

Rocky Mountain Governmental Purchasing Association Newsletter

Spring 2024

INSIDE THIS ISSUE

PAGE

2	Letter from the President
3	Volunteer Opportunities
4-5	Procurement Month
6	Last Chance: NIGP VCON
7-8	Spring Conference Wrapup
9	Lunch & Learn: Contract Life-Cycle Management
10-11	Member Spotlight
12	Register Now: 2024 NIGP Forum
13-14	Leadership Summit Insights: Navigating Transformation and Collaboration
15-16	Navigating Leadership: Insights and Strategies
17	Save the Date: 2024 NPI Annual Conference
18	Training Sessions from Bidnet Direct
19	Legislative Update
20	Upcoming Online Events
21	New Specialization Certificate: Developing and Managing a Sustainability Program
22	Member Resources
23	NASPO Procurement U
24	Cooperative Contracts
25	Sponsor Ad
26	2024 Board and Committees

UPCOMING RMGPA EVENTS

May 15	May Board Meeting
June 11-12	Summer Conference / Reverse Vendor Trade Show
June 18	June Board Meeting
July 17	July Board Meeting

Letter from the President



Hello RMGPA members -

We all have made it through the 1st quarter and Procurement Month. Congratulations!

I want to thank those who attended the RMGPA Spring Conference. We had great content and speaker presentations. For those who were unable to attend – we missed you, the presentations are available on the RMGPA website to review. If you have suggestions for presentations and topics, please let us know for future events.

Procurement Month serves as a platform to acknowledge the dedication, expertise and contributions of all of you who work tirelessly behind the scenes to ensure the smooth functioning of supply chain and procurement processes. Continue to celebrate everything you do for the profession and for your agency. We know Procurement is involved in multiple aspects throughout every organization and we know our value, share your value with others. RMGPA gives you an opportunity to find a tribe to support you in your successes as well as your challenges. Build your network and reach out when you need encouragement as well as to celebrate your successes. We want to celebrate with you!

We all know procurement professionals play a pivotal role in organizations of all sizes and across various agencies. From sourcing to negotiating contracts, managing supplier relationships to optimizing costs, your role and responsibilities are vast and critical.

The purchasing professional has transformed over the years into a strategic partner and steward of maximizing the value of public spend. Without you, roads wouldn't be built, students wouldn't have books, the list is endless of the ways you impact the public, improve people's lives and ensure their health and safety.

Thank you for all you do for the purchasing profession and for your continued support of RMGPA. We appreciate each one of you.

I challenge each of you to share your RMGPA experience with others and encourage colleagues to become members or become involved with the organization. We want to motivate all procurement professionals to experience the benefits of being an RMGPA member.

If you are interested in volunteering and joining any of our committees or have any feedback, please reach out to me at president@RMGPA.org.

Trudi Peepgrass, NIGP-CPP, CPPB
President, RMGPA

RMGPA VOLUNTEER OPPORTUNITIES



Committee Vacancies:

- Membership Chair
- Chapter Enhancement Chair & Vice Chair
- 2025 NIGP Forum Planning Committee

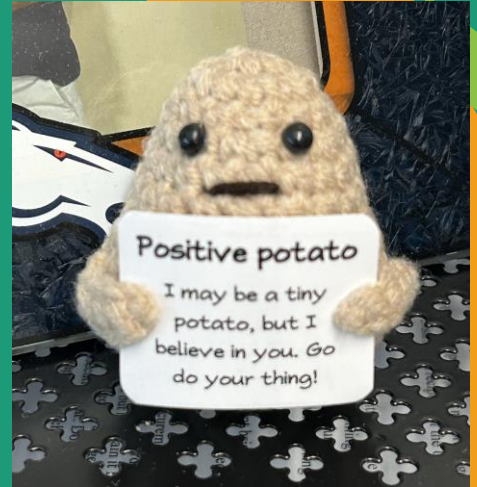
If you are interested in taking an active role in RMGPA and would like to volunteer for a position on any of our committees, OR if you would like to help out on a one-time basis, please reach out to RMGPA Vice President at vicepresident@rmgpa.org.

PROCUREMENT MONTH

March was Procurement Month! We celebrated the power of YOU – the talented public procurement professionals that shape our world.

