

NUMBERS

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THIS IS THE TIME of year that I get a chance to reflect on what has happened and what we've accomplished over the past year at Marcum & Kliegman LLP and share my thoughts with you, our clients and friends.

When I joined M&K in 1981, a total of six people worked for the firm, including our founding partners, Ed Marcum & Ed Kliegman. We've come a long way since then. Today, we employ more than 260 professionals and support staff. Our goal in building M&K has always been to provide extensive services of the highest quality to our clients and to create professional and personal growth opportunities for our partners and employees. In December 2002, we recognized our first employee to reach his twenty year anniversary at M&K. Joe Cannizzaro, who joined M&K in January of 1983, became the first employee in M&K history to reach the 20-year mark. We congratulate Joe on this accomplishment, wish him many more years of success at M&K and look forward to many more of our people reaching this milestone.

*Jeffrey M. Weiner*

Firm-wide, one of our greatest accomplishments over the last twelve months is, without doubt, the evolution of our SEC Practice Group to national prominence. Under the leadership of our partner, David Bukzin, we've grown our SEC practice from five clients in 2000 to approximately 70 SEC reporting companies today. We are currently ranked ninth in the nation of accounting firms that audit SEC registrants. David has been assisted in this effort by M&K partners Greg Giugliano, Bart Friedman, Ronnie Conigliaro, Kevin McGann, Steve Feldman and Phil Weiner, as well as more than 40 members of our professional staff.

As our company continues to grow and mature, we are sometimes faced with some misfortune and tragedy. During the last year, the M&K family was faced with two such occurrences. Last September, Rafael Ashe, the 14-year-old son of our partner Jim Ashe, passed away after a short illness. There are no words that we can use to express the depth of our sympathy to comfort Jim, his wife Lori and their son Ari. In October 2002, our former partner and friend, Brian Miecniowski, passed away suddenly at the age of 39. Brian joined M&K in 1991, became a partner in 1992 and left the firm in 2001 to pursue other business interests. We extend our condolences to his wife Lynn and their sons Travis, Matthew and Cody.

All told, we are fortunate to have such a dynamic history. If we don't do it often enough, I want to take this opportunity to thank you, our clients and friends, for your continued business, support and referrals. We come to Marcum & Kliegman every day and work hard to earn your confidence and loyalty. May the year to come bring us all good health and success.

JEFFREY M. WEINER
Managing Partner

SEC Practice Group: Growing by Leaps and Bounds

by Saskia Monteiro Thomson

IN EARLY 2000, no one could have predicted that Enron — a powerful and high profile “mega-company” — would crash and burn. Arthur Anderson never saw it coming either. But the signs were there. While some public companies viewed their Securities Exchange Commission (SEC) compliance requirements casually, the SEC was tightening its hold on them with increasingly stringent rules and regulations.

At that time, Marcum & Kliegman LLP’s audit department was working with about five public clients, helping them fulfill their filing obligations with the SEC. During one of these engagements, it occurred to Partner David C. Bukzin that there were a lot of smaller public companies that operated below the “radar screens” of the national accounting firms: companies too small for the big firms, but with just as much responsibility to abide by SEC rules and regulations. In addition, he reasoned, SEC compliance is one of the few areas in the professional arena in which accountants alone possess the necessary certification and expertise that public companies need. David realized that there existed a huge untapped market in SEC-related work for Marcum & Kliegman.

David met with Managing Partner Jeffrey M. Weiner to brainstorm about growing the firm’s expertise in the area of SEC compliance consulting. The two developed a comprehensive strategic plan and officially launched the Marcum & Kliegman SEC Practice Group on June 16, 2000.

The Launch

Under David’s leadership, the SEC Practice Group set out to develop an infrastructure within Marcum & Kliegman to meet the growing compliance requirements of public companies. This would have several benefits. First, it would enable the firm to develop a set of standards for handling the complex needs of publicly-traded businesses. Second, by developing a niche dedicated to SEC compliance, Marcum & Kliegman would be better positioned to attract and retain the best and brightest

professionals who were looking for promising career opportunities. Lastly, a solid audit infrastructure and methodology would have a beneficial trickle down effect by ensuring that the firm practiced at the highest level of quality.

Vision to Reality

Over the next three years, the SEC Practice Group grew steadily and quite according to plan. In fact, in the *Beyond the Numbers* summer issue of 2001, David remarked that, “The vision for the SEC Practice Group is to become a preeminent firm in the region for publicly-traded companies that require the most up-to-date intelligence in SEC reporting practices.” Two years later, that much is certainly true.

