

The most current information on how financial professionals can increase cash flow & control costs.

November 27, 2020

KEY FINANCE FIGURES

	Curr*	Lst Mo	Lst Yr
■ Leading Rates %			
Prime Rate	3.25	3.25	4.75
Fed Funds Rate	0.25	0.25	1.75
■ Money Market Rates %			
<i>London Interbank (LIBOR)</i>			
1 month	0.14	0.15	1.76
3 months	0.22	0.24	1.91
6 months	0.24	0.25	1.93
■ Stock & Bond Indexes			
DJIA	29,158	28,426	27,691
S&P 500	3,551	3,447	3,087
NASDAQ	11,714	11,421	8,464
5-Yr T-Bill	0.44	0.33	1.74
10-Yr T-Bill	0.96	0.78	1.94
■ Employment Stats			
Unemployment rate (%)	6.9	7.9	3.6
Payroll employment (thousands)	638	672	185
Average hourly earnings (\$)	0.04	0.01	0.08

*As of 11/09/20

The Cumulative Effect of CFO & Controller Alert

With the pace of change accelerating and the competition tougher, what's the best chance to keep up performance and get two steps ahead of the competition? A reliable source of continuous information.

It's the **cumulative effect** that helps, not any one reading. Our unique function is to deliver solid, focused information in your area of responsibility in a fast-read format twice a month to help performance.

The costly fraud type that skyrocketed 155% in Q3

■ BEC scammers changing the game again

Put your finance team on high alert: A foe you've gotten accustomed to fighting is getting more aggressive ... and more successful.

Business email compromise (BEC) attacks increased by 15% from Quarter 2 to Quarter 3.

More troubling: Invoice and payment BEC scams are up a staggering 155%.

Those findings come from recent research by email security company Abnormal Security.

And the crooks are shifting the ground out from under you yet again. There's been a dramatic shift in tactics just since Q2.

When you consider that BEC scams cost businesses \$26 billion annually, no company can afford not to do all it can to stay one step ahead.

Fortunately Abnormal Security's research can give you the latest on what you and your team are up against now to prevent costly losses.

What's changing

By now you and your finance staffers know what to be on the lookout for ... or do you? Check out what's different about BEC attacks in the third quarter of this year,

(Please see Skyrocketed... on Page 2)

IRS surprises with 2021 pension plan limits

■ Most major thresholds holding steady for the new year

Payroll won't have to do as much adjusting as usual to prepare for Jan. 1 – IRS announced it's holding many pension plan limits steady.

These limits are among those that will stay the same for 2021:

- the 401(k) individual contribution limit: \$19,500
- the deductible amount under § 219(b)(5)(A) for an individual making qualified retirement contributions: \$6,000
- the limitation on the annual benefit under a defined benefit plan under § 415(b)(1)(A): \$230,000

- the dollar limit under § 416(i)(1)(A)(i) concerning the definition of "key employee" in a top-heavy plan: \$185,000, and
- the limitation under § 408(p)(2)(E) regarding SIMPLE retirement accounts: \$13,500.

Some limits will tick up for 2021, such as the compensation amount regarding simplified employee pensions (\$650) and the limitation for defined contribution plans under § 415(c)(1)(A) (\$58,000).

Info: IRS Notice 2020-79, at irs.gov/pub/irs-drop/n-20-79.pdf

Skyrocketed ...

(continued from Page 1)

according to the research on actual attacks that hit your peers:

1. How they're getting in.

Individual finance team members might not be getting as many phony payment request emails as usual. But don't let that lull you into a false sense of security.

Scam artists have made a significant shift in their tactics by targeting group and shared email mailboxes.

Those attacks are up a whopping 212%.

2. The hook they're using.

When the pandemic first took hold, the massive corporate reliance on Zoom turned into an opportunity for fraudsters to gain access to your company.

But too many of you must have caught on because scammers have pivoted again.

