. The tool is inexpensive and many users have at least some command of how to run the product. Excel is certainly flexible and produces attractive graphics when needed. Particularly with Tables, PivotTables and Power BI, the reporting engine has vastly improved over the last 15-20 years. Your state society has CPE courses offered through K2 Enterprises to improve your skill set in Excel to take advantage of these new Excel features. Reporting relief comes in the form of other, updated tools as well. From BizNet to Palo Alto LivePlan or Aplos to Xero, we are seeing the systems of today be more meticulous in actionable management information through standard financial reporting and by providing appropriate dashboard and Key Performance Indicators (KPIs) that can be assembled to fit our needs.

So What Are The Most Important New Tools and Programs available?

It is clear, in the profession, that the pace of change is accelerating. Vendors

have made significant inroads into collaborative accounting and reporting. Examples here include:

- FreshBooks – invoicing for Schedule C type clients
- SageOne – accounting and project management
- Wave – accounting with inexpensive payroll
- Xero – accounting with payroll and accountant friendly tools
- Accounting Power – an accountant-centric system with good payroll



- QuickBooks Online – the major focus of Intuit for accounting
- NetClient CS with ACS and Client Access – Thomson's client accounting system
- CYMA – notable payroll and Human Resources management
- Intacct – mid-market system supporting multiple verticals
- Sage 300 Online – a robust system updated for online use
- Open Systems – a robust system with NFP, construction and other vertical support
- Epicor Online – a strong distribution and manufacturing system

However, accounting, and the reporting within those systems, is only part of the

battle. To provide useable information, there are a number of interesting additional tools for planning, reporting, expenses and more. Many of these can be used with QuickBooks or other accounting products or as stand-alone applications. Examples here include:

- Palo Alto LivePlan – a budgeting and planning tool
- BizNet Software – an Excel based reporting tool
- BizTools Professional – a multi-dimensional analytics tool
- Tallie – expense reporting with forms recognition
- Avalara – Sales and Use Tax software to support a SALT practice
- Results CRM – Business development integrated to QuickBooks and other products, with project management

If you note the first list above, you'll see a number of applications that are providing browser based Software as a Service (SaaS) accounting with increasing levels of capabilities and complexities. Firms can build a client facing, recurring revenue practice with one or two of these products. The second list adds capabilities that many clients and business owners value and need. These products usually work standalone or with one or more other systems. For example, making accurate forecasts is a difficult business at best, and clearly, cash flow is a primary reason for business failure. Palo Alto LivePlan provides a budgeting and forecasting tool that can be used effectively with small to medium businesses. Almost no system provides sufficient reporting by itself, and BizNet helps create powerful supplemen-

tal reports by automating data connections into Excel and providing accounting functions like prior quarter. Avalara is the leader in Sales and Use Tax and interfaces with more small and mid-sized products than any other offering. Further, the professional filing support is strong. Selecting the right tool(s) from this list can extend and improve your reporting capabilities.

Why Do The New Reporting Tools Make a Difference?

Reporting should be repeatable, convenient, consistent and provide sufficient detail to make informed decisions. Our reporting must provide the information to implement our management strategies. We know we can't believe vendor claims that by using a particular product, you will have success. However, if you don't have the right program to get the job done, you'll work much harder than needed. Having the right tools and processes enable your firm to measure the results of business performance.

Better Reporting and Monitoring Can Mean Better Results

The right programs can save time, effort and money. However, in your selection process, you should spend enough time at the beginning of the process to understand your needs, what you have today, and the expected improvement. Most of us have concluded we can create almost any report in Excel, but is there a better way? Or, at least, can we automate the process of getting current numbers into Excel? If you have not updated or changed your reporting tools or techniques in the last few years, you could be wasting

significant effort. Investigate your options, and consider supporting your changes through CPE courses offered by your state society and K2 Enterprises.

Randy Johnston and his [NMGI team](#) provide IT consulting services and recommendations to accountants 24x7, coast to coast. His [K2 Enterprises'](#) team provides CPE through State CPA organizations via live classroom delivery, webinars and in-house training.

