

November 1<sup>st</sup>, 2005<http://www.napmutah.org>

## President's Message

### Managing Change

Lately it seems that there has been a lot of change, in our economy, in our businesses, and basically in the world around us. The winds of change keep blowing harder, hitting more people, and reshaping all kinds of organizations, businesses, and government, you name it! The pace of change seems to accelerate over each decade. So how do you deal with this change?

There may not be much you can do about how things are changing in our organizations, but there is a lot you can do about how you react to the situation. Obviously you won't be able to control everything that happens to you. But you are in complete control on how you respond to what happens.

It won't do you or the organization any good if you go around upset about things. You waste too much mental and physical energy going to work with a bad attitude every day. It poisons your job satisfaction, clouds your judgment and probably hurts your chances for success in the future.

I found a few helpful tips on how to handle change in a pamphlet called "The Employee Handbook for Organizational Change."

- Be open minded and look for opportunities – the silver lining
- Examine your work routines – do they need an overhaul
- Remember you are paid to handle problems and change
- Managing major change can be a discovery process – chart your own path
- Communicate and keep people up dated
- Keep your sense of humor – "Laughter is the Best Medicine."

We need to help our companies' weather the storms ahead, as we will all feel the effects of Katrina and Rita, be creative, innovative and look for opportunities.



Patti Pittman C.P.M.  
Vice President

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Affiliated with:



## The V.P.'s Comments:

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### Jeff Palmer, C.P.M. – from the desk of the Vice President

We, who are Supply Management Professionals, who control up to trillions of dollars, need to start leading Supply Management (if we already haven't started, according to last month's speaker Paul Novak, Chief Executive Officer of ISM). If we are to lead, we must aggressively seek and implement profitable and innovative business solutions that grow our company's top line and at the same time afford the company to benefit by holding fewer assets. For example, we often negotiate price with our suppliers, but do we negotiate total cost? Among other things, total cost can include the price of holding inventory assets.

Let's not be afraid to take on more responsibilities as opportunities present themselves to us. Let's not be afraid to succeed and contribute to this strategic supply management effort. I have a quote I hang on my wall that reminds me to do my part to lead supply management. It reads, "Far better it is to dare mighty things to win glorious triumphs even though checkered with failure, than to take rank with those poor spirits who neither enjoy much or suffer much, because they live in the gray twilight that knows not victory nor defeat" – Theodore Roosevelt 1933. NAPM Utah's web site ([www.napmutah.org](http://www.napmutah.org)) has now added a link answering, "What is Supply Management?" Check it out!

**Institute for Supply Management™ (ISM) defines supply management as the [identification](#), [acquisition](#), [access](#), [positioning](#) and [management of resources](#) that an organization needs or potentially needs in the attainment of its strategic objectives.**

Supply management activities include:

- [Purchasing/procurement](#)
- [Contract development and administration](#)
- Negotiations
- Transportation and [logistics](#)
- Physical distribution and warehousing
- [Inventory control](#) and management
- Strategic planning / [sourcing](#)
- Product / service development
- Manufacturing
- Problem solving
- Relationship management
- Supplier evaluation
- Economic [forecasting](#)
- Materials management

## Marketing & Certification

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### Communication and Education Article

ISM and NAPM-Utah sponsored a Satellite Seminar on Negotiations. One of the articles noted in the hand out was entitled "Team Negotiations in a Single Voice." The article was written by Thomas A. Wood, President of Watershed Associates, Inc., Washington, D.C. It was reprinted from "Inside Supply Management, July 2001, page 8.

Mr. Woods stated that "Negotiating as a team can have a greater effect than relying on a single negotiator. His premise is the use of a negotiating team leads to increased efficiency in getting preliminary homework completed. Each team member had an assignment that must be completed. The organization often will have greater confidence with team negotiation. However, team negotiating is more time-intensive. The greater the number of people, the more time spent on clarification, disagreements, question asking, and giving all team members a voice. Another disadvantage is that 'managing the egos, roles and expectations' can be a challenge. Increased costs can also be an inhibitor to team negotiations. Travel, lodging, and food can also increase costs.

Did the team prepare a BATNA (best alternative to a negotiated agreement). Was the team successful in achieving a result that was better than its BATNA? How much better?

What strategies, tactics and techniques did the team and its counterparts use? Would the team employ the same measures again?

The team leader should evaluate whether the right people were on the team? Did they make a contribution? Were the "titled leader" and the "real leader" the same person? Team members should also evaluate the leader. It has been suggested that the evaluation should occur within 24 hours of the completion of the negotiation. Mr. Wood believes that evaluations should be a two-stage process. The first would occur immediately after the other side has left the room. This way, everything is still fresh in the minds of the team members. The second "evaluation" would occur after a small amount of time has passed. This gives the team a chance to ponder and analyze the events that took place and perhaps provide additional feedback."

### C.P.M./A.P.P. Quiz

Which of the following is/are generally used in a manufacturing environment for the issuance of materials to production?

- I. Open stores system
- II. Closed stores system
- III. Decentralized periodic inventory system

- A. I only
- B II only
- C I and II only
- D. I II, and III

**Answer: is C.** Although there are several known applications of each, the two basic systems used in a manufacturing environment are the closed stores and the open stores methods. Item III is incorrect because most firms use a centralized periodic inventory system.

Cheryl Ransom, C.P.M., A.P.P.  
Marketing & Certification Chair  
[cransom@wencor.com](mailto:cransom@wencor.com)

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**Articles....**

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**DID YOU KNOW?**

ISM has special interest groups:

Groups: ISM Groups are composed of members with common interests for education and networking in various fields.

