



## FLORIDA ASSOCIATION OF PUBLIC PROCUREMENT OFFICIALS

### BOARD OF DIRECTORS MEETING AGENDA

Thursday, November 4, 2021, 10:00 a.m.

To attend via Zoom, click on the link below:

<https://us06web.zoom.us/j/81872594170?pwd=MTAxc1duVXZ0Z1JZYlpGM05Qbk1lZz09>

Meeting ID: 818 7259 4170, Passcode: 958606

#### Schedule:

Executive Board (Officers and Executive Director)	8:30 a.m.	9:30 a.m.
Board Meeting	10:00 a.m.	12:00 p.m.
Adjourn for Lunch	12:00 p.m.	1:00 p.m.
Reconvene Board Meeting	1:15 p.m.	3:00 p.m.

#### Board of Directors:

Eligible voting members (as shown below) are the current Officers, and Past Presidents who are Regular Members, in good standing. Non-eligible members shall refrain from voting on any items presented for a vote.

#### Officers:

President:	David Santiago, NIGP-CPP, CPPB
Vice President:	Mark Shuman, CPPO, CPPB
Treasurer:	Denise Finn, NIGP-CPP, CPPO, C.P.M., CPPB
Secretary:	Tammy Spearman, CPPO, CPPB

#### Executive Director

Craig Rowley, C.P.M.

#### Immediate Past President

Jaime Locklear, MPA, NIGP-CPP, CPPO, CPPB

#### Past Presidents

Cheri Alexander, C.P.M., CPPB  
 Joe Benjamin, CPPO, CPPB  
 Fatima Calkins, CPPO, CPPB, FCCM  
 Kelly Loll, C.P.M.  
 Carrie Mathes, MPA, CFCM, NIGP-CPP, CPPO, C.P.M., CPPB, APP  
 Cheryl Olson, MBA, CPPO, C.P.M., CPM  
 Mark Raiford, CPPB, FCPM, FCPA  
 Rhonda Ulmer, CPPO, C.P.M.

## MEETING AGENDA

1. Call Meeting to Order - President
2. Treasurer's Report – 1<sup>st</sup> Quarter FY21/22
3. Board Meeting Minutes – July 30, 2021 Board Meeting
4. Membership Chair Report
5. Executive Director Report
6. Old Business
  - a. CPPB/CPPO Rep Nominations – David Santiago/Cheryl Olson
7. New Business
  - a. NCPPC Charter and Framework – Kristy Rodriguez/Denise Finn
  - b. Approve Final FY21/22 Budget – David Santiago/Craig Rowley
8. Committee / Appointee Reports
  - a. Appointments:
    - i. AEP Sr. Rep – Mark Raiford, CPPB, FCPM, FCPA
    - ii. AEP Jr. Rep – Barbara Grilli, CPPO, CPPB, C.P.M.
    - iii. NCPPC Rep – Kristine Rodriguez, MBA, CPPO, CPPB, FCCM
    - iv. NIGP Certification Commission – David Billingsley, CPSM, C.P.M.
    - v. UPPCC (CPPB) – Vacant
    - vi. UPPCC (CPPO) – Barbara Grilli, CPPO, CPPB, C.P.M., FCCM
  - b. Committees:
    - i. Appointments – Cheryl Olson
    - ii. Awards – Keith Glatz, CPPO, CPPB
    - iii. Blog Liaison – Zulay Millan, CPPO, CPPB, FCCM
    - iv. Bylaws – Kristy Rodriguez, MBA, CPPO, CPPB, FCCM
    - v. Fall Workshop – Kirk Zimmerman, CPPB
    - vi. FAPPO Bucks/MPC Chair – Celeste Gibbons-Peoples, CPPB
    - vii. Finance – Kris Collora, NIGP-CPP, CPPB
    - viii. Historian – Joe Benjamin, CPPO, CPPB
    - ix. Legislative Update – Wanda Roop, MBA, CPPO
    - x. Membership/Outreach Chair – Jaime Locklear, MPA, CPPB, CPPO
    - xi. Parliamentarian – Rhonda Ulmer, CPPO, C.P.M.
    - xii. Professional Development – Kim Albritton, NIGP-CPP
    - xiii. Procedural Oversight – Sabrina Kimball, NIGP-CPP, CPPB
    - xiv. Social Media – Carrie Mathes, MPA, CFCM, NIGP-CPP, CPPO, C.P.M., CPPB, APP
    - xv. Survey/Research – Lisa Osha, MBA, CPPB
    - xvi. Website – Randi Whitcomb, NIGP-CPP, CPPB
  - c. Task Forces (Individual Assignments) (Currently Unassigned)
    - i. Conference
      1. FAPPO Bucks/MPC – Celeste Gibbons-Peoples, CPPB
      2. Trade Show - Vacant
      3. Banquet - Vacant
      4. Networking Event - Vacant
      5. Social Responsibility – Diane Wetherington, CPPB
      6. First Timers – Joe Benjamin, CPPO, CPPB
      7. Photography - Vacant
      8. VIP Coordinator – Cheri Alexander, C.P.M., CPPB
      9. Sergeant-at-Arms – Vlad Opreanu, CPPB



**FAPPO Quarterly Treasurer's Report  
For Period ending September 30, 2021**

1. Checking Account: Wells Fargo

Month	Income	Expenses	Ending Balance
July 31	\$11,496.29	\$12,479.59	\$145,099.40
August 31	\$ 7,382.24	\$11,030.14	\$141,429.50
September 30	\$11,566.18	\$15,389.59	<b><u>\$137,606.09</u></b>

Comments

Ending date September 30, 2021

No Pending Withdrawals

2. Money Market Account: Wells Fargo

July 31	\$130,183.55	Beginning Balance
	.18	Interest Payment
September 30	<b><u>\$130,185.73</u></b>	<b>Ending Balance</b>

3. Portfolio Summary as of 09/30/2021

Checking	\$137,606.09
Money Market	\$130,185.73
Total	<b><u>\$267,791.82</u></b>

4. Misc. Comments

Submitted by:

Denise K. Finn, NIGP-CPP, CPPO, CPPB, C.P.M.