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The Next Generation of Leadership

By Jim Boomer



We are headed toward a massive transition in leadership at firms across the country as the current leadership gets closer to retirement. Some firms have already successfully transitioned, others are preparing, and then, there are those that don't yet have any plans in place. The transition discussion is abuzz at the conferences I've recently attended – both among attendees and speakers. And, tensions are high between the very generations whose roles are about to shift, which is extremely concerning.

The State of the State

Current leadership often complains they can't find quality candidates to fill the pipeline. Pointing to a generation that doesn't want to put in the hours or work for it. They use words like lazy and entitled to describe them and say they waste time using technologies like mobile and social media. The younger generation uses terms like out-of-touch and archaic to describe the people they will succeed. They point to a need to do things differently to succeed in the future and some suggest throwing out the old model completely.

So who's right? I'll show you here how the correct answer lies somewhere in the middle.

- We need to realize it's hard to let go of something you've been doing your whole life. We may have to temper our expectations of how quickly we are going to ascend in the firm.
- We also need to present our new ideas with respect and ask how they fit in with current leadership's view of the environment.
- Finally, don't push too hard. This is an emotional transition that takes time. They need to work through it personally before they can work share the plan or roadmap with anyone else.

Tips for Current Leaders

Seasoned professionals must think back to earlier in their own careers so they can better empathize with what the emerging professionals are thinking, feeling and doing. A few years ago I listened to Bill Reeb speak on generations – he read an article to the audience that listed all the gripes current management had with the next generation. Only after the audience (made up mostly of seasoned professionals) had finished their wave of head nods in agreement did he reveal that the article was from many years ago and was actually written about the Baby Boomer generation. Truth be told, you've been in their shoes and, likely, someone judged your perceived intentions (or lack thereof) at some point in your career. So let's look for the positives that we can leverage to move forward toward a successful transition.

Listen Up Emerging Leaders

I've been hearing an increasing number of people from my generation (the emerging partner group) spreading a message that the old model is antiquated and needs to be replaced by completely new thinking. I agree that we need to do things differently but a complete reboot isn't necessary. Emerging leaders need to step back and understand a few things about those that have come before us.

- First, they have years of wisdom and professional experience that we can and should tap into if we are smart business people.
- We also need to appreciate everything they've done to set up the opportunity that is currently ahead. It would not exist if not for the hard work they put in throughout their careers.

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- First and foremost, the up-and-coming leaders bring a fresh perspective that is important to the future of the firm. They also bring new ideas and skills to the table as well; especially in the area of technology. Leverage these to the firm's advantage.
- Open your mind to new ways of thinking and doing things. Considering how these ideas might fit into how you've traditionally done things.
- Coach & mentor young professionals but also challenge them. This involves stepping back, which can be emotional and difficult to do but is necessary to the transition.

Finding a Middle Ground... TOGETHER

Although Thoreau wasn't referring to the accounting industry when he said "things don't change, we change," I think this quote is a great way to approach the coming of ages. The sooner we stop throwing daggers at each other based on what the other perceives to be wrong and start focusing on the positive aspects we all bring to the table, the quicker we can start blending our perspectives and planning the transition – together. This building tension and divide must stop. It will derail, delay and even destruct the impending and important shift in leadership, and

we must all come together now to ensure a successful transition.

Put an action plan in writing that spells out the transition timeline, what/when activities will be transitioned and how approaches can be melded. This will probably require many emerging leaders to 'tap the brakes' and current leaders to 'hit the gas,' but working together you can figure it out.

Jim Boomer is a shareholder and the CIO for Boomer Consulting, Inc. He is the director of the Boomer Technology Circles, The Producer Circle, The CIO Advantage and an expert on managing technology within an accounting firm. He also serves as a strategic planning and technology consultant and firm adviser to CPA firms across the country.