Tracking the Growth

With a dedicated staff that operates out of the firm’s New York City office and established policies and procedures, recent firm-wide mergers added both talent and experience to the expanding SEC Practice. Specifically, in October 2002, Ronnie Conigliaro, Kevin McGann, and Vincent Paolucci joined the firm as Partners, along with 17 of their associates and several public clients. The following May, Marcum & Kliegman invited Stephen R. Feldman and Philip H. Weiner to join the firm as Partners, along with several of their colleagues. With these mergers, as well as other areas of internal growth, Marcum & Kliegman has strategically grown its SEC practice to serve approximately 70 public companies, making it the 9th largest SEC practice in the nation according to *Public Accounting Report*, a leading accounting industry publication.

Industry Trends & New Opportunities

In July 2002, President Bush signed into law the Sarbanes-Oxley Act (SOX), which created a new governing body for public accounting


industry, namely the PCAOB (Public Company Accounting Oversight Board). The creation of this new agency revealed both new risks and opportunities for firms that practice in SEC compliance area. Specifically, in the wake of the downfalls of various high-profile, public companies (e.g. Worldcom, Enron, Tyco), the risks of increased scrutiny by the SEC of accounting firms the businesses they

serve are on the rise. As such, many smaller accounting firms dabbling in SEC compliance have exited from this practice area, thus presenting additional opportunities for Marcum & Kliegman. Furthermore, the firm is expanding its services in the corporate governance arena to assist companies meet their

requirements under SOX.

One Step Ahead

Another reason smaller firms have given up their SEC practices is that staying current with ever-changing rules and regulations represents a significant commitment in terms of time and staff training. Marcum & Kliegman’s SEC Practice Group addresses these challenges by providing its auditors with dedicated training in SEC compliance and technical issues. The Group also maintains and continuously updates its own policies and procedures that govern how the firm practices.

Looking forward, the leaders in the SEC Group meet monthly to address various issues proactively and revise the strategic plan annually. Recognizing that the increased liability of boards and their directors have changed the climate of managing public companies, Marcum & Kliegman’s SEC Practice group uniquely offers high quality audit work and in-depth expertise for the many public companies it serves. 

For more information, please contact David C. Bukzin, CPA, at 212-981-3030 or via email at sec@mkllp.com.

M&K gained 17 new SEC-reporting clients in the first half of 2003, making it the 9th largest SEC practice in the nation.

— *Public Accounting Report*

The Expanding Universe

by Saskia Monteiro Thomson

A UNIVERSE OF SERVICES. So goes Marcum & Kliegman's advertising campaign that features a galaxy-like image with services (ala shooting stars) bursting from its center. And as the universe is infinite, so it seems is Marcum & Kliegman's commitment to ever expanding its scope of professional services.

In fact, over the past year, the firm has introduced a number of new practice areas that offer specific industries accounting, tax and consulting services designed to anticipate and meet their unique needs. Among the latest additions to the "universe" are M&K Independent Grocer Services, M&K Manufacturing, Distribution and Retail Group, M&K Construction Services Group, M&K Cost Segregation Group, and M&K Tax Controversy Resolution Group. Following is an overview of what these different practice groups offer.

M&K Independent Grocer Services (M&K-IGS)

Headed by Accounting Services Manager Ronald Storch, M&K-IGS was created to assist independent grocery store operators in today's highly-competitive market optimize their businesses to successfully compete. To this end, M&K-IGS provides financial reporting, internal control assessments, tax compliance and tax incentive opportunities, business valuation, sales tax compliance and recovery, succession plans, and cost segregation studies for supermarket owners and operators. For more information,

please contact Ron at 516-390-1067 or by email at supermarket@mkllp.com.

M&K Manufacturing, Distribution and Retail Group (M&K-MRD)

Recognizing that distribution and retail companies are becoming increasingly subject to regulatory scrutiny, global competitive pressures and technological change, Marcum & Kliegman developed the M&K Manufacturing, Retailing and Distribution Practice Group (M&K-MRD). This group specializes in delivering an array of financial reporting, tax compliance and business consulting services for industries that share supply chain principles. Specifically, M&K-MRD provides innovative strategies to increase profitability and maximize competitive advantage for consumer-pulled businesses. For more information, please contact Partner Kevin McGann or Director Mitchell Watt at 212-981-3000 or via email mrd@mkllp.com.