FAPPO 2021/2022 Treasurer

Attachments: Budget vs Actuals, Balance Sheet, Profit & Loss, Trial Balance



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## Budget vs. Actuals: FAPPO 2021-2022 Budget - FY22 P&L

July - September, 2021

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
400 Income				
401 Annual Conference Registration		0.00	0.00	
402 Membership Dues	25,485.00	10,000.00	15,485.00	254.85 %
403 Interest/Investment	2.53	15.00	-12.47	16.87 %
4031 Money Market Interest	2.21	0.00	2.21	
4032 Investment Fund Interest		0.00	0.00	
<b>Total 403 Interest/Investment</b>	<b>4.74</b>	<b>15.00</b>	<b>-10.26</b>	<b>31.60 %</b>
407 Fall Workshop Registration	4,174.00	0.00	4,174.00	
408 Trade Show Income		0.00	0.00	
413 Sponsorships		0.00	0.00	
<b>Total 400 Income</b>	<b>29,663.74</b>	<b>10,015.00</b>	<b>19,648.74</b>	<b>296.19 %</b>
<b>Total Income</b>	<b>\$29,663.74</b>	<b>\$10,015.00</b>	<b>\$19,648.74</b>	<b>296.19 %</b>
<b>GROSS PROFIT</b>	<b>\$29,663.74</b>	<b>\$10,015.00</b>	<b>\$19,648.74</b>	<b>296.19 %</b>
Expenses				
500 Annual/Spring Conference Exp				
501 Audio Visual		0.00	0.00	
502 Badges		0.00	0.00	
503 Banquet		0.00	0.00	
509 Hotel Expense		0.00	0.00	
510 First Time Attendees		0.00	0.00	
512 Plaques & Awards	245.16	0.00	245.16	
515 Speakers		0.00	0.00	
516 Miscellaneous Program Expenses		0.00	0.00	
520 Miscellaneous Printing/Program		0.00	0.00	
521 Miscellaneous Expenses		0.00	0.00	
522 Conference Meals		0.00	0.00	
523 VIP Dinner		0.00	0.00	
<b>Total 500 Annual/Spring Conference Exp</b>	<b>245.16</b>	<b>0.00</b>	<b>245.16</b>	
600 Trade Show				
601 Decorator/ Booth		0.00	0.00	
602 Door Prizes		0.00	0.00	
604 Facility/Equipment Rental		0.00	0.00	
606 Refreshments/Breakfast				
6063 Tradeshow Lunch		0.00	0.00	
<b>Total 606 Refreshments/Breakfast</b>		<b>0.00</b>	<b>0.00</b>	
<b>Total 600 Trade Show</b>		<b>0.00</b>	<b>0.00</b>	
700 Printing Expenses				
708 Membership Pamphlet		0.00	0.00	



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## Budget vs. Actuals: FAPPO 2021-2022 Budget - FY22 P&L

July - September, 2021

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
713 Membership Directory		0.00	0.00	
<b>Total 700 Printing Expenses</b>		<b>0.00</b>	<b>0.00</b>	
800 Other Program Expenses				
801 Fall Workshop		0.00	0.00	
8011 Speaker		0.00	0.00	
8012 Food		0.00	0.00	
<b>Total 801 Fall Workshop</b>		<b>0.00</b>	<b>0.00</b>	
803 Scholarship/Tuition				
8032 Tuition Reimbursement		0.00	0.00	
8033 Scholarship		0.00	0.00	
<b>Total 803 Scholarship/Tuition</b>		<b>0.00</b>	<b>0.00</b>	
804 Website Maintenance	100.25	5,000.00	-4,899.75	2.01 %
<b>Total 800 Other Program Expenses</b>	<b>100.25</b>	<b>5,000.00</b>	<b>-4,899.75</b>	<b>2.01 %</b>
900 Business Expenses				
901 Credit Card Fees	1,137.75	1,000.00	137.75	113.78 %
902 Bonding/Insurance		2,925.00	-2,925.00	
904 Corporation Fees/Dues/Taxes		106.00	-106.00	
905 Accounting Fees	956.66	300.00	656.66	318.89 %
907 Executive Board Meetings	364.05	1,500.00	-1,135.95	24.27 %
910 Miscellaneous Business	6,367.00	300.00	6,067.00	2,122.33 %
912 Operating/Office Supplies		300.00	-300.00	
913 Postage and Delivery	19.15	210.00	-190.85	9.12 %
914 Promotional		210.00	-210.00	
916 Public Relations		125.00	-125.00	
918 Bank Fees - Checking	26.00	75.00	-49.00	34.67 %
920 Storage Historical Records		221.00	-221.00	
921 Travel				
9211 Hotel Exp	91.84	0.00	91.84	
9212 Per Diem		0.00	0.00	
9213 Air Fare/Travel	912.51	1,050.00	-137.49	86.91 %
<b>Total 921 Travel</b>	<b>1,004.35</b>	<b>1,050.00</b>	<b>-45.65</b>	<b>95.65 %</b>
922 Donations		0.00	0.00	
926 Marketing		550.00	-550.00	
930 Association Management Fee	15,902.00	23,948.85	-8,046.85	66.40 %
931 Management Company Expenses	1,374.36	1,500.00	-125.64	91.62 %
<b>Total 900 Business Expenses</b>	<b>27,151.32</b>	<b>34,320.85</b>	<b>-7,169.53</b>	<b>79.11 %</b>
910	230.00		230.00	
<b>Total Expenses</b>	<b>\$27,726.73</b>	<b>\$39,320.85</b>	<b>\$ -11,594.12</b>	<b>70.51 %</b>
<b>NET OPERATING INCOME</b>	<b>\$1,937.01</b>	<b>\$ -29,305.85</b>	<b>\$31,242.86</b>	<b>-6.61 %</b>



# FL Association of Public Procurement Officials

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## Budget vs. Actuals: FAPPO 2021-2022 Budget - FY22 P&L

July - September, 2021

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
NET INCOME	\$1,937.01	\$ -29,305.85	\$31,242.86	-6.61 %

# FL Association of Public Procurement Officials

## Balance Sheet

As of September 30, 2021

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
101 Checking-Wells Fargo	143,308.50
105 Money Market-Wells Fargo	130,184.66
109 Fifth Third Bank	0.00
<b>Total Bank Accounts</b>	<b>\$273,493.16</b>
Accounts Receivable	
1200 Accounts Receivable	0.00
<b>Total Accounts Receivable</b>	<b>\$0.00</b>
Other Current Assets	
1499 Undeposited Funds	10,072.00
199 Other Current Assets	0.00
<b>Total Other Current Assets</b>	<b>\$10,072.00</b>
<b>Total Current Assets</b>	<b>\$283,565.16</b>
Fixed Assets	
110 Capital Equipment	
1101 Capital Equipment After 7/1/06	1,477.52
1102 Capital Equipment Prior 7/1/06	12,988.75
110a Accumulated Depreciation	-14,466.27
<b>Total 110 Capital Equipment</b>	<b>0.00</b>
<b>Total Fixed Assets</b>	<b>\$0.00</b>
Other Assets	
120 Software	6,160.50
120a Accumulated Amortization	-6,160.50
<b>Total 120 Software</b>	<b>0.00</b>
<b>Total Other Assets</b>	<b>\$0.00</b>
<b>TOTAL ASSETS</b>	<b>\$283,565.16</b>