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Tired of everyone telling you that you need to modernize your firm, but not telling you how to actually do it? Attend this highly interactive workshop led by CPA technology thought leader Donny Shimamoto to actually work through creating your IT strategy and developing a plan for modernizing your firm with the latest accounting technologies. Walk away from the workshop with a plan for:

- Reducing your need to do data entry by leveraging bank feeds or client input
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- Automating timesheets and payroll processing
- Incorporating multi-state sales tax compliance without having to be a SALT expert
- Eliminating the end of month "shoebox" client rush by moving document management into the cloud

Learn to revamp your service offerings to increase profitability and reduce your staff's workload. While each these technologies come with some cost, they greatly reduce the level of effort it takes to service a client when integrated well. By providing more holistic services to your clients, you also better position yourself to be a trusted advisor and increase client retention and satisfaction — **Can you afford not to attend this workshop?** Register now.

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the insights from both financial and non-financial metrics to drive better decision-making by their clients.

- **Proactive and Engaged** – In a recent survey, The Sleeter Group found that the top reasons small businesses leave their CPA is because they: (a) did not give proactive advice, only reactive, and had (b) poor responsiveness. To be a trusted advisor, accountants need to be there when their clients need them (i.e. be more engaged in their clients' businesses) and they need to anticipate the needs of their clients (i.e. be more proactive rather than reactive).

Note that we are purposely using the word "advisor", rather than "consultant". The difference is key; a consultant is someone who comes to diagnose and fix a problem and then leaves; an advisor has an on-going working relationship with a client and helps them to make better business decisions.

Ready to create your next gen accounting firm?

Whether you already have a firm or whether you are thinking about starting a new firm, it is essential to start by mapping out the services you plan to offer (or already offer) and the associated processes and systems supporting delivery of those services. This ensures that the data will flow between the systems, allowing

you to focus on delivering the services (e.g. providing the insights) rather than manually entering or transferring the data. The time saved will also allow you to spend more time actually working with your clients to understand the insights and make better business decisions—in-

creasing your value to them and reducing the risk that a competitor can come in and lure them away. Especially if you provide bookkeeping and accounting services, creating your next gen firm is essential to your survival—don't let another firm bypass you!



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Hoop News

The 2015 HSCPA Basketball League played all their games at the Manoa District Park. This year's league started on May 20, 2015 and wrapped up the season with its Divisional Championship games on July 29, 2015.

The A Division Championship game was between W. T. Matsuno, CPA, Inc. [WTMco], and the team from KKDIY, LLC [KKDIY]. WTMco's smothering defense stifled the high scoring KKDIY team 55 – 23 to win the A Division Championship and finish up with their "First Perfect, 10 – 0 Undefeated Season."

The B Division game between Deloitte & Touche LLP [D&T] and KMH LLP [KMH] turned out to be a high energy, back and forth contest with D&T emerging victorious by the score of 41 - 40.

KPMG ended their season by capturing the Consolation Division title over CW & Associates, CPAs.

The final standings were as follows:

- | | |
|-----------------------------|------------------------|
| 1. W. T. Matsuno, CPA, Inc. | 6. KPMG |
| 2. KKDIY, LLC | 7. KMH LLP |
| 3. Deloitte & Touche LLP | 8. CW Associates, CPAs |
| 4. Red Ink | 9. Accuity LLP |
| 5. CPAA | |

Those interested in joining the 2016 HSPCA Basketball League can contact Walt Matsuno at 951-8899 or via email at walter@matsuno-cpa.com. The league fees range between \$400-\$575, depending on the number of teams entering and gym availability. Hope to see you there!

Hawaii Practices For Sale

Kailua Kona CPA Practice - gross \$283K, 80% Tax, 17% acctg svcs, 3% conslntg/ other svcs, great fee structure, and strong cash flow over 50% of gross. Kihei Bookkeeping Practice - gross \$133K, loyal client base and revenues composed of mthly bkkpng and payroll svcs. For more information, please call 1-800-397-0249 or to see listing details and register for free email updates visit www.AccountingPracticeSales.com.