“To celebrate Procurement Month, I gave a positive potato to my team member and other colleagues within RMGPA. I learned about this positive affirmation during the Leadership Summit last month. The potato serves as a reminder to maintain a positive perspective amid the challenges we encounter in the field of public procurement or anything else in our lives. It is important that we support and uplift one another during these times. Our efforts do make a positive impact within our organizations. The message on the potato to ‘Go do your thing!’ reminds us that others recognize, acknowledge, and appreciate what we do.”

- Diana Cantu, NIGP-CPP, CPPB
Procurement Officer, Northern Water



“At our March team meeting, we celebrated that all four of our buyers – Derrell Walton, Erika Olberding, Ali Christopher, and myself - have earned our NIGP Public Procurement Associate Designation within the last year. We all feel well-equipped with the foundational knowledge we need for success in our field. Juggling the added load of professional learning along with our full-time jobs was a challenge, but we couldn’t be prouder of our accomplishment. We are excited for the next step in our learning journey.”

- Stephanie Glockzin, PPA
Senior Buyer / Contract Specialist,
Boulder Valley School District

PROCUREMENT MONTH



WHEREAS, governmental purchasing organizations in the State of Colorado are committed to the highest ideals of honor and integrity in order to merit the respect and confidence of state, county, municipal, special district, higher education, school district or other local area government agencies and the public which they serve; and

WHEREAS, Colorado provides an environment where all organizations are afforded an equal opportunity to compete for business with state, county, municipal, special district, higher education, school district or other local area government agencies; and

WHEREAS, governmental purchasing organizations are to be commended for their diligent pursuit of efficiency in the operation of government through their commitment to seeking goods and services of the highest value in terms of quality and price to maximize the benefit provided to the citizens of the state;

THEREFORE, I, Jared Polis, Governor of the State of Colorado, do hereby proclaim the month of March 2024, as

GOVERNMENT PUBLIC PROCUREMENT MONTH

in the State of Colorado.



GIVEN under my hand and the Executive Seal of the State of Colorado, this first day of March, 2024

A handwritten signature in blue ink that reads "Jared Polis".

*Jared Polis
Governor*

Last Chance to Register!

NIGP VCON

May 8 - 9, 2024
Virtual Conference



Whether you're just getting started in public procurement, or you're veteran who needs a little refresher on the fundamentals so you can move into a management role, you can't afford to miss NIGP VCON 2024.

Register Now! \$149 Members | \$249 Non-Members



SPRING CONFERENCE WRAPUP

March 18, 2024 | Denver, CO

Greetings RMGPA Members from
your Programs Chair!

I want to thank all of you who
attended the 2024 RMGPA Spring
Conference at the CDOT
headquarters on March 18, 2024.
You all rock and made this event
a success!

We had 71 people in attendance
and five amazing speakers: Bill
Sutter, CFO of Boulder Valley
School District on *Building*

Positive Relationships; Mike Whalen, Senior Procurement Agent of the State of Colorado of the Office of
Procurement and Vendor Services on *Technology Procurement*; Tammy Rimes, Executive Director of

National Cooperative Procurement Partners on
*Marketing the Value of Purchasing: How Buyers Have to
Be Sellers Too!*; Ayla Grady, Manager at
CliftonLarsonAllen on *Procurement Fraud Prevention &
Detection Strategies*; and Sam Hellwege, Principal at
CliftonLarsonAllen on *Grants Management*! We were
also challenged to think about negotiation and the
leadership role during the Paper Chase Game. We
awarded RMGPA
pins to our first-
time conference

attendees, recognized a 5-year and a 10-year anniversary, and
raffled away two registrations to each of our upcoming Summer
and Winter conferences. What an exciting and jam-packed day!

I know that I took away a lot of good information from this event
and heard some great feedback from some of you who were in
attendance, so I hope you were all able to walk away with some
things to take back to your departments or at least some new
contacts of those who sat around you that you can reach out to
with questions.