# FL Association of Public Procurement Officials

## Balance Sheet

As of September 30, 2021

	TOTAL
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
200 Accounts Payable	0.00
<b>Total Accounts Payable</b>	<b>\$0.00</b>
Credit Cards	
210 Wells Fargo Credit Card	-3,268.71
1011 David Santiago	3,833.05
1107 Mark Shuman	0.00
1641 Jaime Locklear	419.16
2802 Michelle Gomez	0.00
4201 Spearman, Tammy	0.00
5040 Fatima F Calkins	0.00
6020 Diane Wetherington.2	0.00
6565 Joe Benjamin.2	0.00
6573 Denise Finn	5,803.00
6581 Teresa Smith	0.00
6702 Brooke Green	0.00
7137 Tammy Spearman	0.00
8280 Ivette Rosario	0.00
8298 Anthony McGee	0.00
8306 Tammy G Spearman	0.00
8576 Laurie Victory	0.00
8584 Diane Reed	0.00
8592 Theresa Webb	0.00
8600 Brenda Leo	0.00
9128 Diane Wetherington	0.00
9136 Carrie Woodell	0.00
9144 John Schmidt	0.00
9169 Joe Benjamin	0.00
9177 Wendy Geltch	0.00
9185 Christine Rewis	0.00
9193 Zulay Millan	0.00
<b>Total 210 Wells Fargo Credit Card</b>	<b>6,786.50</b>
<b>Total Credit Cards</b>	<b>\$6,786.50</b>
Other Current Liabilities	
203 Norma Showley Memorial	11,865.81
<b>Total Other Current Liabilities</b>	<b>\$11,865.81</b>
<b>Total Current Liabilities</b>	<b>\$18,652.31</b>
<b>Total Liabilities</b>	<b>\$18,652.31</b>



# FL Association of Public Procurement Officials

## Balance Sheet

As of September 30, 2021

	TOTAL
Equity	
300 Opening Bal Equity	258,537.60
301 Retained Earnings	4,438.24
Net Income	1,937.01
<b>Total Equity</b>	<b>\$264,912.85</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$283,565.16</b>

# FL Association of Public Procurement Officials

## Profit and Loss

July - September, 2021

	TOTAL	
	JUL - SEP, 2021	JUL - SEP, 2020 (PP)
Income		
400 Income		
402 Membership Dues	25,485.00	19,140.00
403 Interest/Investment	2.53	
4031 Money Market Interest	2.21	7.42
<b>Total 403 Interest/Investment</b>	<b>4.74</b>	<b>7.42</b>
405 Misc Income		100.78
407 Fall Workshop Registration	4,174.00	
<b>Total 400 Income</b>	<b>29,663.74</b>	<b>19,248.20</b>
<b>Total Income</b>	<b>\$29,663.74</b>	<b>\$19,248.20</b>
GROSS PROFIT	<b>\$29,663.74</b>	<b>\$19,248.20</b>
Expenses		
500 Annual/Spring Conference Exp		
512 Plaques & Awards	245.16	
<b>Total 500 Annual/Spring Conference Exp</b>	<b>245.16</b>	
800 Other Program Expenses		
804 Website Maintenance	100.25	11,192.41
<b>Total 800 Other Program Expenses</b>	<b>100.25</b>	<b>11,192.41</b>
900 Business Expenses		
901 Credit Card Fees	1,137.75	1,273.73
902 Bonding/Insurance		1,078.00
905 Accounting Fees	956.66	860.00
907 Executive Board Meetings	364.05	
910 Miscellaneous Business	6,367.00	953.00
913 Postage and Delivery	19.15	124.04
918 Bank Fees - Checking	26.00	42.00
921 Travel		
9211 Hotel Exp	91.84	
9213 Air Fare/Travel	912.51	
<b>Total 921 Travel</b>	<b>1,004.35</b>	
930 Association Management Fee	15,902.00	11,926.50
931 Management Company Expenses	1,374.36	
<b>Total 900 Business Expenses</b>	<b>27,151.32</b>	<b>16,257.27</b>
910	230.00	
<b>Total Expenses</b>	<b>\$27,726.73</b>	<b>\$27,449.68</b>
NET OPERATING INCOME	<b>\$1,937.01</b>	<b>\$ -8,201.48</b>
NET INCOME	<b>\$1,937.01</b>	<b>\$ -8,201.48</b>