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1st Place - A Division >> W.T. Matsuno

Top Row: Jake Harris, David Tang, Ran Tran, Ranier Agustin, Kimo Tuyay

Middle Row: Walt Matsuno, Lance Takaki

Bottom Row: Kekoa Taliafero, Casey Ching, Drew Imamura, Madison & Archie Eusebio

Not Pictured: David Pietsch III



2nd Place - A Division >> KKDIY, LLC

Top Row: Guy Nishihira, Tsz Hong Fung

2nd from Top: Milo Smith, Stan Lum, Kevin Lau, Jesse Soberman

3rd Row from Top: Justin Ogata, Colin Lee, Jacob Lowder, Ernest Chu

Bottom Row: David Gandule, Leinnan Roylo, Gordon Ciano



1st Place - B Division >> Deloitte & Touche LLP

Top Row: Kimo DeCaires, Daniel Li, Kyle Chang, Mike Furuto, Myung Kim

Bottom Row: Paul Garner, Kelly Harada, Jimmy Yamasaki, Edison Lau

Not Pictured: Harold Moleni

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To upgrade to Windows 10 on a PC:

- If you have Windows XP or Windows Vista, you can purchase Windows 10 from the Microsoft Store but you're probably better off getting it as part of a new PC.
- If your PC qualifies for the free upgrade (Windows 7 or 8.1), you can make a reservation through the Get Windows 10 app which should show up as a Windows icon located at the right end of your taskbar. You can click on "Reserve your free upgrade" in the app

window. Then wait for your upgrade notification which will come as a part of the phased release over the next month or so. You can choose to upgrade later when you receive this notification.

- The Get Windows 10 app is downloaded to your PC as an optional Windows Update so if you don't have the icon, you should check for Windows updates. The app is not provided by an e-mail notification. If you receive such an e-mail, don't click on the links as it downloads a bad Ransomware virus.

Microsoft Windows 10 has a feature called Windows Update Delivery Optimization which lets your computer get Windows updates and Windows Store apps from sources in addition to Microsoft. This can be helpful if your computer has a limited or unreliable

Internet connection. However, this feature also sends updates and apps from your PC to other PCs on your local network or PCs on the Internet. If you don't want your PC to be sending updates to other PCs, you can google the Windows Update Delivery Optimization FAQ to see how to turn this feature off.

Windows 10 has a number of different areas for privacy settings. The recommendation is that you should choose "Customize settings" instead of "Express settings" during the Windows 10 installation because this is the easiest way to go through all of the privacy settings and choose what information you want to share with Microsoft. By default, Windows will share information with Microsoft for all of the related features. If you don't want this information to be sent to Microsoft, it's easiest to turn off these settings during the installation. However, be aware that disabling certain privacy settings may disable related features that you may want, such as using Cortana.

Another feature raising concerns is Wi-Fi Sense. Wi-Fi Sense allows you to share your Wi-Fi networks with your contacts without having to share your Wi-Fi passwords. It is meant to help people connect to trusted Wi-Fi networks in order to save on cellular data. Even if Wi-Fi Sense is enabled, your Wi-Fi networks will not automatically be shared. By default, each network is set to Not Shared. If you choose to manually share a Wi-Fi network, your contacts would be able to get Internet access via Wi-Fi Sense when they are within range of the network. Sharing is for Internet access only; contacts would not have access to other computers, devices, or files on your network. You may choose to share Wi-Fi with Facebook friends, Outlook.com contacts, or Skype contacts, but currently there is no granular control. At this time, it is not possible to specify which individual contacts have access.

If you have any questions or comments call me at (808) 837-2507, or send e-mail to ron@cga-cpa.com.