These are the new most-imitated brands now being used to phish to

gain access to company systems:

1. DHL
2. Dropbox
3. Amazon
4. iCloud, followed by
5. LinkedIn.

Pass this list to your team members to watch for – especially now that criminals are using group mailboxes as the point of entry.

A staffer might be comfortable knowing what he or she would receive in his or her individual work in-box, but they may be more willing to click

Attempts on Finance jumped 54% weekly.

in a shared box, assuming another team member is working with one of these companies.

One key thing stays the same

Rest assured, you don't have to throw out your entire BEC prevention playbook.

While the angles in have shifted yet again, one key factor remains the same: Finance departments stay on the hot seat as the far-and-away most popular target for BEC scams.

In fact, attempts on Finance increased by 54% on average weekly from the second quarter of 2020 to the third.

So it's up to you and your team to understand what you're up against today (because it may be different in a month).

And always verify both emails and payment requests before acting on them, no matter how urgent and convincing they seem.

Info: For additional research findings, go to abnormalsecurity.com/blog/announcements/q3-bec-report

Sharpen your JUDGMENT

This feature provides a framework for decision making that helps keep you and your company out of trouble. It describes a recent legal conflict and lets you judge the outcome.

■ 'Industry practice' or wage and hour violation?

"We've got some bad news, Matt," CFO Bill Keeper said to CEO Matt Michaels, as he entered his office.

"What's going on?" asked Matt.

"I just got a call from our attorney. Jeremy Mason is suing us for back pay, claiming we violated federal and state wage laws," Bill said.

"How's that?" asked Matt.

Not paid for inspections

"He claims he comes in early to inspect his truck before he goes on the road, and he sometimes stays a little late to refuel, inspect the truck again, record the day's mileage and drop off paperwork. But we aren't paying him for any of that time," said Bill.

"Our policy's consistent with the rest of the industry. I've talked to other companies that don't pay drivers for these inspections because they only take a little bit of time. It's considered de minimis," said Matt.

"Well, he spends at least 30 minutes a day on these tasks, and his logs show that. He says that's not a 'little bit of time,'" said Bill.

"We started that policy because too many drivers were getting paid just for standing around talking. That's when I found out how other companies handle their inspections," said Matt.

Jeremy sued for back pay for these inspections. Did Bill's company win?

■ *Make your decision, then please turn to Page 6 for the court's ruling.*



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Why this credit protection is even more important today

■ *Accounts receivable insurance can guard against costly losses*

When you consider that uninsured unpaid invoices account for 40% of a company's assets, that's a significant exposure.

And it's even more risky now. This year has brought unprecedented financial challenges to companies of all sizes and in all industries.

So customers who were long reliable payers may not be anymore.

Which is why if you haven't considered trade credit insurance before, you might now.

2 to keep in mind

You can choose to insure all your A/R or just those accounts that leave you most exposed.

But no matter what route you go, keep these two things in mind, courtesy of the folks at Dun & Bradstreet:

1. You can't file a claim if an invoice is disputed. If ever there was a case for clear, accurate invoices, this is it! You'd have to wait until any disputes get resolved in order to declare an account as "unpaid."
2. You don't want to let customers

FOR MORE ...

To see what the credit process looks like for your peers in the COVID-19 era, go to cfoandcontrolleralert.com/post-covid-credit-process-cash-flow-wins-and-risks

know they're insured. Customers lose serious motivation to pay when they know their debt will be covered even if they're the ones not paying it. Better kept confidential.

Adapted in part from "What Is Trade Credit Insurance?" at dnb.com/resources/trade-credit-insurance.html

\$50,000 (or less) PPP loan forgiveness easier

■ *New simpler application is now available for COVID-19-relief borrowers*

Good news for companies that took out a COVID-19-relief Paycheck Protection Program (PPP) loan of \$50,000 or less: The Small Business Administration (SBA) has started approving forgiveness applications.

Also, a new SBA rule eases forgiveness requirements for PPP borrowers of \$50,000 or less: They're exempt from reductions in forgiveness based on reductions in full-time employees and employee salaries.

