PAYROLLORG

PAYROLL 2023
LEADERS
CONFERENCE

17-20 September ▪ Las Vegas, Nevada USA

Next-generation training through four transformational certificate programs

| Foundations of Payroll Analytics | State and Local Payroll Certificate Program | Strategic Leadership Certificate Program | Global Payroll Management Certificate Program |

Earn up to 20 RCHs, 2.0 CEUs, or 24 CPE Credits.

PayrollOrg   Payroll.org/plc

DEVELOP NEW LEADERSHIP COMPETENCIES AND A FRESH PERSPECTIVE TO LEAD PEOPLE IN AN INCREASINGLY DYNAMIC WORLD.

KEYNOTE SPEAKERS

OPENING GENERAL SESSION

How Can I Please Others and Still RESPECT Myself in the Morning?

Courtney Anderson Broadhead, J.D., M.S., M.B.A., B.A.

Speaker, Attorney, Author, Humorist
Strategic Leadership Innovator
Courtney Anderson Enterprises LLC

Payroll is the foundation of the relationship between human capital and the employer organization. Payroll drives recruiting, revenue, and retention. This session explores the interpersonal skills needed to elevate the payroll professional when disseminating the payroll data. While people don't like to hear "no" or "not now," this session empowers payroll leaders to deliver unwelcome news while maintaining their self-respect. We will address how to put the power to please into the hands of the international payroll professional while increasing SELF-RESPECT.

1.0 RCH/0.1 CEU/1.0 CPE Credit/FOS: Business Management & Organization

CLOSING GENERAL SESSION

Strategic Payroll: Better Benchmarking to Drive Business Success

Jamie Phillips, CPP
Healthcare Account Executive
UKG

This session will explore the key performance indicators (KPIs) all organizations should be tracking to create a more strategic payroll operation that connects payroll's performance directly with organizational goals. Most importantly, KPIs can help drive business success forward.

1.0 RCH/0.1 CEU/1.0 CPE Credit/FOS: Personal Development

Foundations of Payroll Analytics

This certificate program will help you demonstrate dynamic leadership, leverage the value of data, identify trends for process improvements, and measure real success in your payroll operations.

State and Local Payroll Certificate Program

This certificate program provides information and insights into the procedures and legal hurdles encountered when ensuring U.S. state and local income tax compliance.

Strategic Leadership Certificate Program

This certificate program arms you with the knowledge, resources, and skills necessary to face challenges, inspire others, and deliver remarkable results.

Global Payroll Management Certificate Program

This certificate program addresses the challenges a global payroll faces.

Agenda

Sunday 17 September

2:00 p.m. – 3:00 p.m.
Registration

3:00 p.m. – 4:30 p.m.
SESSION 1

4:30 p.m. – 4:45 p.m.
Break

4:45 p.m. – 6:15 p.m.
SESSION 2

6:15 p.m. – 7:30 p.m.
Networking Cocktail Reception

Monday 18 September

7:30 a.m. – 8:30 a.m.
Registration
Breakfast

8:30 a.m. – 9:45 a.m.
OPENING GENERAL SESSION
How Can I Please Others and Still RESPECT Myself in the Morning?

   Courtney Anderson Broadhead, J.D., M.S., M.B.A., B.A.
   Keynote Speaker

9:45 a.m. – 10:00 a.m.
Break

10:00 a.m. – 12:00 p.m.
SESSION 3

12:00 p.m. – 1:15 p.m.
Networking Lunch

1:15 p.m. – 3:30 p.m.
SESSION 4

3:30 p.m. – 3:45 p.m.
Refreshment Break

3:45 p.m. – 5:30 p.m.
SESSION 5

Tuesday 19 September

8:00 a.m. – 8:30 a.m.
Breakfast

8:30 a.m. – 10:30 a.m.
SESSION 6

10:30 a.m. – 10:45 a.m.
Break

10:45 a.m. – 12:30 p.m.
SESSION 7

12:30 p.m. – 2:00 p.m.
Prism Awards Luncheon

2:00 p.m. – 4:00 p.m.
SESSION 8

4:00 p.m. – 4:15 p.m.
Refreshment Break

4:15 p.m. – 5:30 p.m.
CLOSING GENERAL SESSION
Strategic Payroll: Better Benchmarking to Drive Business Success

   Jamie Phillips, CPP
   Keynote Speaker
Door Prizes

Wednesday 20 September

8:00 a.m. – 8:30 a.m.
Breakfast

8:30 a.m. – 10:30 a.m.
SESSION 9

10:30 a.m. – 10:45 a.m.
Break

10:45 a.m. – 12:00 p.m.
SESSION 10

Payroll Leadership Conference participants earn up to 20 Recertification Credit Hours (RCH), 2.0 Continuing Education Credits (CEU), or 24 Continuing Professional Education (CPE) credits. See individual programs for Fields of Study (FOS).