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By Jill Ishimitsu



Five Tips for Working Parents

It's 10:30 in the evening and my stubborn six-month old daughter, Madi (who I adore), doesn't want to go to bed. It's been two and a half hours of singing, bouncing, and reading books. I'm tired and getting frustrated. Then she spits up all over herself and the bed. It's going to be another long night. While I'm cleaning Madi and my husband washes the bedding, I can't help but think of all the things I have yet to do: bottles to prepare; laundry to fold and put away; dishes to wash; and at least two hours of work to meet a deadline; not to mention all the details of planning Madi's first birthday party; the continuous task of writing thank you notes; and scheduling an appointment to fix my car. How am I going to get everything done? I'm exhausted just thinking about it.

This is a common feeling among working parents (both men and women). We need to juggle our work responsibilities, invest time to learn and position ourselves for advancement, and have fun with and care for our children. On days when we are pulled in multiple directions as we scramble to meet a deadline, assist a client with a complex issue, prepare for an upcoming presentation, or care for a sick child, it may seem impossible to manage a work-life balance.

This is an issue I have been struggling with. When I was at work, I thought about Madi and got distracted by the things I need to do at home. When I was at home, I thought about my upcoming engagement deadlines. I rushed to put Madi to bed so I could log onto the computer and start working. My work-life management just wasn't working. As I was ready to scream out of frustration, I looked around and saw examples of people who have successful careers and happy and healthy children. So how do they do it? I turned to Google and my co-workers for advice. Here are a few pieces of advice that's helped me:

1. Manage Your Time. Schedule all of your personal and work events and deadlines on one calendar. Be sure to include your spouse and children's activities because their events are important too. Review the weekly activities

with your spouse and adjust routines as necessary, i.e. coordinate drop-off/pick-up duties and home responsibilities when you or your spouse has networking events or client dinners to attend. Set time limits on what you do. Focus on a task for a set period of time then move onto the next task. Communicate with your boss and co-workers your schedule and the necessity to limit disruptions. Ask them to e-mail you matters that do not need to be addressed right away. Check your e-mails a few set times a day to limit distractions. You'll be surprised how much you get done when you limit distractions and tackle one project at a time.

3. Share the Load. Whether at home or at work, utilize the people around you to get the job done. At home, split the household chores with your spouse. Get your children involved if they are old enough. This will teach them the importance of teamwork and responsibility. If your children are young, hire a housekeeper to clean your home or opt to pick up dinner instead of cooking. However you decide to split the household chores, check in periodically to see if anything needs to be reallocated. At work, try delegating tasks to your staff. Giving them additional responsibilities and empowering them to take ownership of a job will not only lighten your load but will provide staff with the opportunity to excel. However, be cautious not to dump your project on them. Set expectations and provide guidance along the way. Otherwise, problems may arise and you could create more work for yourself.

3. Ask for Help. There are many people who are willing to help. All you need to do is ask. Grandparents, aunts/uncles, and cousins are happy to babysit so you can attend a networking event, client dinner, or run into the office on a Saturday afternoon. If it is work related, co-workers are often willing to stay an

extra hour or two to help you meet a deadline. Talk to your boss. There are accommodations that may be available to help you balance work and family pressures. You may be able to work a flexible schedule, work from home on certain occasions, temporarily switch to a part-time status, bring your child into the office, etc. Be ready to explain your situation and have an open discussion about the options available. However, be responsible and don't take advantage of the situation. You will still be expected to get your work done.

4. Prioritize and Simplify. Keep a list of things you need to complete. Prioritize them. Be sure to note which ones need to be done and which ones can be left for another day. Try to work smarter by doing things once. Respond to e-mails as soon as you read them. This way they do not add to your to-do list. It's not necessary to clean your house every day. No one visits you during the work week. Clean it on the weekend. Pick up toys once a day. This will allow you to focus on other tasks throughout the day.

5. Keep Things in Perspective. Strive to give your best while at work and at home. Do your best to manage your workload, turn in quality work, and meet deadlines. Doing your best does not mean being perfect so an occasional slip-up may occur. As long as you do your best and accept that you could not have done it any better, you will have no regrets. Remember that when your children are young, you are their world. In their eyes, you are the best parents they have.