Previous rules said an employer would need to keep the same number of employees for the loan period and couldn't cut salaries of those making under \$100,000 by more than 25%.

Companies have until 10 months

after their covered period expires to apply for loan forgiveness.

'Check the box' self-certification

Applying for forgiveness just got easier too: The SBA's allowing borrowers with loans of \$50,000 or less to self-certify they used the money appropriately to receive complete forgiveness. A new, simpler application (SBA Form 3508S) – with a "check the box" section – is now available on SBA.gov (or firms can check if their lender updated the form on their online portals).

Adapted from "SBA Forgiveness of Paycheck Protection Program Loans of \$50,000 or Less," at forbes.com

■ What this recovery looks like: the shape, duration

Well, we've got good news and bad news in the economy.

The good news? The recession is over and has been since April.

The bad news? We're not in for a V-shaped recovery, as initially predicted. Instead we're in for a much slower and K-shaped recovery.

That's Moody Analytics's Chief Economist Dr. Mark Zandi's take.

He recently addressed finance execs in a general session at Financial Executives International's Corporate Financial Reporting Insights 2020 Virtual Conference.

Recouping remaining jobs a 'slog'

This recession was the shortest in history, Dr. Zandi reminded – just two months compared to the average nine. But it was extremely severe.

And while we got a healthy bounce in May through August, gaining half the jobs lost back, don't expect much progress beyond that anytime soon.

Of the 11 million Americans still jobless, only half of them expect to be called back to those jobs. And that will make recovery a "slog" in Zandi's words. Realistically it will take until the end of 2023 to get all jobs back.

Plus many risk factors remain, from continued election drama to the pandemic itself to monetary policy.

One big question: more stimulus. A \$1.5 trillion package would keep us on track; a \$3.5T one would cut that by a year and a half and no additional stimulus would land us in a double-dip recession, says Zandi.

(From the CFRI presentation "2021 and Beyond: The Economic Impacts of COVID-19, the Presidential Election and the Future," given Nov. 9, 2020)

Time, money and risk are key metrics when evaluating new data initiatives

■ *To calculate value of data projects, measure all associated cost factors*

When acquiring third-party data to support your growth strategy, it's critical to review costs across three main vectors: time, money, and risk.

Time

Identifying, ingesting and analyzing large amounts of data is typically an inefficient process.

You'll need to calculate the staff hours you can dedicate to identifying the best data source for, as an example, a large ad campaign.

Lower-quality data may seem cheaper, but you'll need more time to clean it up for analysis.

But that might be balanced by fewer IT hours needed to build interfaces to the data supplier.

Money

And data project costs extend well beyond the labor needed to acquire

data and gain actionable insights.

Through a sales and marketing lens, customer acquisition costs stop once a new client signs up. For most data-driven projects, however, costs include time and resources to service customers once they're on board.

Consider if you'll have to pass on later opportunities because you've already committed available resources.

Risk

Finally, as you are painfully aware, rules and regulations around data use and privacy are constantly evolving.

And it's not cheap to establish data controls, security and other policies.

But, unless addressed upfront, you risk substantial future costs in fines, legal bills and loss of customer trust or goodwill.

Info: tinyurl.com/datacost594

Legible e-signatures! The hack that gets 'em

■ *This tech tip can streamline and boost your audit trail*

When the pandemic first took hold in the U.S., you and your peers had to make some fast process changes.

One of the biggest for even the largest companies? A shift away from physical signatures.

Of course if you've ever tried to draw a signature online, you know it can be a less-than-accurate likeness.

Here's an alternative.

Needed: a scanner and photo editor

It'll require a one-time set-up for each signer, but then you'll be ready to go.

Have yourself, your finance staffers and other employees, like approvers,

sign a white paper with a black pen and scan it.

Then using a photo editor, save it with a max width of 300 pixels and a 1:3 ratio. (Make sure your team verifies the file is under 50 KB, so it loads quickly for the viewer.)