Foundations of Payroll Analytics

Data drives everything, including payroll. The data that payroll is responsible for drives business results across the entire organization. Today, every payroll staff member is accountable for understanding and interpreting that data. Through payroll analytics you can strategically provide valuable insights that contribute positively to the organization's bottom line. This program will help you demonstrate dynamic leadership, leverage the value of data, identify trends for process improvements, and measure real success in your payroll operations.

Earn up to 18 RCHs, 1.8 CEU, or 21.5 CPE Credits. Field of Study: Information Technology

Program Objectives

- Understand the types of business analytics and methodologies

- Learn how to overcome barriers to using analytics

- Discover how analytics can detect and prevent payroll fraud

- Learn how to construct a step-by-step benchmarking plan

- Determine how to demonstrate the value of payroll analytics to an organization

Program Outline

Module 1: What Are Analytics?

- Analytics definition
- Business analytics
- Eight levels of analytics
- Three types of business analytics
- Types of analytics methodologies
- Barriers to the use of business analytics
- Barrier to effective analysis
- Payroll analytics
- Framework of business/ payroll analytics
- Potential analytics pitfalls

Module 2: Data Maturity

- Dell data maturity model
- Four factors of data maturity
- Ensuring accurate, uniform, and accessible data through audits
- Auditing the data
- Sources of data errors
- Data integration methods and structures
- Four components of analytics maturity

Module 3: Payroll Data

- Master file components
- Data beyond the master file

- Other organizational and external data

Module 4: Using Graphics to Communicate Analytics

- Tables
- Line graphs
- Bar graphs
- Pie charts

Module 5: Using Analytics to Detect and Prevent Payroll Fraud

- What is payroll fraud
- Detecting and preventing payroll fraud
- Using Benford's Law

*Program subject to change without notice.

Program Outline *continued*

- Finding ghost (phantom) employees
- Finding timeclock abuse
- Falsification of wages
- Commission and bonus fraud
- Expense reimbursement fraud
- Employee misclassification
- Payments after termination
- Unusual system entries
- Identifying inconsistent employee records

Module 6: Using Metrics to Monitor Payroll Operations

- Becoming a data driven payroll leader
- What and how payroll metrics are used to monitor the operation

- How payroll analytics are used to measure performance

Module 7: Using Analytics to Improve Payroll Analytics

- Performance metrics
- Benchmarking
- APA/GPMI Deloitte Global Payroll Benchmarking Survey

Module 8: Using Payroll Analytics to Improve the Organization

- How payroll analytics benefit the business
- Payroll's contribution to the business
- Taking the initiative to determine solutions/efficiencies
- Wage and hour compliance

- Comparing budget to actual expenses
- Identifying increases in overtime
- Identifying trends in total payroll
- Identifying possible employee turnover
- Projecting possible retirements
- Using substantive analytical procedures
- Presenting to the business counterparts/stakeholders

Module 9: Incorporating Payroll Analytics

- Organizational readiness
- Available tools
- Payroll/HR dashboards
- Payroll manager's dashboard
- Presenting the results

State and Local Payroll Certificate Program

This course provides the information necessary to maintain U.S. payroll tax compliance in every state in which you pay employees. Get familiarized with the procedures and legal hurdles encountered when ensuring local income tax compliance. At the local level, it details city, county, and school district tax withholding, reporting, and depositing for the 16 relevant states.