There are many articles on this topic and everyone is willing to offer their advice. Keep in mind that everyone and every situation is different. What works for others may not work for you. Keep communicating with your spouse and those around you. Strive to do your best but be aware of your limitations. Ask for help and call in reinforcements as needed. Start crossing off tasks on your to do list and get control of your life again.



Norman's Book Review

“The Sweet Spot”

by Christine Carter, PH.D.

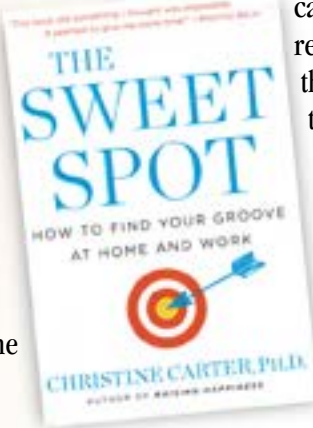
At one time or another, we have all experienced “the sweet spot” in whatever we were doing, where we felt we were operating at our peak level with seemingly minimal effort. Like the athlete who feels he or she has both great strength and great ease, or the topnotch executive who keeps making great decisions effortlessly. “*The Sweet Spot*” is just an awe-inspiring book that helps you find your sweet spot at home and at work, explains the challenges we face in today’s hectic world, has wonderful tips to improve your life, and has great quotes and information from numerous field experts.

The author is a sociologist, senior fellow and happiness expert at UC Berkeley’s Greater Good Science Center. She is also a noted author, has been featured in numerous publications, appeared on top rated TV and radio shows, and is a popular keynote speaker. The appeal of her book is it’s a culmination of a decade of research on the subject, and the author’s personal quest to have it all, fulfilling her career potential and having a fulfilling family life. As a result of her journey, she has achieved and exceeded her goal, and is sharing her secrets with us! CPAs are known to put in long hours at work, so I thought this book would be interesting reading.

The following are some of the more interesting tidbits of information from the book. You may also visit her website www.christinecarter.com to print various lists, such as: 9 Ways to Ease Overwhelm; 7 Easy Things You Can Do To Enjoy Today (And Tomorrow) More;

and 7 Ways To Feel More Loved And Connected. If you find the information

captivating, I would recommend you get the book as I took the most notes ever reviewing this book.



Sweet Spot Equation

The Sweet Spot = Take Recess + Switch Autopilot On + Unshackle Yourself + Cultivate Relationships + Tolerate Discomfort

It’s a simple equation with potentially life changing implications. When you find your groove, you will find you are more creative, intelligent, beloved and productive. You will find ease in your life, which will make you a better parent, friend, leader, worker, healer, activist, artist and colleague. The author is living proof that you don’t have to compromise your happiness to be successful, and you don’t have to sacrifice your success to be happier.

Full Plate, Empty Life

If you ask most people, they are perpetually busy. While modern technology has made our life easier in many ways, it has also made it easier to work more. We are constantly checking and responding to our emails, texts and social media pages. Many feel compelled to enroll their kids in more sports and various lessons so they can get into the best schools.

We have to make sure we get enough

rest, relaxation, rejuvenation, fun and flow in our lives. Remember, about 600,000 people in China will die every year from work-related exhaustion. The Japanese call sudden death due to cardiovascular and cerebrovascular disease “karoshi,” which means “death from overwork.” When one is stressed, the hormone cortisol is released which causes arteries to narrow.

Positive Emotion Tipping Point

Just like the temperature tipping point when ice melts into water is determined by a physical law, there is a psychological law for the positive emotion tipping point. When the ratio of positive to negative feelings hits or exceeds the 3:1 mark, people flourish. When it is less than 3:1, people languish. Flourishing people, who make up only 17% of the adult population, are happier and more resilient.

Be Happy

Happy people are more successful at work and love. They get better jobs, higher salaries, are more likely to get married and stay married, and tend to be healthier and live longer.

Limit Your Choices!