Presto! You have a neat, handwritten signature for each individual, instead of a hard-to-decipher scribble.

That's also better for you come audit time for clearer, more accurate records. Just be sure to store them in a secure, protected location.

Info: Keep Up to Date on Accounts Payable, 10/20/20.

MANAGING FOR RESULTS

■ Finance leadership going forward: a road map

Recent research has proven it: more diverse teams = more successful teams.

That certainly goes for Finance.

And when we're talking about diversity, we mean not only including more female, minority and LGBTQ team members. We also want a diversity of perspective, which includes people with different types of backgrounds (computer science majors) or life experiences (such as veterans).

So how do you, as CFO, make – and keep – that commitment to diversity?

3 steps in the right direction

That was the subject of the opening session of Financial Executives International's Corporate Financial Reporting Insights (CFRI) 2020 Virtual Conference.

Herschel Frierson, Chairman of the National Association of Black Accountants (NABA), shared his views:

- *Establish a strong mentor program.* You want people to see others that look like them on your team.
- *Partner with organizations that can make your finance team more diverse, such as NABA.*
- *Commit to not only hiring, but keeping and then advancing more diverse team members.* Your ultimate goal: Get those diverse voices in your leadership, both within Finance and your organization as a whole.

(From the CFRI presentation "The Next 75 years ... Why Focused Leadership is so Important," financialexecutives.org/Events/Conferences/Corporate-Financial-Reporting-Insights-Virtual-Con.aspx)

Our subscribers come from a broad range of companies, both large and small. In this regular feature, three of them share success stories you can adapt to your unique situation.

1 Our finance reports are more meaningful now

Because Finance deals with critical company data, we were always getting requests for various reports.

However, we knew people's eyes would often glaze over trying to pull out relevant information from spreadsheets without understanding why it mattered.

Some companies had success using business intelligence (BI) software or other add-on tools to create charts and graphs with this data.

While these were more visually appealing, they still came with the same problem: It was hard to provide context to make the info actionable and meaningful.

Importance of 'why'

Now, when we generate reports, we don't just focus on the data itself, but how we present it.

One simple question guides our approach: Why?

If we take the time to figure out why the report was requested in the first

place and why the data's valuable, we can present it with that focus in mind, telling a story about its importance.

Other people at our company have found this strategy helpful, and they have a better idea of how to interpret the data they request.

As a result, they can take our reports and act on them more quickly.

(Iggy Svoboda, Payroll Manager, Clif Bar & Company, as presented at the 2020 American Payroll Association Virtual Congress)

**REAL
PROBLEMS
REAL
SOLUTIONS**

2 This creative benefit helps working parents

When we were hit with the lockdown, we brainstormed ways to support our working parents and their children.

A 15-question survey gauged employee interest in signing up their children for classes – and volunteering themselves as instructors – in a new virtual learning program to replace enrichment courses many schools have canceled during the pandemic.

Since September, we have volunteer employees instruct students in

12 subjects ranging from cooking to music to shop class, for kindergarteners through college students. More than 50 students are registered for the small classes.

No funding needed

We have so much creativity. For example, one employee with construction expertise teaches students how to make a folder-holder for their class notes. Someone teaches the art of reading a map and compass to students in grades six through eight,

while another employee teaches piano class to children in kindergarten through fifth grade.

Most classes are kept to half an hour. The program doesn't require any funding other than parents buying their child supplies for an arts and crafts lesson.

The program's a hit. It's a unique benefit that provides support to employees with children to help them juggle it all.

(Jodie Morman, VP of Human Resources, NEST, Gloucester City, NJ)

3 Some fine-tuning helped offset revenue shortfalls

Revenue shortfalls are going to be very common this year among many businesses.

However, as a local government, we rely on income taxes to provide a large percentage of our revenue. Due to the pandemic, we're facing a major decrease in this funding source.