(continued on next page)



SPRING CONFERENCE WRAPUP

(continued from previous page)



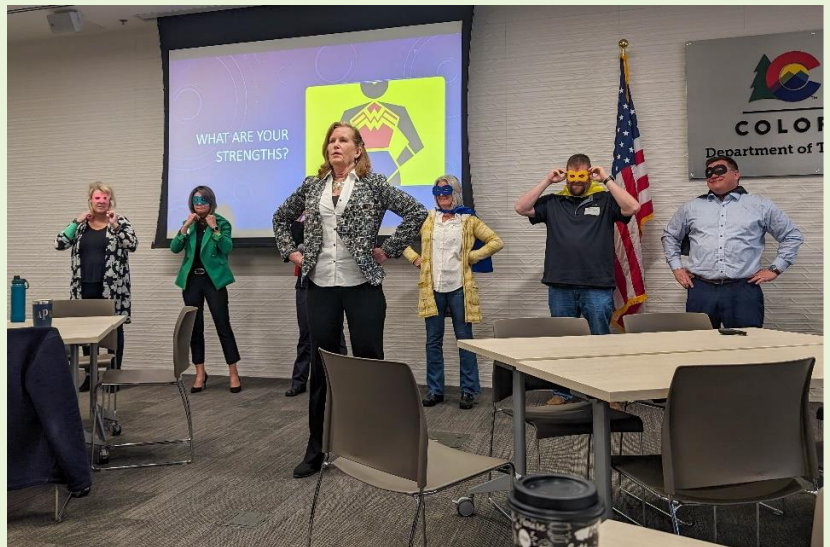
RMGPA is here for you and if you do not get something each time you come to an event, we need to know about it, because as Procurement Professionals this is where we can get the most value to do our best in our agencies!

I am excited that I get to be a part of helping put these events together for you all and I want them to be successful and beneficial every time; but I need your help too! Let us know what tools or information you need to be successful in your agency, so that we can find a solution and meet those needs for you, because I'm positive someone else has the same need!

Thank you all again and we look forward to seeing you all at the next event!

Remember, the first and hardest step is to show up!

April Cooke, NIGP-CPP, CPPB
RMGPA Programs Chair
programs@rmgpa.org



P.S. Be on the lookout for details on our Summer Conference very soon!



LUNCH AND LEARN

Contract Life-Cycle Management: Take control from start to finish

BidNet's complete contract management solution allows you to simplify your entire contract lifecycle and easily manage your contracts in one secure location, ensuring compliance and passing audits with confidence.

May 1 | 12:00 to 1:00 PM

Cost: Free

[Register Now](#)

Presented by:

bidnet direct.

Don Huff

Senior Procurement Specialist
City and County of Broomfield
RMGPA Member Since 2015/2016

Q: Did you work in other professions prior to procurement? If so, where and what did you do?

A: Throughout my working life I have been a paperboy, worked for several fast food/pizza chains, a courtesy clerk for a grocery store, security for a bar, auto parts and service sales, inventory control technician, accounts payable/purchasing technician, purchase card administrator, purchasing specialist and a buyer II.



Q: What is your favorite thing about your career?

A: I get to build relationships with people from all backgrounds while also learning about what people in diverse fields do everyday as well as seeing the technical aspects of all types of projects.

Q: What are your interests, hobbies or passions?

A: I love working on automotive projects and driving fast cars and motorcycles whenever possible.

Q: What did you want to be growing up?

A: A jet fighter pilot after seeing the movie Top Gun and falling in love with the F-14 Tomcat fighter plane.

Q: What is your favorite game or sport to watch and play?

A: My favorite sports to watch are strongman and powerlifting competitions.

(continued on next page)

MEMBER SPOTLIGHT

(continued from previous page)

Q: Who is your hero?

A: My father. Even though he grew up in a poor, farming household, he graduated from high school, joined the US Navy where he served on the second version of the USS Yorktown aircraft carrier as a medical corpsman and was credited with saving multiple lives. After an honorable discharge, he worked to put himself through chiropractic college. I watched my father choose treating and helping patients even when they couldn't afford treatment or their insurance wouldn't cover it. He truly put others first.



MEMBER SPOTLIGHT
is featured in every
RMGPA Newsletter.

Want to nominate someone for
Member Spotlight? Email
newsletter@rmgpa.org.



Registration is NOW OPEN

August 25 – 28, 2024
Charlotte, NC

NIGP FORUM 2024

In Person: \$925 Members | \$1,150 Non-Members
Virtual: \$299 Members | \$449 Non-Members

Fuel your professional growth at NIGP Forum 2024!