According to psychologist Barry Schwartz who wrote “The Paradox of Choice,” having too many choices is a curse on our happiness. Happy people have different decision-making processes than unhappy people. Happy people tend to “satisfice,” or accept the first available option that meets their criteria. This is hard to believe for perfectionists, who tend to believe maximizing, where

you always search for the best possible solution, should make you happier. Unfortunately maximizers tend to be less happy with the decisions they make (when they finally make them).

All You Need Is Love!

The past two centuries of research in sociology and psychology has definitely shown that our health, happiness, and longevity are best predicted by the breadth and depth of our positive social connections. People with many social connections are more likely to experience life positively. Social connections help us live and work from our sweet spots by bringing us both strength and ease.

Per Barbara Fredrickson, Kenan Distinguished Professor of Psychology at the University of North Carolina, *"Love is our supreme emotion: its presence or absence in our lives influences everything we feel, think, do and become. When you experience love... you not only become better able to see the larger tapestry of life and better able to breathe life into the connections that matter to you, but you also set yourself on a pathway that leads to more health, happiness and wisdom."*

The Perils Of Being Wealthy

Unfortunately, wealth makes it less likely that you will have meaningful and fulfilling relationships with others. Similarly, materialism damages relationships, hurts self-esteem, increases your risk for depression and anxiety, and increases frequency of headaches. In essence, making more money is clearly not an automatic road to lasting joy.

Mastery

Mastery of something is the most pure example of the sweet spot. When we master an activity, we have great power with little strain. When we master a task or skill, we perform it automati-

cally. Mastery is not an innate talent, but emerges from grit, rest, and good coaches and great teachers.

Celebrated psychologist Angela Duckworth sees achievement as a product of skill and effort:

Achievement = Skill x Effort

Tremendous effort can compensate for modest skill, just as tremendous skill can compensate for modest effort, but not if either is zero.

The Importance Of Rest

True masters rest not only strategically, but rest more than the average American. While on average, Americans get 6.5 hours of sleep per night, elite performers tend to get 8.6 hours of sleep a night, and elite athletes get even more sleep.

The author has worked with high level and successful Silicon Valley executives who get in the office early, leave the office late, and stay connected to their work via email and text at home. They aren't masters, but rather are headed for burnout so deep they may never recover. There is no ease with their success. Although they may display the raw strength of their sweet spot, it is paired with stress rather than ease. If this sounds like you, the author says to just rest. Rest will allow you to sustain your high performance, and you will find your groove at work and

at home!

Winners Do Quit And Quitters Do Win

Sometimes, the cost of achieving a goal is greater than the benefit we would receive from reaching that goal. Life is too short to keep our noses to the grindstone 24/7. Downtime, rest, play and sometimes quitting are not a waste of time but are necessary for strength and growth.

"Not all mountains are worth climbing all the way to the top, especially if the costs of doing so are great. Sometimes the greatest cost comes from climbing to the top of the mountain, only to look longingly down at another path you wished you had followed instead."

Summary

If you are feeling overwhelmed and stressed out, this book will help you get your groove back. If you are flourishing, this book explains why you are successful and will help you get back to your sweet spot if you start straying from it and struggle. Author Christine Carter has hit a home run with this book, especially for hard working CPAs. She is truly inspiring...if she can have it all, you can too!!!

"Just as we can know the ocean because it always tastes of salt, we can recognize enlightenment because it always tastes of freedom." Buddha



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SEPTEMBER



IT Risk Assessment for Non-Techies • September 17 (Thursday)

Whether you are conducting an audit or performing an internal risk assessment, IT is an area that always seems fraught with risks. Attend this workshop to learn how to: (1) obtain an understanding of the IT environment, (2) dissect the components of IT systems and their supporting networks, and (3) assess the risk of the various components. This interactive session includes exercises in understanding the IT environment, risk brainstorming techniques, and performance of a simple IT risk assessment using a case study. [more>](#)

Integrating Ethics in Business (AM) • September 18 (Friday)