Earn up to 18 RCHs, 1.8 CEUs, or 21.5 CPE Credits. Field of Study: Taxes = 16.5, Business Law = 5.0

Program Objectives

- Identify and understand state and local payroll tax requirements

- Understand state and local recordkeeping requirements

- Learn which states have SSN use restrictions, exceptions, and penalties

- Apply complicated state and local withholding requirements for resident and nonresident employees

Program Outline

State Topics

Regulations on Paying the Employee
- Pay frequency requirements
- Timing of payment at termination
  - Penalties for noncompliance
- Paying wages owed to deceased employees
  - Penalties for noncompliance
- Payment methods
- Pay statement requirements
  - Electronic pay statements
- Deductions from wages
- Employment verification

State Wage and Hour Issues
- State and local minimum wage laws
  - Rates
  - Tip credits
- Overtime requirements
- State vs. federal white collar exemptions
  - State definitions of exempt employees
- Call-in time requirements
- Predictive scheduling requirements

State Income Tax Withholding Requirements
- Determination of state withholding liability
- Resident vs. Non-resident
- Reciprocal agreements
- Resident/nonresident taxation policies
- Employees working in multiple states
- Remote workers
- State EFT requirements
- States following the Internal Revenue Code

- Severance payment withholding exceptions
- Withholding requirements on fringe benefits
  - Group-term life insurance
  - Moving expenses
  - Section 125 and 401(k) plan contributions
- Supplemental withholding rates
- Employee withholding certificate requirements
- Recordkeeping requirements

State Unemployment Insurance
- Determination of state reporting requirements
  - Four factor test
- Definition of wages
- Transferring SUI-covered wages
  - States that do not accept transfers

*Program subject to change without notice.

Program Outline *continued*

- Problems in reporting transferred wages
- SUI wage bases
- State contribution experience rating methods
- Employee contributions
- FUTA credit reduction
- Voluntary contributions
- Joint account option
- Quarterly wage reporting requirements

State Disability Insurance/Paid Family Leave Requirements

- Employee contributions
- Employer contributions
- Wage limits and contribution rates

Paid Sick Leave Requirements

- State, county, and city programs
  - Accruals vs. front loading
  - Waiting periods
  - Allowed usage events
  - Payout vs. reinstatement

Child Support

- State definitions of disposable earnings
- Requirements for withholding priority, payment remittance, administrative fees, and withholding limits
- Lump sum payments

State Unclaimed Wages Rules

- Time period for abandoned wages
- Reporting and recordkeeping requirements

Other Miscellaneous Taxes

Local Topics
Introduction to Local Taxes

- Types of taxes
- Assessed on employee or employer
- Resident vs. nonresident
- Impact of nexus
- Courtesy withholding risks for employees, employers, or both
- Chart summarizing all local taxes
- Additional resources

Entities Assessing Local Taxes

- Cities
- Counties
- School districts
- Mass transit districts
- Registering with local tax authorities

Exemptions

- Nonresident disaster relief employees
- Types of businesses
- Categories of employees

Local Taxes to Be Covered

Alabama
- City and county occupational license fees

California
- Business operations and administrative office taxes

Colorado
- City occupational privilege taxes

Delaware
- Earned income and business license head taxes

Indiana
- County local income taxes

Kentucky
- City, county, and school district occupational license taxes

- Uniform local occupational license tax forms

Maryland
- County and city income taxes

Michigan
- City income taxes

Missouri
- City earnings and payroll expense taxes

New Jersey
- Jersey City and Newark payroll taxes

New York
- City surcharges and earnings taxes
- Metropolitan Commuter Transportation Mobility Tax
- Waterfront Commission Assessment

Ohio
- Municipal income taxes
- School district income taxes

Oregon
- City, area, and district transit and payroll taxes
- Income taxes in Multnomah County and Portland Metro area

Pennsylvania
- Municipal and school district earned income and local services taxes
- Philadelphia wage tax
- Unique Pittsburgh taxes
- New payroll preparation taxes for financially distressed cities

Washington
- Seattle payroll expense tax

West Virginia
- City service fees

Local Payroll Taxes Authorized, But Not Currently in Effect

- Taxes potentially effective in the future

Strategic Leadership Certificate Program

This course arms you with the knowledge, resources, and skills necessary to face challenges, inspire others, and deliver remarkable results. Upon completion of the course, you'll have the required skills to lead teams through today's ever-changing environment.