Earn up to 24 contact hours, whether you join in person or virtually.

Early Registration Ends May 31!
REGISTER NOW



2024 LEADERSHIP SUMMIT

Leadership Summit Insights: Navigating Transformation and Collaboration

By Lourdes Coss, MPA, NIGP-CPP, CPPO

As an advocate for effective leadership and continuous learning, I recently attended the 2024 NIGP Leadership Summit, which brought together procurement leaders from around the United States and Canada. The summit served as a melting pot of ideas, discussions, and insights, shaping the landscape of modern leadership. I'm thrilled to share some key takeaways and highlights from this transformative event.

Transformational Leadership vs. Transactional Leadership

One of the fundamental discussions at the summit revolved around the dichotomy of transformational and transactional leadership. Transactional leadership operates on a system of rewards and punishments, emphasizing the exchange between leaders and followers. Conversely, transformational leadership transcends these transactions, focusing on inspiring and empowering others to achieve their full potential. It's about fostering a culture of innovation and growth within organizations, driving meaningful change beyond performance metrics.

Embracing a Growth Mindset

Another pivotal theme that emerged was the value of cultivating a growth mindset. Leaders with a growth mindset believe their abilities and intelligence can be developed through dedication and effort. This mindset fuels personal and professional growth and inspires others to adopt a similar attitude. In the evolving procurement landscape, embracing a growth mindset is essential for navigating challenges with resilience and adaptability.

The Power of Collaboration

Collaboration emerged as a cornerstone of effective leadership during the Summit discussions. In today's interconnected world, no organization operates in isolation. Success often hinges on



RMGPA at the Leadership Summit
(clockwise from center of stairs: April Cooke, Marisa Donegon, Stephanie Glockzin, Ali Christopher, Trudi Peepgrass, Doug Clapp, Diana Cantu, Memorie Dudley, and Valerie Scott)

(continued on next page)

2024 LEADERSHIP SUMMIT

(continued from previous page)

collaborating effectively with internal teams, external partners, and suppliers. By breaking down silos and fostering a culture of collaboration, leaders can harness the collective expertise of their teams and drive meaningful outcomes.

Networking Opportunities

The Summit also provided invaluable opportunities for networking with like-minded professionals. Networking isn't just about exchanging business cards or LinkedIn connections; it's about building genuine relationships based on trust and mutual respect. These connections can open doors to new opportunities, spark innovative ideas, and support and guide our leadership journey.

In conclusion, the 2024 NIGP Leadership Summit was a transformative experience that provided insights and inspiration for navigating the complex leadership landscape. From understanding the nuances of transformational and transactional leadership to embracing a growth mindset and fostering collaboration, the summit offered a roadmap for driving meaningful change and creating a brighter future. As leaders, let's leverage these insights to inspire, empower, and transform ourselves and our organizations for the better.



Navigating Leadership: Insights and Strategies

By Lourdes Coss, MPA, NIGP-CPP, CPPO



Effective leadership is paramount for success. Procurement leaders are responsible for managing transactions and guiding teams through challenges and toward achieving strategic objectives. In this article, I share essential leadership tips for procurement professionals.

"In the midst of chaos, there is also opportunity."

~ Sun Tzu

Vision and Goals: Great procurement leaders start by painting a clear vision for their teams. Vision acts as a guiding light, aligning efforts and inspiring commitment. Crafting strategic plans that outline actionable steps toward long-term goals ensures that every decision and action contributes to the bigger picture.

"Setting goals is the first step in turning the invisible into the visible."

~ Tony Robbins

Communication and Collaboration: Effective communication is the cornerstone of successful procurement teams. Leaders must encourage open dialogue, ensuring everyone is on the same page and can contribute ideas and feedback. Collaboration with other departments and stakeholders is also vital, as procurement operates in partnership with others.

"The single biggest problem in communication is the illusion that it has taken place."

~ George Bernard Shaw

Decision-Making and Problem-Solving: In the fast-paced procurement world, leaders often face tough decisions under pressure. Making informed choices based on data and analysis while considering the broader implications is essential. Similarly, developing robust problem-solving skills is crucial for navigating the inevitable challenges in procurement operations.

"In any moment of decision, the best thing you can do is the right thing, the next best thing is the wrong thing, and the worst thing you can do is nothing."