Took a deep-dive here

We knew being proactive was going to be the best way to navigate

the budgeting process for next year and keep our doors open this year.

So, we took a two-pronged deep-dive with:

- **Demographics.** We took a good look to get a full understanding of who was in our community and what they needed right now.
- **A very specific history lesson.** We also looked at data we had collected from the Great Recession to see if we could relate patterns to what's happening today.

From this, we fine-tuned our programs.

There were a few major capital projects and large-scale programs that we decided not to move forward on. They just weren't a fit for the current economic environment.

By doing this, we were able to free up some of our restricted funds and refocus them into the projects and daily overhead we needed to continue providing important services to the community.

(Theodore Arapis, PhD, Professor of Public Administration, Villanova University, adapted from Budgeting for Uncertain Times Webinar)

Most companies doing a good job keeping remote employees engaged – ready to get even better?

■ With no end in sight to work from home arrangements, the time to increase engagement is now

We've reached the time of the year when companies show their employees extra appreciation, whether it's a holiday party, a bonus, etc.

None of that may be in the cards this year, due to budgetary constraints or the infeasibility of gathering together to celebrate ... or both.

Pivoting to finish the year strong

Chances are most employees will work at least partially from home for some time, especially with virus numbers trending up.

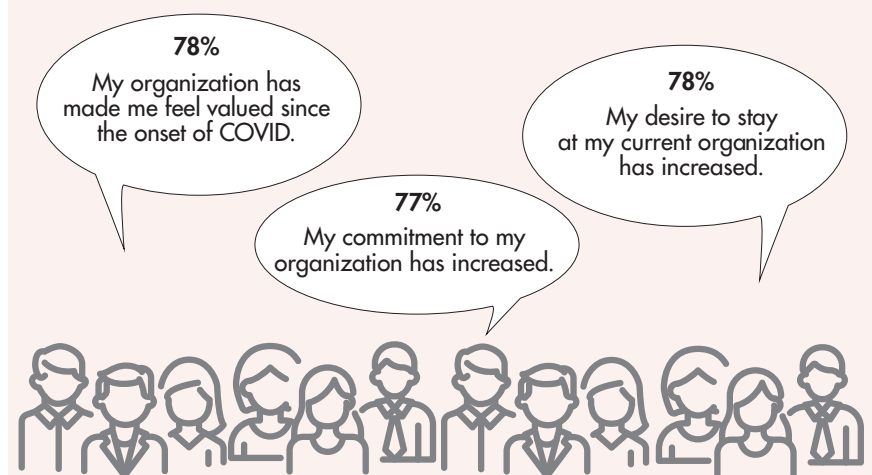
Yes, that means replacing the same old Zoom happy hours with painting ones or virtual cooking classes.

But it also could require you and other top execs to at least temporarily align or re-align your corporate vision with today's unprecedented circumstances.

Info: You'll find a list of strategies at hrmorning.com/articles/employees-connected

OUT OF OFFICE DOESN'T MEAN OUT OF CONNECTION

Satisfaction and Engagement Levels of Remote Workers



Source: A KPMG LLP pulse survey conducted in August

While this is encouraging news as companies continue to have staffers work from home, there is one area to keep an eye on. One third (34%) of employees who are at least partially remote say that their relationships with co-workers have worsened.

Sharpen your judgment...

THE DECISION

(please see case on Page 2)

No, the company lost. A judge ruled the employer went against state and federal FLSA laws when it didn't pay the employee for the time he spent on pre- and post-shift inspections. As evidence, the employee produced a log he kept to show the inspections typically took at least 30 minutes a day, which is too much time to be considered de minimis, said the judge.

In its defense, the company claimed the time workers spent on inspections was de minimis, so it wasn't compensable. It also said industry practice was to not pay other workers for similar inspections, so it was acting in good faith. But the judge made it clear: Just because an industry has a standard

practice in play, that doesn't mean it's compliant with existing wage and hour laws. Failing to pay an employee for work performed is illegal, regardless of whether "everyone else is doing it," said the judge.