M&K Construction Services Group

Remaining compliant with complicated regulations makes the construction industry a unique and challenging one in which

to operate. With its current association memberships in the Construction Financial Management Association (CFMA) and the Long Island Builders Institute (LIBI), the Marcum & Kliegman Construction Services Group stays on the cutting edge of issues, trends, and regulations that impact construction businesses and the industry, as a whole. The firm's technical expertise in this area ensures that clients meet their financial statement and tax compliance requirements. For more information, please contact Ira Kantor at 516-390-1041 or via email at construction@mkllp.com.

M&K Cost Segregation Group

Cost Segregation is a provision under the law in which particular portions of real estate (owned or leased) can be reclassified for depreciation purposes. Specifically, as allowed by recent court cases and authoritative pronouncements, certain portions of buildings and surrounding real assets can be depreciated over shorter periods of time than the traditional periods of 27.5 or 39.5 years. This acceleration of depreciation periods translates into considerable cash flow savings. (See *May/June issue*)

To help owners or lessors of commercial or residential property realize the benefits related to Cost Segregation, Marcum & Kliegman established M&K Cost Segregation Group. This group is made up of a team of professionals who are exceptionally poised to guide property owners through the

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Pomp and Circumstance: Announcing the Launch of M&K University

by *Saskia Monteiro Thomson*

AS MARCUM & KLIEGMAN has grown from a small accounting firm to a leading, regional firm, its internal needs regarding staff training and orientation have matured, as well. As the firm grew rapidly over the past several years, it began developing more formal methods of training for its professionals, particularly through procedural manuals and courses given by outside providers.

This year, however, as the number of employees grew to more than 260, Marcum & Kliegman made a significant commitment to formalize all training in both technical and soft skills under an initiative coined “M&K University.” The curriculum was developed with the input of a 22-member committee who represent the firm’s various practice areas. Going forward, M&K University is being headed up by Partner Joseph Perry and administered by the Human Resources Department.

M&K University officially launched in the Spring of 2003 with the goal of centralizing, reorganizing and internalizing all staff training. Thus, this innovative program targets all areas of the firm’s practice

for all levels of staff — from Partner to entry-level accountant.

Quality Control

As a firm, Marcum & Kliegman is committed to providing the highest quality of client service by the best and brightest professionals through training and retaining the finest talent. With this in mind, M&K University courses cover a broad range of subjects designed to enhance the individual skills and levels of expertise of its professionals, while complying with AICPA, state and firm educational requirements.

The curriculum includes a variety of courses, some of which are core requirements and some of which are elective. Core classes are determined by an individual’s area of expertise and career track. Types of courses include Audit; Tax; Valuation/litigation support; various niche practice areas (e.g. hedge funds/ investment partnerships; SEC practice, etc.); Technology (e.g. Epace; Microsoft Office, etc.); and soft skills (e.g. public speaking, business writing, etc.). Higher-level personnel, including supervisors, managers and partners, teach the majority of courses offered.

An A+ in Efficiency


All course offerings are listed on Marcum & Kliegman’s Intranet. Staff can sign up for courses they are interested in from their desktops. Similarly, Human Resources can effectively track who is taking which course and record the accumulation of Continuing Professional Education (CPE) credits and general progress.

There have also been significant efficiencies of both cost and productivity as employees can maximize their productivity by using “down” time to refine their skills and build CPE credits. In addition, since training is being conducted on-site, the firm has realized considerable savings in course fees and travel expenses associated with outside instruction.

Train the Best. Keep the Best.

Another important impetus in developing M&K University as a comprehensive, in-house training program was to enhance the firm’s ability to continue to attract quality employment candidates and retain its best performers. With the breadth and scope of the M&K University curriculum, the firm is better positioned to offer employees clear career paths where a variety of opportunities for professional and intellectual growth exist.

Conclusion

The creation of a comprehensive in-house training program for Marcum & Kliegman has been a true innovation in our practice. In developing this initiative, the firm has enhanced its training procedures to promote excellence and efficiency in the area of staff training. 

For more information about M&K University, please contact Saran Johnson, Human Resources Coordinator, at 516-390-1022 or via email at sjohnson@mkllp.com.



M&K: Broadening Horizons

THE GROWTH of Marcum & Kliegman necessarily brings with it the expansion of office space. In fact, the firm is spreading out on two fronts. In New York City, Marcum & Kliegman has acquired an additional 7,500 sq. ft., which will house the Tax Department.