~ Theodore Roosevelt

Adaptability and Innovation: Procurement leaders must be adaptable to change, whether it's shifting market conditions, political environment, or evolving business needs. Embracing innovation within the procurement process can lead to significant improvements in efficiency and effectiveness, driving continuous improvement.

(continued on next page)

2024 LEADERSHIP SUMMIT

(continued from previous page)

"It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change."

~ Charles Darwin

Leading by Example: Leading with integrity and ethical behavior sets the tone for the entire procurement team and the organization. By modeling these values, leaders inspire trust and respect, fostering a positive work culture. Additionally, influential leaders know how to motivate and empower their teams, recognizing and celebrating their achievements.

"Example is not the main thing in influencing others. It is the only thing."

~ Albert Schweitzer

Conclusion: Procurement leaders have a unique opportunity to drive positive organizational change. By embodying these critical principles of leadership—vision, communication, decision-making, adaptability, and integrity—leaders can navigate challenges effectively and lead their teams to success. We should continue to strive for excellence in leadership and inspire others to do the same.

"Leadership is not about being in charge. It's about taking care of those in your charge."

~ Simon Sinek

We should remember that leadership is a journey, not a destination. Embrace opportunities for growth and development and always continue honing essential skills as procurement leaders. Leaders can shape the future of procurement and drive meaningful impact within organizations.

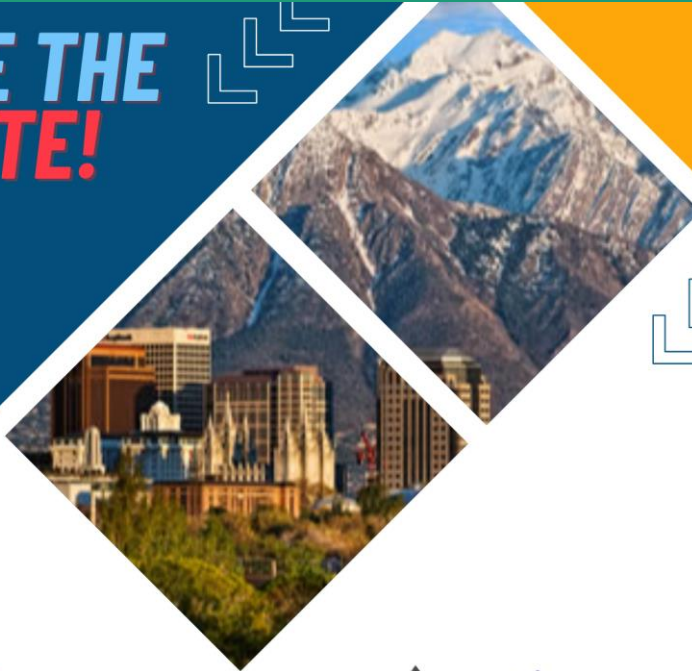


- From Our Business Partner -

The **National Procurement Institute** is very pleased to offer their members a \$150 discount on the full non-member rate for conference registration. Early Bird registration ends August 9th. The discount is good until the conference sells out, which it did in San Diego. The annual membership fee is \$130 per individual (no organizational memberships). So the discount will cover the membership fee plus a little extra. You do not have to be a member to attend the conference, but it is \$250 less for members (only \$725 for the early bird member rate!).

Register today – use discount code 2024RMGPA.

**SAVE THE
DATE!**



**56TH ANNUAL CONFERENCE
OCTOBER 13-16, 2024
GRAND HYATT HOTEL
DENVER, COLORADO**

Training Sessions from Bidnet Direct

Representatives from the Bidnet team spent the week of April 8th meeting with over 120 procurement and contract users in multiple deep-dive training sessions throughout the Denver area. It was wonderful to see so many of our customers in-person, showcase functionality of Bidnet's RMEPS platform, and share helpful tips. To those of you in attendance, thank you and it was wonderful seeing you all!

If you were not able to attend, we certainly missed you! However, we will be offering a virtual, shortened version of the training and information covered via Webinar on April 24th. Please register for the webinar here: [Webinar Registration - Zoom](#)

In addition to the training, we also are collaborating with RMGPA for a special Lunch & Learn session on May 1st with a demonstration of our Contract Lifecycle Management (CLM) solution. We hope you can join us! Register on the RMGPA events site: [Bidnet Direct - Contract Management Demonstration - Events](#)

We look forward to hosting more in-person informational and training sessions later this year in the beautiful Rocky Mountain region. Save the dates and details of future Bidnet training events will be shared as we confirm the timeline.