Analysis: Ensure 'industry practices' are legal

Be cautious that "industry practices" for what's considered compensable time may not align with state and federal wage laws. Also, state and local wage laws can override FLSA laws when it comes to paying for small amounts of time worked.

Deciding whether work is de minimis can be tricky, and court rulings on this issue vary. When in doubt, it may be best to assume all pre- and post-shift work-related activities are compensable.

Cite: Koch et al. v. Jerry W. Bailey Trucking Inc., No. 1:14-CV-72-HAB, U.S. D.C., N.D. Indiana, Fort Wayne Division, 8/27/20. Dramatized for effect.

Experts give their solutions to difficult workplace problems

Finance professionals like you face new questions every day on how to deal with everything from accounting and tax regulations to management and employment law issues. In this section, experts answer those real-life questions.

Legal advice for smaller organizations

Q: We are a small firm with only occasional need for legal advice. How can we control our costs when working with outside counsel?

A: It's a big mistake to hire a lawyer for a financial matter without making sure they have expertise in the issue you need addressed, advises Regulatory Compliance Watch's Carl Ayers (privatefundscfo.com/hiring-outside-counsel-neednt-cost-earth).

You don't want a generalist, so don't rely on general assurances about a firm's experience. Ask prospective counsel specific questions about the matter at hand. How many SEC compliance examinations have you handled? Have you ever handled a merger in this industry? Do you understand the nuances of (your industry-specific issue)?

And involve your internal subject matter expert in follow-up questions and assessing responses.

Must all OT be paid on usual pay days?

Q: We've had to ask a few employees to work overtime as we begin to reopen our doors. But, with revenues not at their usual level, we're struggling with payroll.

Are we required to pay out overtime on our non-exempt employees' usual payday? Or

can we pay them a little later for those hours?

A: If your business is having trouble meeting payroll, you still need to pay them their full minimum wage and any overtime due at the regularly scheduled payday – lest you suffer a violation of the Fair Labor Standards Act (dol.gov/agencies/whd/fact-sheets/70-flsa-furloughs).

However, if for some reason you can't determine the correct amount of overtime compensation until after their usual pay period, then FLSA will be satisfied if you pay the excess overtime as soon as is practically possible. But, it can't be just to manage your cash flow.

The CARES Act and the next-day deposit rule

Q: If our company defers the payment of the employer portion of Social Security tax under the Coronavirus Aid, Relief, and Economic Security (CARES) Act, what bearing does that have on the IRS' \$100,000 next-day deposit rule?

A: Even if you're a semiweekly or monthly depositor, you'll need to deposit by the next business day if you accumulate taxes of \$100,000 or more in a day.

Deferred amounts count toward that \$100,000 threshold, IRS said during its August Payroll Industry Call.

If you have a question you'd like our experts to answer, email it to Jennifer Azara at jazara@CFODailyNews.com

COMMUNICATION KEYS

■ Getting staff pushback? Check your approach

Employees resistant to change? The Behavioral Change Stairway Model (BCSM) – used by the FBI in crisis negotiations – can help.

BCSM has five components: 1) listen to their reasons for resisting (*active listening*); 2) identify the values underlying their hesitancy (*empathy*); 3) explore how the change aligns with those values (*rapprochement*); 4) change behavior (*influence*); and 5) make them feel like they're part of the process (*enabling behavioral change*).

Info: tnt.com/your-employees-who-refuse-to-wear-masks-now-what

■ Team building for the times (offsite retreat not required)

Team building retreats (even if held virtually) are a great way to collaborate and boost morale.

Some companies are using remote retreat platforms such as The Go Game (custom games, events and experiences), Thriver (flexible food and culture programs) and Moniker (custom team bonding experiences).

■ Ever zone out on Zoom? Never miss a word ...

Here's a way to remove any miscommunications from that Zoom video call: The platform has added a new live caption capability, so all meeting attendees, including hearing-impaired workers, can see spoken words turned into captions at the bottom of their screens.