# FL Association of Public Procurement Officials

## Trial Balance

As of September 30, 2021

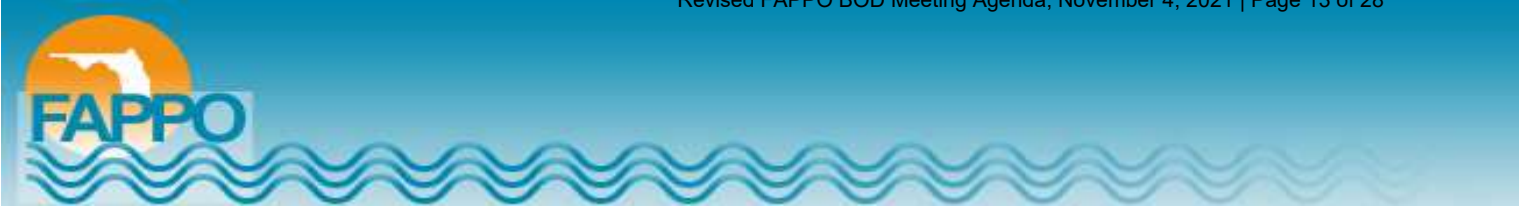
	DEBIT	CREDIT
101 Checking-Wells Fargo	143,308.50	
105 Money Market-Wells Fargo	130,184.66	
109 Fifth Third Bank	0.00	
1200 Accounts Receivable	0.00	
1499 Undeposited Funds	10,072.00	
199 Other Current Assets	0.00	
1101 Capital Equipment:Capital Equipment After 7/1/06	1,477.52	
1102 Capital Equipment:Capital Equipment Prior 7/1/06	12,988.75	
110a Capital Equipment:Accumulated Depreciation		14,466.27
120 Software	6,160.50	
120a Software:Accumulated Amortization		6,160.50
200 Accounts Payable		0.00
210 Wells Fargo Credit Card	3,268.71	
1011 Wells Fargo Credit Card:David Santiago		3,833.05
1107 Wells Fargo Credit Card:Mark Shuman		0.00
1641 Wells Fargo Credit Card:Jaime Locklear		419.16
2802 Wells Fargo Credit Card:Michelle Gomez		0.00
4201 Wells Fargo Credit Card:Spearman, Tammy		0.00
5040 Wells Fargo Credit Card:Fatima F Calkins		0.00
6020 Wells Fargo Credit Card:Diane Wetherington.2		0.00
6565 Wells Fargo Credit Card:Joe Benjamin.2		0.00
6573 Wells Fargo Credit Card:Denise Finn		5,803.00
6581 Wells Fargo Credit Card:Teresa Smith		0.00
6702 Wells Fargo Credit Card:Brooke Green		0.00
7137 Wells Fargo Credit Card:Tammy Spearman		0.00
8280 Wells Fargo Credit Card:Ivette Rosario		0.00
8298 Wells Fargo Credit Card:Anthony McGee		0.00
8306 Wells Fargo Credit Card:Tammy G Spearman		0.00
8576 Wells Fargo Credit Card:Laurie Victory		0.00
8584 Wells Fargo Credit Card:Diane Reed		0.00
8592 Wells Fargo Credit Card:Theresa Webb		0.00
8600 Wells Fargo Credit Card:Brenda Leo		0.00
9128 Wells Fargo Credit Card:Diane Wetherington		0.00
9136 Wells Fargo Credit Card:Carrie Woodell		0.00
9144 Wells Fargo Credit Card:John Schmidt		0.00
9169 Wells Fargo Credit Card:Joe Benjamin		0.00
9177 Wells Fargo Credit Card:Wendy Geltch		0.00
9185 Wells Fargo Credit Card:Christine Rewis		0.00
9193 Wells Fargo Credit Card:Zulay Millan		0.00
203 Norma Showley Memorial		11,865.81
300 Opening Bal Equity		258,537.60
301 Retained Earnings		4,438.24
402 Income:Membership Dues		25,485.00
403 Income:Interest/Investment		2.53

# FL Association of Public Procurement Officials

## Trial Balance

As of September 30, 2021

	DEBIT	CREDIT
4031 Income:Interest/Investment:Money Market Interest		2.21
407 Income:Fall Workshop Registration		4,174.00
512 Annual/Spring Conference Exp:Plaques & Awards	245.16	
804 Other Program Expenses:Website Maintenance	100.25	
901 Business Expenses:Credit Card Fees	1,137.75	
905 Business Expenses:Accounting Fees	956.66	
907 Business Expenses:Executive Board Meetings	364.05	
910 Business Expenses:Miscellaneous Business	6,367.00	
913 Business Expenses:Postage and Delivery	19.15	
918 Business Expenses:Bank Fees - Checking	26.00	
9211 Business Expenses:Travel:Hotel Exp	91.84	
9213 Business Expenses:Travel:Air Fare/Travel	912.51	
930 Business Expenses:Association Management Fee	15,902.00	
931 Business Expenses:Management Company Expenses	1,374.36	
910	230.00	
<b>TOTAL</b>	<b>\$335,187.37</b>	<b>\$335,187.37</b>



## FAPPO BOARD OF DIRECTORS MEETING MINUTES

July 30, 2021

### In Attendance:

#### **Officers:**

President	* David Santiago, NIGP-CPP, CPPB
Vice President	* Mark Shuman, CPPO, CPPB
Treasurer	* Denise K. Finn, NIGP-CPP, CPPO, C.P.M., CPPB
Secretary	* Tammy G. Spearman, CPPO, CPPB
Executive Director:	Craig Rowley, C.P.M.

#### ***Past Presidents and Committee Members in Attendance:***

Past President, Social Media Chair	* Carrie Mathes, MPA, CFCM, NIGP-CPP, CPPO, C.P.M., CPPB, A.P.P.
Social Response Chair	Diane Wetherington, CPPB

#### ***Past Presidents and Committee Members Attended via Teleconference:***

Immediate Past President	* Jaime T. Locklear, MPA, NIGP-CPP, CPPO, CPPB
Past President, AEP Sr. Rep	* Mark Raiford, CPPB, FCPM, FCPA
Professional Development	* Cheryl Olson, MBA, CPPO, C.P.M., CPM
Past President, VIP Coordinator	* Cheri Alexander, C.P.M., CPPB
FAPPO Bucks/MPC Chair	Celeste Gibbons-Peoples, CPPB
Past President, Historian, First Timers' Liaison	Joe Benjamin, CPPO, CPPB
Finance Chair	Kris Collora, NIGP-CPP, CPPB
Legislative Committee Chair	Wanda Roop, MBA, CPPO
Past President, Procedural Oversight Committee	Fatima Calkins, CPPO, CPPB
Sergeant-at-Arms	Vlad Opreanu, CPPB
NIGP-CPP Representative	David Billingsley, CPSM, C.P.M.
Survey/Research Coordinator	Lisa Osha, MBA, CPPB

#### **\* Eligible voting members**

Meeting call to order by David Santiago, President at **9:03** a.m.

Meeting Recording available upon request from the Secretary.

### **Approved reports and updates**

#### **President Santiago presented the following reports:**

Treasurer's Report for the fourth quarter of FY20/21 was prepared and submitted by Mark Shuman, Treasurer.

The May 18 2021 Board Meeting Minutes were prepared and submitted by Denise Finn, Secretary.

**Motion to accept the minutes was made by Mark Rayford, 2<sup>nd</sup> by Cheryl Olson; no discussion, motion carries.**

#### **Executive Director Report by Craig Rowley:**

The pandemic and the related budget restrictions and personal choices may affect face to face attendance going forward, and we and should be cognizant of that, however, face to face meetings are occurring. Certainly, there are almost daily changes to pandemic related issues, particularly the requirement of face masks. We will be working with our contracted properties to ensure they provide us with any materials that will reflect the safety precautions they are taking, FAPPO should also take the appropriate safety precautions. RBS is preparing to pivot should we need to shift to a virtual format. At this time we are recommending moving forward with face to face Fall Workshop and Annual conference as planned.