The second expansion effort is the launch of a new location in Riverhead, Long Island where the firm has leased 1,000 sq. ft. of office space at 400 West Main Street. Featuring two offices and a conference room, this space is strategically located to serve the firm's existing and new clients on the eastern end of Long Island. (MK)

Promotions

Marcum & Kliegman LLP is pleased to announce the following promotions effective July 1, 2003:

LI ACCOUNTING SERVICES DEPARTMENT

Janet Fella • Supervisor
Rick Jordan • Supervisor

LI AUDIT DEPARTMENT

Dana Stelling • Manager
Howard Mann • Supervisor
Anthony DeJoseph • Senior

HEDGE FUND DEPARTMENT

Lisa Parrett • Supervisor
Peter Wu • Supervisor
Justin Kupferschmidt • Senior

HUMAN RESOURCES DEPARTMENT

Lisa Williams • Director

LI TAX DEPARTMENT

Rich Moskowitz • Manager
Gina Abaro • Senior

NYC ACCOUNTING SERVICES DEPT.

Mike Vartanian • Supervisor

NYC ADMINISTRATIVE DEPARTMENT

Tricia Martinez • Word Processing Supervisor

NYC AUDIT DEPARTMENT

Joseph Giovanniello • Supervisor
Jinesh Jani • Supervisor
Sunil Madray • Senior
Lisa Schuessling • Senior

NYC TAX DEPARTMENT

Peter Blumkin • Supervisor
Jingxia Zeng • Supervisor

We wish them all success in their new positions!

TECHNOLOGY TIP

from Technology Trainer Susan Batzar



EXCEL: Enter numbers without typing decimal places or trailing zeros

Use this procedure when you want to enter many numbers with a fixed number of decimal places or large whole numbers with a fixed number of trailing zeros. (For example 257.95 or 257000.)

1. In Excel, on the **Tools** menu, click **Options**, and then click the **Edit** tab.
2. Check the **Fixed decimal** check box.
3. In the **Places** box, enter the number of digits you want to appear to the right of the decimal point. Two decimal places will allow you to type 25795 without the decimal, and will result in 257.95.
4. To include zeros (0) automatically when you enter large whole numbers, specify a negative number to indicate the number of zeros. For example, to have Microsoft Excel automatically insert 283000 when you enter 283, enter **-3** in the **Places** box.
 - In numbers you subsequently enter, Microsoft Excel inserts a decimal point at the indicated position or inserts the specified number of zeros.
 - Data you entered before selecting the **Fixed decimal** option is not affected.
 - When you finish entering numbers with decimal places or zeros, clear the **Fixed decimal** check box.

TIP: To temporarily override the **Fixed decimal** option, type a decimal point when you enter the number.

Get to know us...

Michael C. Nader

■ **Position:** Supervisor, Tax Department

■ **When did you join M&K?** I started working in the Long Island office in May 1996. At that time, the firm only had about 40 employees.

■ **What do you like best about the Firm?** The firm gives its employees the ability to be the best they can be, personally and professionally. I have the opportunity to structure my future here and grow as much as I choose to, there are no limits. In addition, being able to take such pride in the quality of the work product that comes out of this firm is a pleasure.

■ **What are you most looking forward to this year?** Attending the Monday Night Football inaugural game at Lincoln Financial Field to see the Eagles beat Tampa Bay.

■ **No one would believe it but...** I am a managing partner trapped in a supervisor's body.

■ **What is your all-time favorite movie?** That is tough, there are so many. If I had to pick one, I would say *Die Hard*; my brother and I can recite pretty much every line in the movie.

■ **Favorite actors/artists?** Robert DeNiro, Sting, Tim McGraw, Led Zeppelin & 50 cent.

■ **What would you say is your greatest contribution to the Firm?** Besides my blazing speed on the bases, the fact that I learned early on that asking and answering questions is always a worth-while investment of my time. (MK)



Michael C. Nader

Endangered Species: Not

by Jay N. Nisberg, Ph.D., Consultant to the CPA Profession

AS I HAVE TRAVELED the US and abroad this year consulting with various CPA firms, I have had numerous conversations with practitioners, referral sources, observers of the accounting profession and editors of journals and/or newspapers quoting my thoughts and feelings about the CPA profession. Several have asked me to comment on the potential disappearance of the “accountant” or the “accounting profession.” The argument goes that, even if no one picks up on the flat tax as proposed by Steve Forbes, there is certainly a significant effort to simplify the tax structure. The assumption here is that a true flat tax, encompassing business earnings as well as personal taxes, would all but eliminate the need for the CPA.