Earn up to 18 RCHs, 1.8 CEUs, or 21.5 CPE Credits. Field of Study: Personal Development

Program Objectives

- Understand the concept of leadership and the four distinct leadership styles
- Communicate and align vision with organization goals
- Build effective relationships and successfully interact with multiple generations
- Explore the eight-step decision making process

Program Outline

Introducing Core Leadership Competencies

- Four basic styles of leadership
- Key differences between leaders and managers
- Traits of authentic leaders

The Value of the Vision

- What is vision?
  - Leaders and the vision
- Three levels of leadership
  - A clearly defined vision
- Where does vision come from?
- Evaluating the vision
- Communicating the vision
  - Talk about impacts, not tasks
  - Communication outlets
  - Gaining buy-in
- Aligning mission with vision
- Characteristics of an effective vision

Building and Maintaining Relationships

- Personality theories
  - The Enneagram of personality
- Using the Enneagram as a tool
  - Enneagram tips for work teams
- Combining leadership styles with the Enneagram
- Developing a strong team
  - Strategic leadership
  - Group dynamics
- Stages of team development
  - Reaching the next stage of team development
- Creating high-performance work teams
  - Being aware
  - Talent and team development
  - Creating a payroll talent development approach

Communicating Effectively and Confidently

- Communicating with confidence
  - How to establish your credibility
  - Listening until you really hear
  - Asking the right questions without being intrusive
  - Answering questions so people understand remember what you say
  - Giving advice or that someone can really use
  - Negotiating so everyone feels like a winner
- Communication mastery
  - Different communication styles
  - Working with virtual teams
  - Communicating as a global leader

*Program subject to change without notice.

Program Outline *continued*

- Culture and communication styles
- Building and maintaining your department or team reputation
■ Communication resources
- Email communications
- Communicating with social media
- Using Internet sites for business communication
- Analytics and dashboards
- Technology tools
- Video blogging
- Communication strategies
- Elevator Speech
- Board reports and project reports
- Executive summaries
- How to get a seat with the executives

Leading the Team Through Change

■ What is a change management process?
■ Types of change
■ Eight steps to successful change management
■ Begin with a vision
■ Overcoming resistance
■ SWOT analysis
■ Create a learning culture
■ Change vs. transition
■ Why transformations fail
■ Developing a change management strategy
■ Appreciative inquiry theory
- Begin with a best first question (BFQ)
- Use the 4-D cycle
- Open- and closed-ended questions
- Framing language

Effective Decision-Making

■ Making decisions
■ The employee involvement model
■ Developing your decision-making skills
- Decision-making defined

- Components of decision-making
- Decision-making mistakes
■ An eight-step decision-making process for leaders
■ Ethics and decision making
- The legal test
- Impact on stakeholders
- Ethics and morality in decision

Delivering Results

■ From vision to reality
- Execution
■ Essential project management overview
- The project management triangle
- What is a project manager's role?
- Process group 1 – initiating
- Process group 2 – planning
- Project considerations
- Process group 3 – executing
- Process group 4 – monitoring and controlling
- Process group 5 – closing
- Project Evaluation
- The balanced scorecard approach
■ How to achieve results
- Communicate
- Design status reports
- Perform weekly status meetings
- Monitor risks

Understanding the Emotional Impact

■ Intellectual intelligence and emotional intelligence
■ IQ, personality, and EI
■ Emotional intelligence strategies
- Relationship management strategies
■ The EQ-i 2.0 model of emotional intelligence
■ Emotional intelligence and the johari window
- Definitions of the Johari windows

- Using emotional intelligence in difficult conversations
- Take a personal inventory
- The emotional level of the team member
- The difficult conversation
■ Dealing with people you can't stand
■ Blending strategy through the lens of understanding
■ The 10 most unwanted list

Interacting With Multiple Generations

■ Multiple generations
■ Clash of the generations: managing the new workplace reality
- Defining the generations
- Generational give and take
- How differences can work together
■ Leading the multi-generational workforce
- Have real conversations
- Know what respect means
- Remove preconceived perceptions

Leading Authentically

■ Leading authentically
■ Diversity and inclusion
■ Unconscious bias
■ Fostering a culture of inclusion
- The business case for diversity
- Innovation
- Talent
- Strategy
■ What are your values?
■ Walk the talk – creating a branding statement
- What is personal branding?
- Boost your personal brand
- Can your brand change?
■ Mentoring future leaders
■ Mentorship: sharing, learning, support
■ Actions of authentic leaders

Global Payroll Management Certificate Program

This certificate program empowers professionals who deal with global payrolls. This course addresses the challenges a global payroll faces such as standardization, consistency, and building an internal structure that supports paying employees globally.