The UPPCC has changed their requirements for the assessment of continuing contact hours. They would like to receive the request for credit hours including supporting documentation, such as course description, learning objectives and course duration and request up to six weeks to make a proper assessment. These requirements will be shared with the Workshop and Annual Conference Chairs.

The 2021 FAPPO Fall Workshop is scheduled at the Renaissance World Golf Resort Village on November 5, 2021 and the annual conference is scheduled at the Rosen Centre, May 22 – 25, 2021. David and I will attend a site visit today at 4:00 p.m. with Rosen Centre staff. In addition to viewing the floor space, which will be a slightly different space than we've had in the past, we will discuss any Covid-19 and related issue or restrictions they may require and their communication process to us regarding any restrictions.

Financials for the FY20/21 have been submitted by the accountant and have been reconciled and forwarded to the treasurer for review and approval. Financials for FY20/21 are in order and we are ready to move forward with our annual filing.

#### **Old Business:**

President Santiago opened a discussion concerning the Bylaws as they pertain to retired membership status. In 2019 and 2020 the Bylaws were revised to remove any procedural processes. Those processes removed from the Bylaws were to be included in a revision to the Procedure Manual which is a work in progress. The current Bylaws only provide a definition of retired membership status and does not include any other stipulations. Both Teresa Webb and Marian Pace are in positions where they promote sales and could possible solicit our membership by having access to our membership directory.

Jamie Locklear commented on another retired application from Mr. Roundtree. It seems he provided an email on his application that looked like it is for a consulting firm and his application was approved.

Mark Raiford asked if we knowingly took that language out of the Bylaws.

President Santiago explained the intent was to remove procedural language from the Bylaws and include it in the Procedure Manual. President Santiago recommended we put language into the procedure manual that simple says as a retired member, you cannot sell or solicit our membership.

Jamie Locklear added, I think the question really is do we still want this stipulation even in the Procedural Manual as a prohibition. When we receive a retirement applications there is no level of due diligence to truly determine someone's retirement status, it is self-reported on the application. There is no process for research or disclosure unless it just happens to be caught on an application that has been approved, or if someone discloses the information up front, and then it becomes the reason for disapproval of their application. Do we do we really want to retain that prohibition if they are employed by the private sector employment after they retire? Or is it just an honor system that if we grant you retired status, you're agreeing that you are not going to solicit our membership?

Carrie Mathes asked if Craig knew of any other organizations facing this and how they handled the issue.

Craig's response was that he couldn't recall any other organization facing this issue, however, he felt it should be address and recorded.

Jamie Locklear commented it is not only our retired status membership, but if someone is in an active membership, who does, in fact work with a public agency, but they also do consulting work. Does that throw their membership eligibility into question as well?

Carrie Mathes added it's not only declaring at the time of membership renewal or membership itself, but that there needs to be some language in there that they have a responsibility to disclose at any time during any membership status or membership period.

President Santiago concluded the discussion as follows, if we place a disclaimer and affirmation statement on all membership applications that should resolve this without having to put it into the Procedure Manual or the Bylaws.

The Membership Chair will modify all membership applications and report to the Board at the November 4<sup>th</sup> meeting.

### **New Business:**

#### **Membership Report, Jaime Locklear:**

We've got about 516, which is on par for what we saw in July of 2020, 420 of those were renewals, 62 are new members and 17 are retired. There are about 550 memberships that are in the renewal grace period, which gives them until September 1 to renew without losing their membership benefits. Jamie will send a notice to Craig for an eblast and to Carrie for social media to post a reminder that online membership applications and renewals will be closed through the month of August to get ready for the new website launch.

#### **UPPCC requirements for credit hours – David Santiago/Craig Rowley:**

The UPPCC needs a breakdown of the course so they can evaluate and determine what credit hours are assessed. This means that it is going to take a couple of weeks to provide the information. This will impact the two program chairs for the Fall Workshop and Annual conference to make sure that they get the information to them with enough time for them to evaluate and get back to us

### **UPPCC Standard Setting Volunteer Opportunity – David Santiago**

The UPPCC is looking for a volunteer in addition to our current UPPCC Rep. This is not to represent FAPPO, but more like getting professional development credit for contract hours for volunteer time for recertification. We will put it out as an eblast and on social media.

### **CPPB/CPPO Rep Nominations – Cheryl Olson**

We have two representatives on the UPPCC. David Boswell is our CPPB Rep and Barbara Grilli is our CPPO Rep. Both have replaced prior volunteers for FAPPO. Their term is ending on December 31 2021. I have reached out to the UPPCC customer service helpline to make sure I get the updated application and any other updated documentation that would need to be sent out with the call. I've also sent David draft announcements for both positions. And we can finalize that after we get the documents from the UPPCC.

### **Proposed FY21/22 Budget Discussion – President Santiago/Craig Rowley**

The proposed FY21/22 budget reflects a deficit of \$106,383.10. The only way to it to reduce this deficit is to either increase revenue or reduce expenditures. The largest disparity is in conference registration revenue verse conference expenditures. President Santiago is projecting 250 paid registrations for next year's conference and proposing an early bird rate of \$350 and a regular rate at \$395 based on 125 people in each of those categories that would net \$93,125, which is a \$20,000 increase and bring our deficit down \$20,000. The same would apply to the Fall Workshop based on 75/80 people at \$129 for the early bird rate, and \$155 after that cut off. These rate increases at approximately \$50 and the executive board do not feel this would be a deterrent for agencies to send staff.

**Mark Raiford motion to approve the Annual conference and Fall Workshop rates by the dollar amounts given by David. Motion second by Joe Benjamin. No discussion, motion carries.**

President Santiago is proposing the following program cuts and/or reductions to reduce the deficit. These include, but are not limited to:

Eliminating the Presidential banquet as we currently know it and providing a 3 hour social event with music and heavy appetizers. This would save approximately \$13,000. There are some elements that will have to be moved somewhere else in the program such as recognizing our volunteers, handing out the certificates and plaques, passing the gavel, etc.

Combining the VIP dinner and the past president's breakfast together; so it becomes a single event. We would one sit down plated dinner for that group of people.

Reducing our scholarships program to \$500. A member would be eligible for only one scholarship per fiscal year, two per agency. The same reductions would apply to our tuition reimbursement program.

The elimination of FAPPO Bucks and the temporary suspension of Membership Participation Credit (MPCs). This would include all appointees, committee chairs, committee members and entity award winners.