What’s important here is that the public understands the CPA profession goes well beyond the preparation of a tax return and that the CPA is not only the client’s most trusted advisor but a critical part of the client’s present and future business as well as personal financial planning, not to ignore the CPA’s valued role after “life on earth.” One of my concerns re-

garding this ever-present fear of CPAs as an “endangered species” is the fact that this perception may be scaring numerous, well-qualified students (and others) from entering the accounting profession. After all, who wants to enter a profession on the “brink of extinction?” It is important that our college students and present CPA professionals understand this profession has a brilliant future, albeit a changing environment.

This consultant predicts a long and healthy life for the CPA industry in general. While the profession is changing dramatically and will continue to do so for years to come, it is essential for CPAs to prepare themselves for this “new territory” and different role than utilized in the past. Today’s CPAs must become business advisors and shed the “green eye-shade” reputation. CPAs are no longer historians, “bean counters” or any other description often reserved for the past. Today’s CPAs are strategic thinkers, facilitators of sophisticated business deals

or acquisitions and architects of the financial security on whom companies, individuals and families as well as governments and captains of industry have come to depend. My observations and intuition tell me that, next to the parish priest or rabbi, the CPA’s phone number is the most frequently remembered and dialed number in America. The use of computers and other sophisticated information technology has enabled CPAs to offer individuals and companies information of a higher level of sophistication, faster than ever dreamed of before.

Without the proper skills, post-industrial America will be a difficult place for the CPA profession. However, my observations indicate a transformation is going on in this profession equalling any challenge put up against it. It is naive to believe that the “flat tax” or any form thereof will cause the extinction of the CPA. The role of the CPA going forward will be broader, more challenging and inevitably more valuable to the user of the CPA’s services.

We are all vulnerable. As Darwin has pointed out, some are more vulnerable than others and this will be true of the CPA profession as well. Advanced education and multiple degrees will of course be requirements for success but please remember, “There is zero correlation between academic achievement and job success.” There are numerous other skills with which CPAs must equip themselves to compete. Consider all the unemployed middle managers, many of whom hold MBAs and professional degrees obtained in the not-so-distant past. The CPA of today and the future not only requires advanced skills obtained through education but the “soft” skills of communication and problem-solving ability not always taught in the classroom.

The profession is entering a new age and is offering new services such as the coordination of all Financial Services for clients.

Calling All (New) Accountants!

Each year, Marcum & Kliegman LLP visits four college campuses in the New York metropolitan area to introduce the firm and its employment opportunities to recent Accounting graduates. In an effort to offer the students more interaction with professionals within various practice areas during the recruiting process, the firm’s professionals are “going on the road” to attend career fairs and other events where students can meet M&Kers in advance of the interview process.

On-campus career fairs were as follows:

- Pace University** – Wednesday, September 17th
- Baruch College** – Friday, September 19th
- Hofstra** – Wednesday, September 24th

On-campus interview days are as follows:

- Pace University** – Tuesday, October 14th
- Baruch College** – Thursday, October 16th
- Hofstra** – Tuesday, October 21st
- C.W. Post** – Tuesday, October 28th



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Inside Marcum & Kliegman LLP

Marcum & Kliegman Wins Practice Innovation Award

Marcum & Kliegman LLP, Certified Public Accountants & Consultants, was selected as one of the winners of this year's *Practical Accountant's Practice Innovation Awards*. As one of only 11 winners nationwide, Marcum & Kliegman is being recognized by *Practical Accountant*, a respected Accounting Industry periodical, for its cutting-edge and comprehensive in-house training program called M&K University. This is the second time the firm has received this honor.

M&K Information Technology LLC recently became an independent reseller of Juris® Software Products. This software package is specifically designed to meet the accounting, billing and management demands of law firms of all sizes. As resellers of this software product, M&K Information Technology provides business analysis, custom installation, training and data conversion. For more information, please contact Dan Stieglitz at 516-390-1162 or send your inquiry via email to: juris@mkllp.com.

Events

Tax Manager **David Donnelly** was voted to another one-year term as Treasurer of Community Mainstreaming Associates. He is also a Board member of the same organization.



David Donnelly

The 9th Annual Golf Classic to support the Variety Child Learning Center, which **Marcum & Kliegman** sponsored, raised more than \$45,000.