Earn up to 18 RCHs, 1.8 CEUs, or 21.5 CPE Credits. Field of Study: Business Management & Organization

Program Objectives

- Define your organization's current state and review the different global payroll delivery models

- Create a global matrix of data to collect

- Understand the importance of a country's culture and how it will impact your project

- Develop a plan that supports implementation, ongoing operations, and vendor management

Program Outline

Module 1: Strategy and Governance
- Strategic direction for your global payroll
- Developing a strong governance model
- Shared service model
- Deep dive into creating your roadmap
- Standardization of processes and managing data

Module 2: Compliance and Control
- Understanding compliance and control
- Risk management for global payroll
- Control management for global payroll
- Building a global payroll function that fosters compliance and control

Module 3: Leadership Management Across the Globe
- Managing a global team
- Keeping the team informed
- Culture
- Talent/team development

Module 4: Being an Effective Global Business Partner
- Building the relationship: stakeholder education

- Data analytics
- Tools
- Change management
- Mergers and acquisition

Module 5: Global Payroll Case Study Global Payroll Management Tools
- Glossary
- Global assessment
- Talent assessment
- Global payroll organization staffing roles, responsibilities, and descriptions
- Team development
- Country spotlights
- Cultural resources
- New company or stock acquisition payroll checklist
- Sample monthly dashboard
- Sample global scorecard
- Change management template
- Global merger and acquisition due diligence questionnaire
- Guide to global resources
- Risk heat map

*Program subject to change without notice.

Prism Awards

Recognize Your Outstanding Department

Organizations that have demonstrated improved business practices, shared services, and overall processes throughout the year will receive a Payroll or Shared Services Prism Award. Achieving such an award helps departments garner organization and industry-wide recognition and validates an organization's worth to company officials.

The Payroll Prism Awards will be presented to innovative departments that exhibit best practices in four categories: **Overall Best Practices, Management, Processes, or Technology.**

The Shared Services Prism Award will be given to one payroll department that has demonstrated excellence in shared services.

Conference Details

Conference Location:
MEET Las Vegas
233 S 4th Street
Las Vegas, NV 89101
+1 702 734 6338

Hotel Accommodations:
There are many hotels located in close proximity of MEET. The hotels on this list offer a reduced rate to our attendees and visitors.
info.payroll.org/pdfs/meet/2023-Las-Vegas-Partner-Hotels.pdf

Dietary Requests and Special Services
Dietary requests made within two weeks from the event start date cannot be guaranteed. By requesting a dietary meal and indicating the meal functions you will be attending, you confirm that you will be eating your dietary meal purchased by PayrollOrg on your behalf. There is no additional charge for the dietary meal(s) unless you elect not to eat it, fail to pick up the dietary meal, or eat a regular attendee meal in its place. In any of these instances, you will be invoiced US$50 for each dietary meal that you ordered. Dietary requests will be limited and will not be honored on-site.

If you require special services, please call Customer Service at +1 210 224 6406, M-F, 7 a.m. – 5 p.m. CT, at least 21 days in advance of the event.

Credit for Recertification and Continuing Education: PayrollOrg is registered with the National Association of State Boards of Accountancy (NASBA), as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors, through its website: www.NASBARegistry.org. PayrollOrg's CPE sponsor identification number with NASBA is 103152. Payroll Leaders Conference participants earn up to 20 RCHs, 2.0 CEUs, or 24 CPE credits. No prerequisites or advance preparation required. Course level: Overview. Delivery method: Group-live. See individual descriptions for Field of Study (FOS).

CPE Complaint Resolution Policy: PayrollOrg will make every effort to resolve complaints regarding NASBA compliance within a reasonable amount of time and in a confidential manner. A formal complaint must be submitted in writing and must set forth a statement of the facts and the specific remedy sought. Submit CPE complaints to: PayrollOrg, Attn: Certification, 660 North Main Avenue, Suite 100, San Antonio, TX 78205-1217 USA. **Certification:** +1 210 226 4600.