By making these difficult, but necessary changes our deficit would move from -\$106,000 to -\$53,000.

With the guidance of the Executive Director, President Santiago and Vice President Shuman will work diligently to ensure we stay within the allowable budgeted amounts, and reduce additional expenditures



when possible, knowing that they must make this a special event for the Fall Workshop in November and at the Annual conference in 2022.

In this proposed budget, President Santiago included 10 First Timer scholarships as part of the 8033 scholarship line based on \$350 each. He would really like to come up with a program, like an essay contest to help first timers get to the conference.

Joe Benjamin was concerned with agency award submissions and attendance, however, he is not opposed to supporting it this year, and then play it by ear from there.

Celeste Gibbons-Peoples asked for further clarification regarding the agency awards. Are you proposing to reduce or eliminate the amount? Last year, that was the only thing that was awarded?

President Santiago explained that he will look at the expenditure and possibly reduce it, but it would be part of the adjustments necessary to deliver a balanced budget for FY21/22.

**Motion by Jamie Locklear to approve the preliminary budget with the final budget approval occurring at the November 4<sup>th</sup> Board meeting. Second by Denise Finn. No discussing, motion carries.**

**Wanda Loop, Legislative Report:**

All bills passed and signed into law. HB 35 is effective January 1 2022 and your agency needs to ensure to have something within your policies that allows this; HB 1055, which is the public records trade secret, became effective when the governor signed it on June 29<sup>th</sup>.

**Meeting break for lunch at 12:10 p.m.**

**Meeting resume at 1:10pm**

**Mark Raiford, Committee Appointments:**

Congratulations to all 2021 AEP award recipients. For 2021 there were 181 successful applicants, including 63 cities or counties, 36 special districts, 19 school districts, 12 higher education agencies, seven state or provincial agencies and two others. A complete list of award winners can be found on the AEP website.

**David Billings NIGP Certification Commission:**

May was the largest group ever to sit for the certification test. There is a total of 181 new certifications. The largest group was from Florida with 41 certifications. The certification program has been in place for about a year with a goal of 200 certification, there are approximately 550 certifications awarded. It's just a testament to the demand and interest in the certification program.

**Celeste Gibbons-Peoples, MPC Bucks and FAPPO Bucks Chair:**

Nothing major to report. However, she needed clarification concerning the Bylaws that officers and committees are stating they can roll them to the next year. Will it remain that they must use them the year earned; or will they be allowed this year to transfer them to next year? If they don't use them for the conference coming in May of 2022. President Santiago responded that he would get back with her given that the entire program may be modified and so would the chairperson's responsibilities.

**Kris Collora, Finance Chair:**

She is taking in a lot of information and hopes to learn some more and be more informed come November for our next meeting. She is happy to work with all us this upcoming year.

**Joe Benjamin, Historian**

Nothing major to report. He informed everyone who doesn't know, there is a document repository account and we keep all our historical records there. If anyone that needs for their area, whether it's our new financial chair for any audits that we do or treasurer documentation that you would like to have may give you access to a box there that where you can drop records, then it's fairly easy to do you would just email him at the City of Tampa and request and copy David Santiago, as the president, and he'll give you access to a box where you can drop any records that makes it easy. You can just save it to your favorites and open that up any time to put records there.

**Carrie Mathes, Social Media**

She is working with the officers currently to get some information from each of them on Get to know your officers so that the membership can learn about their officers, and kind of have a fun informal picture of them. If anybody that's on the committees or the officers have any content that they want us to share and push out there then please send it to her to distribute.

**Lisa Osha, Survey and Research**

Nothing to report; happy to be serving FAPPO

**Meeting adjourned at 1:38pm**



FLORIDA ASSOCIATION OF  
PUBLIC PROCUREMENT OFFICIALS

**BOARD OF DIRECTORS MEETING  
MEMBERSHIP COMMITTEE REPORT (November 2021)**

Current Membership Statistics:

Current Memberships through 06/30/2022: 956 (155 Organizations)

Retired/Honorary: 18 (9 lapsed)

Prospective Members (In Process): 16

Memberships in Renewal Grace Period: 8

Memberships that have Lapsed: 83

Current memberships are fairly consistent with status in prior years at this time.

# REAL BUSINESS SOLUTIONS

Florida Association of Public Procurement Officials

November 2, 2021

Dear Board of Directors,

## **FALL WORKSHOP:**

The Fall Workshop at the Renaissance World Golf Village Resort, St. Augustine on November 5, 2021, has 77 attendees registered.

## **ANNUAL CONFERENCE:**

The Annual Conference is scheduled at the Rosen Centre Hotel May 22-25, 2022. David Santiago and I will conduct a site tour on July 29.

We need to discuss additional sponsorship options, including but not limited to a conference mobile app.

## **ADMINISTRATIVE:**

1. FAPPO needs to review and consider moving the membership cycle to anniversary date from July 1 to June 30.
2. FAPPO needs to develop a strategy to promote and implement the listserv functionality.
3. FAPPO needs to finalize and post the May conference agenda, and I have already been asked for the exhibit /sponsorship costs from prospective purposes to submit their budget this month for next year.
4. FAPPO should consider additional revenue opportunities such as conference event sponsorship, conference mobile app.
5. FAPPO needs to determine the advertising space/location and cost for appearing on the website.
6. FAPPO needs to consider emphasizing the Job Board and integrating with LinkedIn.
7. FAPPO needs to consider and develop a strategy for retired member annual renewals.
8. FAPPO needs to consider the MemberClicks level for profiles as it impacts the annual cost.