Whether you are conducting an audit or performing an internal risk assessment, IT is an area that always seems fraught with risks. Attend this workshop to learn how to: (1) obtain an understanding of the IT environment, (2) dissect the components of IT systems and their supporting networks, and (3) assess the risk of the various components. This interactive session includes exercises in understanding the IT environment, risk brainstorming techniques, and performance of a simple IT risk assessment using a case study. [more>](#)

Information Security for Controllers (PM) • September 18 (Friday)

Recent security breaches at big name companies has moved Information Security back to the top of mind for many organizations. How can Controllers better assess the risk associated with information security? And how can Controllers ensure that their organization has done its duty in protecting the information of its customers, business partners, and employees? Attend this session to learn the basic information security concepts you need to know to assess information security risks, identify compliance requirements, and talk intelligently with IT to understand the technical controls they've put in place. [more>](#)

Firm of the Future Workshop (for CPA firms) • September 22 (Tuesday)

Reduce your need to do data entry by leveraging bank feeds or client input. Automate client interactions like bill approvals, expense reporting, and check signing. Automate timesheets and payroll processing. Incorporate multi-state sales tax compliance without having to be a SALT expert, and eliminate the end-of-month "shoebox" client rush by moving document management into the cloud. [more>](#)

Construction Contractors: Critical Accounting, Auditing, and Tax Issues in Today's Environment • September 23 (Wednesday)

Accounting and financial reporting for construction contractors may be the most difficult area to be in compliance with the various standards. Also, construction engagements are, in many instances, more dangerous than most lines of businesses due to the many users of the financial statements. In this course, we will discuss why construction accounting and financial reporting are so complex, and discuss the relationship between the contractor and the surety, both from an underwriting and claims perspective. We will also explore what the surety looks for in order to maximize potential bond credit, and we will discuss key areas of tax compliance concentrating on those areas which make construction unique. [more>](#)



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The Complete Guide to Payroll Taxes and 1099 Issues

September 24 (Thursday)

Employment taxes are often overlooked as an area where more planning may be effective. Payroll taxes have become an increasing burden for the average business and IRS penalties for noncompliance have risen dramatically in recent years. They have also been subject to employer incentives. The Service has announced that uncovering noncompliance by employers ranks high on its audit list. This course presents a comprehensive overview of federal payroll taxes, Form 1099, and related compliance issues. [more>](#)

Current Developments & Best Practices for Today's Financial Executives

September 25 (Friday)

This course has been designed to give the CFO and controller the skills needed to lead their organizations into the rapidly changing decade. The course's author has been in the trenches, having held positions in finance and senior management, and understands the issues from both perspectives. Another unique aspect of this course is its constant evolution. We know change is occurring at an exponential rate, so certain chapters dealing with current domestic and global economic conditions are included along with current technical issues on the cloud and social media. [more>](#)

QuickBooks for Accountants • September 29 (Tuesday)

[Test your knowledge and use this self-assessment tool to see if this course is right for you](#) **CLICK HERE>**

This course helps you get more out of QuickBooks and to resolve the issues with which even experienced QuickBooks users often struggle, such as locking down prior periods. The course starts out fast with a chapter covering the top issues accountants face with QuickBooks. The day continues with practical guidance and solutions designed to help accountants get the most out of QuickBooks for themselves and/or their clients. Issues such as setting up a new company, configuring and customizing Quick-Books preferences, and enabling system security and password protection features are also addressed in this course. In addition, you will learn about locking down transactions in prior periods, the audit trail, customizing reports, exporting reports to Excel, and data backup. [more>](#)

Advanced Excel • September 30 (Wednesday)

[Test your knowledge and use this self-assessment tool to see if this course is right for you](#) **CLICK HERE>**

This course takes experienced, self-taught users to the next level. It provides real world examples developed by accountants for accountants in the following six major topic areas: collaboration and workbook security; using tables to analyze and report data; integrating and manipulating data from external sources; creating and auditing complex formulas; advanced data analysis with subtotals, filters, and PivotTables; and using charts to analyze and communicate information. [more>](#)

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Entrepreneurs are the bravest people we know.

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