Volleyball season is upon us and the **Marcum & Kliegman** volleyball team jumped into another season with its first practice in the beginning of August. This

Summer Fun!

Following its annual tradition, Marcum & Kliegman hosted a summer picnic in August for its employees and their families. With more than 200 staff members attending, adults and children, alike, enjoyed a day of swimming, softball, games and socializing.



coed team is looking to capture another first place trophy in corporate division. Stay tuned!

Congratulations

Marcum & Kliegman would like to take this opportunity to recognize the recent achievements of several staff members. Congratulations to the following staff members for passing all four parts of the CPA Exam: **Janet Fella, Ron Finkelstein, Bill Grotheer, Meewha Temurtas**

Baby News

Michelle and **Howard Mann** on the birth of their daughter... Cheryl and **Don Crotty** on the birth of their twin sons.

M&K Welcomes

Wendy Siegel, M&K Retirement Services, a new division of M&K Financial Services

Sunil Singla, Manager, NYC Audit Department

Francine Frankel, Supervisor, LI Hedge Fund Department



Tiffany Condon and Saran Johnson come back to the M&K tent for some refreshments and food following the JP Morgan Chase Corporate Challenge.

Marie DeCicco, Senior, NYC Audit Department

Joanna Maliszewska, Intern, NYC Audit Department

Suzanne Michalak, Payroll/Accounts Payable Coordinator, LI Administrative Department

Steven Macina, Senior Account Manager, NYC M&K INSS 

Tax Calendar

Important Upcoming Deadlines to Remember

- October 15th** ✓ Partnership, Fiduciary and individual tax returns that requested a second extension are due
- October 31st** ✓ Employers' taxes are due (forms 941 and state quarterlies)
- December 15th** ✓ Fourth installment of calendar year corporation estimated tax is due




The Expanding Universe *(continued)*


recent tax rulings that have opened the door to significant tax savings. For more information, please contact Partners Keith Blitzer or Joseph Perry at 516-390-1000, or Vincent Paolucci at 212-981-3038. You can email the group at csg@mkllp.com.

M&K Tax Controversy Resolution Group

It is common for taxpayers to procrastinate or even ignore dealing with their unresolved tax issues because they have neither the time nor the expertise to resolve them. However, delayed action may sacrifice many taxpayer's rights. M&K Tax Controversy Group (M&K-TCG) specializes in teaming with businesses, individuals, their attorneys and accountants to satisfy unresolved tax disputes with federal, state and local jurisdictions.

Dedicated exclusively to tax controversy resolution, M&K-TCG handles various issues related sales and use tax, payroll tax, corporate and individual income tax, and various other taxes that may be due. For more information, please contact Partner Vincent Paolucci at 212-981-3038 or 516-390-1000, or via email at taxresolution@mkllp.com. 

Endangered Species: Not *(continued)*

While I am betting on the CPA's future, I am betting on the public's trust and need for the CPA. Trust is not earned in a short period of time and it has taken this profession over fifty years to become the "most trusted" advisor and I do not predict this will disappear any time soon. The CPA profession is on the cusp of being valued for its services. I would encourage all practitioners to emphasize the positive of their careers, especially "their most trusted status role." The profession is entering a new age and is offering new services such as the coordination of all Financial Services for their clients. Do not hesitate to encourage your children to consider this profession when selecting a career. I believe it will only become more desirable, more profitable and more balanced with the "Quality of Life Needs" so cherished by the CPA community. 

Jay N. Nisberg is a frequent lecturer at CPA meetings as well as a nationally known consultant to CPA firms. His consultation includes areas such as partner relations, mergers, partner retreats, agreements and compensation. Jay can be reached at his Ridgefield, Connecticut office by calling 203-743-2567.

THE PARTNERS AND MANAGERS of Marcum & Kliegman LLP are often asked if they are available to serve additional clients. As a dynamic and growing firm, we sincerely appreciate your referrals. If you would like a copy of *Beyond the Numbers* sent to a friend, please email us at info@mkllp.com or complete and mail this form to:

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BEYOND *the* NUMBERS

Beyond the Numbers is published six times per year by Marcum & Kliegman LLP for its clients and friends. Founded in 1951, Marcum & Kliegman LLP is a full-service accounting and consulting firm serving the needs of its clients by providing expert assistance in strategic business planning, financial management, tax planning and compliance, succession and estate planning, litigation support services, technology consulting, and sales tax recovery services.

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Saskia Monteiro Thomson, *Editor*