Respectfully submitted,



Craig Rowley, C.P.M.  
Executive Director

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org	1st	last
City of North Miami Beach	Meghan	Bennett
City of Port St. Lucie	Jason	Bezak
St. Johns County School District	Laura	Bowden
Lee County BOCC	Adam	Brooke
University of North Florida	John	Burdine
Seminole County BOCC	Kelli	Burrier
City of Pompano Beach	Carla	Byrd
City of Satellite Beach	Anissa	Calhoun
City of Port St. Lucie City Attorneys Office	Margaret	Carland
City of Fort Myers	Paula	Carter
Lee County BOCC	Lindsay	Cepero
City of Titusville - PURCHASING	April	Chapman
Columbia County BOCC	Esther	Chung
City of Groveland	Chris	Coghill
Flagler County School Board	Kristen	Collora
City of Newberry, Florida	Bob	Colson
Kissimmee Utility Authority	Melissa	Couture
St. Johns County BOCC	Leigh	Daniels
Lee County BOCC	Robin	Dennard
City of Edgewater	Patricia	Drosten
Nassau County	Marshall	Eyerman
City of Fort Myers	Denise	Finn
Hagerty Consulting	Kalindi	Fitch
City of Port St. Lucie	Ella	Gilbert
Highlands County BOCC	Brandon	Gunn
City of Palmetto	Nixa	Haisley
Collier County Government	Sandra	Herrera
Seminole County BOCC	Tamara	Hodgkins
SmithCurrie	Christophe	Horton, Esq., Partner
Tampa Bay Water	Regina	Kavanagh
Florida Association of Counties	Robert	KcKee
Camden County Board of Commissioners	Kelsey	Kelley
Hagerty Consulting	Kristen	Kerr
City of Tarpon Springs	Janina	Lewis
St. Johns County	Jaime	Locklear
Procurement and Contract Management	Fernando	Lopes
City of Palm Coast	Casey	Luedke
Orlando Utilities Commission	Cindy	Luttfring
Seminole County BOCC	Gladys	Marrozos
City of Titusville - PURCHASING	Tracy	Matthews-Bailey
City of Palm Bay	Juliet	Misconi
Duval County Public Schools	Louis	Mitchum
City of Sebring	Lisa	Osha
City of Coconut Creek	Althea	Pemsel
City of Port Orange	Jill	Poolman

City of St. Augustine  
 City of Leesburg  
 City of Lakeland  
 Highlands County  
 Miami-Dade County  
 Seminole County BOCC  
 City of Cape Coral  
 FAPPO  
 FAPPO  
 City of PSL  
 City of St. Augustine  
 City of St. Augustine  
 City of Orange City  
 City of Oviedo  
 Putnam County School District  
 City of Gainesville  
 School Board of Pinellas County  
 Seminole County Public Schools  
 St. Johns County School District  
 Seminole County Public Schools  
 Government Finance Officers Association  
 Seminole County Sheriff's Office  
 Levy County BOCC  
 Lee County BOCC  
 City of Marco Island  
 School Board of Clay County  
  
 Orange County Public Schools  
 City of St. Augustine  
 Miami-Dade County  
 City of Bradenton  
 City of Daytona Beach

Denise	Radovich
Cheryl	Raiford
Mark	Raiford
David Mat	Raulerson
Phillip	Rincon
Tammy	Roberts
Wanda	Roop
Christy	Rowley
Craig	Rowley
Nathaniel	Rubel
Timothy	Rydecki
Corey	Sakryd
David	Santiago
Jacqueta	Scott
Horace	Sermon
Daphyne	Sesco
Mark	Shuman
Roxana	Siaca
Patrick	Snodgrass
Dom	Sotero
Emily	Swenson Brock
Barbara	Taylor
Alicia	Tretheway
Mary	Tucker
Lina	Upham
Shelly	Vongchanta
Theresa	Webb, M.A, NIGP-CPP, CPPO, CPPB, C.P.M.
David	Wheeler
Sharon	Whitener
Julie	Whiteside
Tammy	Winton-Spearman
Kirk	Zimmerman



## **2021 CHARTER OF THE NATIONAL COUNCIL FOR PUBLIC PROCUREMENT AND CONTRACTING**

Whereas those member associations that comprise the National Council for Public Procurement and Contracting are member-based not-for-profit organizations of public procurement agencies and professionals who share common professional, ethical, and technical interests, and

Whereas, the mission of those member associations that comprise the National Council for Public Procurement and Contracting aligns with the mission of the Council which is to serve as the vehicle for bringing together member associations to collaboratively develop partnerships and programs that benefit the respective association members while influencing and promoting the value and recognition of the profession, and

Whereas the Council's mission is to augment the work of each member association by developing a collaborative network that connects the member associations through professional and social relationships and promotes the public procurement and contracting profession through:

- Advocacy of public procurement principles;
- Development and support of public procurement standards and best practices;
- Knowledge sharing across the spectrum of public procurement themes and topics;
- Professional development and professional credentialing;
- Applied research studies and activities;
- Strategic marketing of the public procurement and contracting profession; and
- Other initiatives that may benefit the profession from time to time

Whereas the Council membership believes that its' own association members will benefit from intentional activities and services that are initiated through the National Council for Public Procurement and Contracting.

It is therefore, concluded that it is mutually beneficial to establish an effective working relationship between the signatory associations listed in this Collaborative Agreement. To further the objectives of the Council, each

**NCPPC Collaborative Agreement: 2021***Page 2*

association hereby subscribes to the principles contained in this collaborative agreement and agrees to the following governance and operational structure: :

**A. Governance**

1. Each member association shall designate one representative who shall have the authority to represent the member association in matters that come before the Council. While it is understood and agreed that the respective boards of each association may be required to approve final recommendations that are initiated through the Council, the association representative shall be empowered to adequately speak for the association and advocate its mission and strategies to the highest extent possible. The representative can be a practitioner, staff leader or stakeholder of the association; appointed in the association's best interest.
2. Said individual shall serve on the Council for a three-year, staggered term and may be reappointed to the Council by the association in the association's best interest.
3. The Council shall strive to achieve full consensus in all decision-making endeavors. At a minimum, the Council shall neither take a position on any issue nor support any activity in the name of the Council unless a minimum of three-fourths of the representatives of the member associations affirmatively support such a position or activity. Notwithstanding, this does not preclude member associations from forming their own partnerships outside of the framework of the Council if the Council brand is not utilized.
4. The Council shall meet minimally twice on an annual basis. . A simple majority of the representatives shall constitute a quorum. Any representative may appoint a proxy to attend any meeting of the Council in the best interest of the member association and consistent with its policies and practices.
5. Nothing precludes the Council from conducting its business via telephonic or electronic means in its best interest with an understanding that official actions require a consensus vote as previously specified.
6. Between said meetings, the representatives and, where applicable, the senior staff executive, shall remain in regular communication to discuss progress on initiatives and activities and to explore additional areas of cooperation.
7. The Council shall appoint a Chair of the Council who is one of the voting members. The Chair shall be responsible for coordinating governance activities and shall preside over meetings. The Chair shall also be responsible for ensuring that minutes are produced for all meetings of the



**NCPPC Collaborative Agreement: 2021***Page 3*

Council. The term of service for the Chair shall be two-years, non-recurring, effective January through December.