2023 Payroll Leaders Conference | Registration Form

Register online: Payroll.org/plc

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1   REGISTRATION

I would like to:

Register for ONE of the following Certificate Programs:

❏ Foundations of Payroll Analytics (23PAYLD1)

❏ State and Local Payroll Certificate Program (23PAYLD2)

❏ Strategic Leadership Certificate Program (23PAYLD3)

❏ Global Payroll Management Certificate Program (23PAYLD4)

❏ I am a PayrollOrg Member. ID# _____ .... US$1,499

❏ I am a Colleague of a PayrollOrg Member (at the same street address) US$1,629

    Colleague's ID #: _____

    Member's Name: _____

    Member's ID #: _____

❏ I would like to join PayrollOrg now AND register at the member rate .... US$1,832

    Class Registration Fee at Member Rate .... US$1,499

    Annual Membership Dues* .... US$298

    One-Time Enrollment Fee .... US$35

    TOTAL ....US$1,832

❏ I am not a PayrollOrg Member or Colleague. ID# (if known) .... US$1,779

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2   REGISTRANT INFORMATION (please print)

Registrant's Primary Address

Name: _____

Title: _____

Organization: _____

Street Address: _____

City : _____

State/Province: _____ Country: _____

Zip + 4-Digit/Postal Code: _____ + _____

Phone: _____ Fax: _____
    (Area/Country Code)   (Area/Country Code)

Email: _____
(For official PayrollOrg communications, registration confirmations, Payroll Currently, and PAYTECH-Digital)

Please indicate if you are: ❏ CPA ❏ PA (For NASBA reporting purposes)

Needed for account verification

Birth date: _____ / _____ / _____

Special Dietary Request: ❏ Vegetarian ❏ Gluten-free ❏ Kosher

❏ Vegan ❏ Peanut Allergy ❏ Dairy Allergy ❏ Shellfish Allergy

Special dietary requests received after 30 August cannot be guaranteed.

All Attendees Please Complete This Section.

In case of emergency contact:

Name: _____

Relation to Attendee: _____

Preferred Phone: _____

YOUR COURSE REGISTRATION INCLUDES:

✔ A printed course workbook
✔ 20 RCHs, 2.0 CEUs, or 24 CPE credits upon completion
✔ Two networking luncheons
✔ Three continental breakfasts
✔ Refreshments during breaks
✔ Networking Cocktail Reception

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3   PAYMENT INFORMATION

Payment in U.S. dollars must accompany registration form.
Currency Converter: www.xe.com

Three Enrollment Options:

  ❏ Online   ❏ Fax   ❏ Mail
  Payroll.org/plc   +1 210 224 6038   To address below

❏ I authorize the API Fund for Payroll Education, Inc. to CHARGE my:

❏ American Express   ❏ Discover   ❏ Mastercard   ❏ Visa

Card is: (check one) ❏ Corporate ❏ Personal

Card #: _____

Exp. Date: _____ CVV Code: _____

Name on Credit Card: _____

Signature of Cardholder: _____

❏ Purchase Order #: _____ (for government agencies/universities only)

❏ **Make CHECK payable and mail to:**

PayrollOrg
c/o Customer Service
660 North Main Avenue, Suite 100
San Antonio, TX 78205-1217 USA
Phone: +1 210 224 6406 • M–F, 7 a.m.–5 p.m. CT
Email: CustomerService@payroll.org • **Visit:** Payroll.org

❏ I have read and agree to the Event Policies found at Payroll.org/policies, and the Health and Safety Policies found at Payroll.org/health-and-safety, which include a Personal Accountability Commitment for event attendees. I understand the health and safety policies are subject to change based on CDC guidance or government regulations.

If you require special services, please call Customer Service at least 14 days in advance of the event.

Have you ever:

Purchased something from the PayrollOrg (formerly APA and GPMI)? ❏ Yes ❏ No

Had a membership with the PayrollOrg (formerly APA and GPMI)? ❏ Yes ❏ No

If yes, what name was it under? _____

What was the company name? _____

For all program information go to: Payroll.org/PLC

*Dues are subject to change without notice and are nonrefundable. Membership is on an individual basis; corporate memberships are not available. An enrollment fee of US$35 is charged to all new members. 100% of PayrollOrg membership dues are deductible as an ordinary business expense.

Last updated: August 2023   EMT: 9V

For office use only:
Date: _____ Order #: _____ Batch #: _____
Group #: _____ Check #: _____ C/P: _____ Total: US$ _____