Thank you once again to all who were able to attend in-person! If you missed the training, please register for Bidnet's upcoming virtual session: [Webinar Registration - Zoom](#)

bidnet direct.

Colorado's Technology Accessibility Rules are Approved!

By Alice Huyler, Senior Policy Advisor,
OIT Rulemaking

OIT adopted the final Rules Establishing Technology Accessibility Standards on February 23, 2024 ([Rules website](#) or [Rules Google doc](#)). These rules describe and clarify what is considered discrimination under [HB 21-1110](#) and [CRS 24-34-802](#) by defining the standards and compliance parameters for technology accessibility for state and local government entities in Colorado.

Now that we have the rules, we can plan to apply them! OIT provides a [plain language guide to the rules](#) that contains explanations, examples, optional templates and help guides. Be on the lookout for more information as the OIT TAP team continues to build up the resources to support compliance with the rules and this exciting new chapter in digital accessibility for Colorado.

You can direct questions about accessibility to oit_accessibility@state.co.us and about rulemaking to oit_rules@state.co.us.

View the State's [Accessibility Procurement Toolkit](#)

UPCOMING ONLINE EVENTS

Mastermind

The Mastermind Program is geared towards empowering **mid-to-senior leaders** to sharpen their skills and maximize their role as an influencer and leader in public procurement.

[Coaching for High Performance Workshop](#)

May 1 | Contact Hours: 7

Additional Courses Coming Fall 2024!

Webinars

NIGP webinars, always free to members, provide **valuable learning on hot topics** in procurement, helping you stay informed.
90 min | 1 Contact hour

[View Schedule](#)

Learning Labs

Understanding and mitigating risk is essential for public procurement. This series of Learning Labs delves into the intricacies **of risk management** and the role of **surety bonds**.

2 Contact Hours

\$85 Member | \$185 Non-Member

[Learning Lab 1: Introduction to Enterprise Risk Management](#)

April 25

[Learning Lab 2 - Understanding Insurance Regulation](#)

May 2

[Learning Lab 3 - Risk Analysis and Procurement](#)

May 14

[Learning Lab 4: Introduction to Bonds and Surety's](#)

May 16

[Learning Lab 5 - Bid Bonds and Performance Bonds - A Deeper Dive](#)

May 23

[Learning Lab 6 - A Look at Underwriting](#)

May 30



When you register for a NIGP-hosted course, be sure to identify yourself as a member of RMGA. NIGP will give back 5% of gross revenue to RMGPA for each registration.



NEW SPECIALIZATION CERTIFICATE: Developing and Managing a Sustainability Program



May 16 – 17

October 7-8

1-1/2 Days | Contact Hours: 12 |
CEUs: 1.2
\$390 Member: Early | \$490 Non-
Member: Standard

Procurement professionals are in a pivotal position to purchase environmentally responsible products and facilitate the implementation of environmentally sound practices. However, making decisions based on sustainability can have problematic financial, operational, or even ethical implications. This course reviews how to implement simple sustainability practices, investigates major areas of concern when applying those practices, and explores how to develop long-term sustainability goals.

Learn More



NSITE

NIGP's Online Member Networking Community

Connect, Communicate, and Collaborate with peers from across the country at all different stages in their careers.

Get answers from colleagues who have been there, done that. Share ideas, challenges and opportunities 24/7.

[Join a Community Today](#)

Radio NIGP

View the current show and past episodes **[HERE](#)**

DOCUMENT LIBRARY

Thousands of solicitation templates to aid in your development activities

[SEARCH THE LIBRARY](#)

DICTIONARY OF TERMS

Comprehensive reference for commonly used procurement terms and concepts

[VIEW DICTIONARY](#)

NIGP CODE

Universal taxonomy for identifying commodities & services in procurement systems

[GO TO NIGP CODE](#)



Free CPPB/CPPO Certification Prep

There's never been a better time to get certified

In addition to the new practice tests, take advantage of NASPO's FREE CPPB and CPPO self-study tools available to any public procurement professional seeking their certification!