8. The Council shall also appoint a Chair-Elect of the Council who is also one of the voting members. The Chair-Elect shall assume the role of Chair once the Chair's term has ended. To ensure continuity, the Council shall appoint the Chair-Elect at least six months prior to the expiration of the current Chair's term.

**B. Operating Structure**

1. During the first meeting of the duly elected Chair, the Council representatives shall discuss and, as appropriate, agree to the goals and a work plan to be achieved during the two-year term of the Chair. This agreement sets into motion the intentional outcomes of the Chair's administration.
2. The work of the Council shall be dependent on the support and resources provided by each member association. The Council shall not be incorporated nor collect funds to support its mission. Therefore, each member association agrees to provide adequate financial support needed by their representatives to participate fully in the work of the Council; with the understanding that equal financial support is not a requisite for commencing projects.
3. To the extent practical, research studies commissioned by the Council shall be coordinated through a multi-association task force to ensure that the research reflects the diversity and perspectives of the Council membership.
4. Each member association shall provide a link to the signatory member's web site and shall provide a link to the NCPPC website.
5. Each member association agrees to contribute reports, samples, templates, resolutions, position papers, research studies and similar documents to the NCPPC designated webmaster on an ongoing basis for the purpose of sharing information that benefits the public procurement community.
6. Each member association agrees to promote the activities of the Council through its own communications network.
7. Each member association shall retain its respective ownership, intellectual property, and trademark rights.

**NCPPC Collaborative Agreement: 2021**  
*Page 4*

**C. Execution and Amendment**

1. This agreement shall be effective upon execution by all parties listed below.
2. This agreement may be modified at any meeting of the Council upon affirmative vote of at least three-fourths of the Council membership.
3. Any member association may officially withdraw from the Council upon written notice from the association's current President or Chief Staff Officer on behalf of the member association's board of directors.
4. This agreement shall continue until such time as the Council is officially dissolved at a duly authorized meeting of the Council by at least two-thirds of all member signatories to the Council.

By: \_\_\_\_\_  
California Association of Public Procurement Officials

By: \_\_\_\_\_  
Canadian Public Procurement Council

By: \_\_\_\_\_  
Florida Association of Public Procurement Officers

By: \_\_\_\_\_  
National Association of Educational Procurement

By: \_\_\_\_\_  
National Procurement Institute

By: \_\_\_\_\_  
NIGP: The Institute for Public Procurement

**FL Association of Public Procurement Officials**  
**Final Budget Overview: FAPPO 2021-2022 Budget - FY22 P&L**  
**July 2021 - June 2022**

	<b>Budget</b>
<b>Income</b>	
<b>400 Income</b>	
401 Annual Conference Registration	\$63,750.00
402 Membership Dues	\$55,995.00
403 Interest/Investment	\$41.13
4031 Money Market Interest	\$1.07
4032 Investment Fund Interest	\$50.00
Total 403 Interest/Investment	<b>\$92.20</b>
407 Fall Workshop Registration	\$7,095.00
408 Trade Show Income	\$88,868.00
413 Sponsorships	\$58,750.00
Total 400 Income	<b>\$274,550.20</b>
<b>Total Income</b>	<b>\$274,550.20</b>
<b>Gross Profit</b>	<b>\$274,550.20</b>
<b>Expenses</b>	
<b>500 Annual/Spring Conference Exp</b>	
501 Audio Visual	\$6,000.00
502 Badges	\$1,642.00
503 Banquet	\$12,000.00
509 Hotel Expense	\$1,679.00
510 First Time Attendees	\$1,081.40
512 Plaques & Awards	\$3,256.00
515 Speakers	\$10,000.00
516 Miscellaneous Program Expenses	\$125.00
520 Miscellaneous Printing/Program	\$2,701.00
521 Miscellaneous Expenses	\$1,153.00
522 Conference Meals	\$57,500.00
523 VIP Dinner	\$5,430.00
Total 500 Annual/Spring Conference Exp	<b>\$102,567.40</b>
<b>600 Trade Show</b>	
601 Decorator/ Booth	\$15,638.50
602 Door Prizes	\$448.50
604 Facility/Equipment Rental	\$4,000.00
606 Refreshments/Breakfast	
6063 Tradeshow Lunch	\$17,500.00
Total 606 Refreshments/Breakfast	<b>\$17,500.00</b>
<b>Total 600 Trade Show</b>	<b>\$37,587.00</b>

<b>700 Printing Expenses</b>	
708 Membership Pamphlet	\$850.00
713 Membership Directory	\$645.00
<b>Total 700 Printing Expenses</b>	<b>\$1,495.00</b>
<b>800 Other Program Expenses</b>	
801 Fall Workshop	\$2,000.00
8011 Speaker	\$250.00
8012 Food	\$10,750.00
<b>Total 801 Fall Workshop</b>	<b>\$13,000.00</b>
803 Scholarship/Tuition	
8032 Tuition Reimbursement	\$7,500.00
8033 Scholarship	\$8,750.00
<b>Total 803 Scholarship/Tuition</b>	<b>\$16,250.00</b>
804 Website Maintenance	\$11,400.00
<b>Total 800 Other Program Expenses</b>	<b>\$40,650.00</b>
<b>900 Business Expenses</b>	
901 Credit Card Fees	\$8,951.00
902 Bonding/Insurance	\$2,925.00
904 Corporation Fees/Dues/Taxes	\$106.00
905 Accounting Fees	\$1,187.00
907 Executive Board Meetings	\$6,000.00
910 Miscellaneous Business	\$1,100.00
912 Operating/Office Supplies	\$1,461.00
913 Postage and Delivery	\$861.00
914 Promotional	\$820.00
916 Public Relations	\$125.00
918 Bank Fees - Checking	\$302.00
920 Storage Historical Records	\$221.00
921 Travel	
9211 Hotel Exp	\$1,400.00
9212 Per Diem	\$700.00
9213 Air Fare/Travel	\$2,100.00
<b>Total 921 Travel</b>	<b>\$4,200.00</b>
922 Donations	\$1,000.00
926 Marketing	\$1,150.00
930 Association Management Fee	\$95,795.40
931 Management Company Expenses	\$5,429.00
<b>Total 900 Business Expenses</b>	<b>\$131,633.40</b>
<b>910</b>	
<b>Total Expenses</b>	<b>\$313,932.80</b>
<b>Net Operating Income</b>	<b>-\$39,382.60</b>
<b>Net Income</b>	<b>-\$39,382.60</b>