Live captioning capabilities are also available on Microsoft Teams, Google Meet and Cisco WebEx.

Info: ciodive.com/news/zoom-otter-meeting-live-captions-accessibility/588325

Recent developments that can help your business stay ahead

IRS releases key health savings limits for 2021

The new limits keep on coming in! Up next: Key healthcare thresholds that help employees save.

According to *IRS Revenue Procedure 2020-45*, your limits for the taxable years beginning in 2021:

- \$2,750 – the dollar limitation for employee salary reductions for contributions to health flexible spending arrangements (no change over 2020), and
- \$550 – the maximum carryover amount for cafeteria plans that permit the carryover of unused amounts (a \$50 increase).

Info: Revenue Procedure 2020-45, at irs.gov/pub/irs-drop/rp-20-45.pdf

New guidance released on reporting tax deferral

Did you defer the employee portion of Social Security tax as part of this summer's presidential memorandum? Here's how Payroll should report it, as per new IRS guidance.

Include any wages for which you deferred withholding and payment of employee Social Security tax in Box 3 and/or Box 7.

Note: Don't include in Box 4 any amount of deferred employee Social Security tax that hasn't been withheld.

As for any tax you defer in 2020 and withhold in 2021 and didn't report on the 2020 W-2? That goes in Box 4 on a Form W-2c.

Info: irs.gov/forms-pubs/form-w-2-reporting-of-employee-social-security-tax-deferred-under-notice-2020-65

2021 transportation fringe benefits set by IRS

Let A/P know it won't have to adjust the amounts they can reimburse

employees tax-free for their commuting expenses.

IRS announced it will hold both transportation fringe benefit limits steady in the new year. So for 2021, the monthly limitations remain at:

- \$270 for qualified transportation fringe benefits, and
- \$270 for qualified parking.

Remember, the Tax Cuts and Jobs Act of 2017 took away employers' ability to deduct employer-provided qualified transportation fringe benefits.

Info: Revenue Procedure 2020-45, at irs.gov/pub/irs-drop/rp-20-45.pdf

A revenue-generating upside to the pandemic

So much attention has gone to what businesses have lost during these past nine months. But it can also be an opportunity to grow, says recent research by Robert Half.

More than a quarter (27%) of your peers have launched a new product line or service due to the pandemic.

Info: roberthalf.com

Lighter side: Now that's remote remote work

Chances are throughout the nine months of the pandemic you've been working from home at least some of the time.

Maybe you have a home office, maybe you've taken over the dining room. Maybe you use the Starbucks parking lot?

That's what high school wrestling coach Jason Guiducci did when his internet went out recently.

The quick-thinking coach live-streamed conditioning exercises for his wrestling team on Instagram on the coffee giant's free Wi-fi.

Hope his team thanked him a latte.

MEASURE UP

States that legalized marijuana use on Election Day

Recreational use

New Jersey Arizona Montana

Medical use

Mississippi

Recreational & medical use

South Dakota

The results from this past Election Day will have you revisiting your drug testing policies and procedures if you're located in one of the five states with new laws. Now 35 states allow medical use and 15 OK recreational use.

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Over 90% of our readers say that *CFO & Controller Alert*, with its quick-read format, is more valuable than any other publication they read.

"CFO & Controller Alert is easy to read with the short articles."

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Asst. VP
MacNeill Group, Inc.

"Gives me just what you said it would."

Lynn Dawson
Finance Director
Peachtree Presbyterian Church

The Purpose of CFO & Controller Alert

CFO & Controller Alert is a fast-read resource to help busy financial executives boost cash flow, control expenses, manage their resources effectively and stay in compliance with ever-changing regulations.

Each issue presents real-world examples of what worked and what didn't for CFOs and Controllers in a wide variety of industries – all in a concise format that saves you time.

Depend on this publication for the winning ideas you can put to work today to help your company manage growth.