These resources are designed as a self-study tool to assist in your personal study efforts to achieve your prestigious certification.

Note: There is no instructor for these resources.

These study tools include:

- Practice exam questions as a self-assessment tool
- Links to readings and free resources aligned by NASPO staff to the new UPPCC Body of Knowledge and Competency (BoK-C)
- Recordings of previous instructor-led class recordings discussing the six domains
- Access to a discussion board to engage with other professionals preparing for the exam
- Other helpful tips and resources to help you study

[Learn More](#)



COOPERATIVE CONTRACTS

STATE OF COLORADO PRICE AGREEMENTS

COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY

NASPO VALUEPOINT

OMNIA PARTNERS

SOURCEWELL

COOPERATIVE EDUCATIONAL PURCHASING COUNCIL (CEPC)

COLORADO BOCES ASSOCIATION/AEPA

EQUALIS GROUP

BUY BOARD

TIPS

MULTIPLE ASSEMBLY OF PROCUREMENT OFFICIALS (MAPO)



- Thank you for your sponsorship! -

bidnet direct.
powered by mdm commerce

periscope.
powered by mdm commerce

Trusted by your peers.

Solutions for sourcing & contract management.

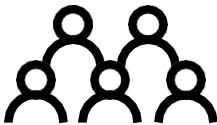
Over 360 public buying organizations and over 24,000 suppliers throughout the Rocky Mountain region utilize Bidnet Direct.



Contract Management

Manage every aspect of the contract lifecycle from one secure location.

Explore our Contract Management solution today.



**Every
Stakeholder.**



**Every
Workflow.**



**Every
Budget.**



ROCKY MOUNTAIN
e-purchasing system

bidnetdirect.com/colorado

2024 RMGPA BOARD OF DIRECTORS

POSITION	OFFICER NAME	E-MAIL
President	Trudi Peepgrass, NIGP-CPP, CPPB	president@rmgpa.org
Vice President	Doug Clapp, MA, MS, CPPB	vicepresident@rmgpa.org
Secretary	Pat Johnson, CPPB	secretary@rmgpa.org
Treasurer	Marisa Donegon, CPPB	treasurer@rmgpa.org
Past President	David Musgrave	pastpresident@rmgpa.org

2024 STANDING COMMITTEES

COMMITTEE	OFFICER NAME	E-MAIL
Budget & Finance	Chair: Marisa Donegon	treasurer@rmgpa.org
Education & Programs, including: • Conferences/Events • Educational Classes & Seminars	Chair: April Cooke, NIGP-CPP, CPPB Vice Chair: Diana Cantu, NIGP-CPP, CPPB	vendorevents@rmgpa.org programs@rmgpa.org
Governance, including: • Nominations/Elections • Strategic Planning	Chair: Greg Draughon Vice Chair: Farrah Bustamante	elections@rmgpa.org vicepresident@rmgpa.org
Membership, including: • Awards & Scholarships • Legislative • Mentoring	Chair: VACANT Vice Chair: Cheryl Dye / Diana Cantu Nancy Allen	membership@rmgpa.org legislative@rmgpa.org pastpresident@rmgpa.org
Chapter Enhancement, including: • Community & Vendor Outreach • Vendor Expos & Reverse Trade Shows • Sponsorship	Chair: VACANT Vice Chair: VACANT	vendorevents@rmgpa.org
Website, Marketing & Newsletter, including: • Historical • Newsletter • Photography • Resource Library	Chair: Rosalyn Potter, NIGP-CPP, CPPB Vice Chair: Stephanie Glockzin Molly McLaughlin, NIGP-CPP, CPPO, CPPB	marketing@rmgpa.org newsletter@rmgpa.org



Official Chapter **NIGP** The Institute for
Public Procurement

Rocky Mountain Governmental Purchasing Association
PO Box 340
Colorado Springs, CO 80901 USA

(719) 668-2871 | rmgpa.org | info@rmgpa.org



To submit articles, news about your agency, awards/accomplishments,
photographs, etc., email newsletter@rmgpa.org

Image Credits:

- Cover: Image by Freepik
- Page 4: Image by rawpixel.com on Freepik
- Page 16: Image by 8photo.com on Freepik
- Page 21: Image by Racool_studio on Freepik