Chemical Group: Supply Management Professionals of chemicals, drugs, pharmaceuticals and allied products companies.

Electronic Supply Management Group - Composed of members who have interest in all types of supply management opportunities on the internet.

Federal Acquisition and Subcontract Management Group: Network on governmental control of the procurement and subcontract management process and your influence on its dominance.

Global Group - Composed of members who have the responsibility for the purchasing of global products and services.

Indirect MRO Groups - Supply management professionals involved in the procurement of indirect materials and MRO supplies versus the raw materials directly contained in the finished product.

Logistics and Transportation Group - Composed of members who have responsibility for buying transportation or logistic services.

Materials Management Group: Promotes the proper utilization of the management of materials and services in the corporate structure through training, education and professional promotion.

Medical Industry Group - Purchasing and supply management for hospitals and similar institutions; supply management professionals for manufacturers and distributors of healthcare products and services.

Minority and Women's Business Development Group. To educate and offer guidance regarding development and/or implementation of meaningful minority supply management programs providing business opportunities for minority-owned firms.

Services group: Promotes a focus on providing "best practices" information to its members who are either in service industries or who buy services.

Women in Leadership Group: Provides an opportunity to educate members and companies on how to better develop and advance women within the supply management profession.

## NAPM Minutes

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Minutes  
NAPM-Utah Dinner Meeting  
October 13, 2005 at the Red Lion Hotel  
5:39 PM to 7:04 PM

President Patti Pittman called the meeting to order.

Cheryl Ransom made the following announcements:

- New feature at the dinner meetings called “good news minute” (reports good news within the membership).
  - o Steve Hansen earned his A.P.P. and C.P.M.
  - o Tracey Stevens has a great new job but misses Salt Lake City.
  - o Susan Fowler has a new grandchild, her 9<sup>th</sup>.
  - o Jim Phillips announced legacy highway.
- Written tests for modules 3 & 4 will be held October 19<sup>th</sup> at the West Jordan City offices. The cost will be half price (\$60.00). Module 3 at 8:00 AM and module 4 at 1:00 PM.
- Satellite seminar, October 19<sup>th</sup> from 7:30 to 12:30 on negotiations, held at the LDS Church Offices and the Utah County Offices.

Susan Fowler announced the Christmas Social held at the Desert Star Playhouse on Friday, December 16<sup>th</sup> at 6:00 PM. Cost will be about half off the regular price for two. The Play is “Home for the Holidays”. She asked members to RSVP early.

Steven Cherecwich told members about a calendar brochure being made that will have space for supplier advertisement. He said he was going to send an e-mail blast to the membership requesting suggestions for suppliers.

Cheryl Ransom had Glendon Mitchell and Dick Chamberlain of Salt Lake County recognize and present Steve Hansen of Salt Lake County with his A.P.P. and C.P.M. certificates.

Patti recognized new members and visitors to the meeting. She asked members to check their information on the roster. She asked if there were any corrections to the last meeting minutes. Greg Maynard, SLC School District made a motion to accept minutes as written. Shelly Black, Young Living Essential Oils made a 2<sup>nd</sup> to the motion.

Steven Cherecwich introduced the speaker, Paul Novak, C.P.M., A.P.P., Institute of Supply Management, presenting “The Future of ISM”. Paul has been with ISM since October 1988. During that time, he has been responsible for every aspect of the institute. Just prior to being named executive vice president and chief operating officer, he was senior vice president and treasurer. In 2000, he was named chief executive officer. Novak led the institute in a major change in its governance which has resulted in the implementation of a leadership-based Board of Directors. The board is now made up of vice presidents and senior vice presidents who are the chief purchasing officers of major multinational corporations. Following this change, Novak led the organization in broadening its focus from purchasing into supply management. Novak is a graduate of Michigan State University, having received his BA degree in 1967 and his master's degree in 1972. In addition, he achieved his certificate in not-for-profit management from the Harvard Business School Faculty.

Steven Cherecwich thanked Paul and presented him with a Certificate of Appreciation.

Patti Pittman thanked Paul as well. She then asked the members to take a minute to fill out the survey and reminded them to leave their badges.

Meeting was adjourned.

**December Social**



***NAPM December Social***



*When: Dec. 16, 2005*

*Where: Desert Star Dinner Theater*

*4863 South State Street*

*Time: Seating starts at 5:45*

*Dinner served at 6:00*

*Please RSVP- ASAP, we need a count by mid November VIA the website.*

*The cost is FREE for members and only \$37 For guests. (usually \$74 a couple)*

*We also need you to pick your meals.*

- Chicken*
- Salmon*
- Roast Pork*
- 3 Cheese & Meat Lasagna.*



**Recognition:**

CONGRATULATIONS TO:

Steve Hansen for achieving his C.P.M., A.P.P. Certification. Steve works for Salt Lake County.

**From the Central Utah Branch Coordinator:**

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Hello NAPM-Utah members,

I'm glad to be on board with my new role as Branch Coordinator for our Central Utah membership. Thanks to Dominique Bird for the work she's done over the last four years. She will now be serving as our Press Release Coordinator. It's a new and enjoyable challenge to get to know all of you by name.

Thank you for your patience with me as I match names with faces and companies. I will do my best to help things run smoothly down here.

Please feel free to make suggestions or comments at any time on areas you see needing improvement or clarification. There is always room to grow and the need for volunteers to help out in small ways.

The Leadership Training in Las Vegas last July was valuable to me in work and personal growth areas. It was a great 2 days of intense learning and networking with buyers from around the country. Just one of many areas discussed was Teambuilding. Andrew Carnegie was quoted as defining Teamwork as "the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results."

I see NAPM-Utah as a team of professionals networking and learning to make each individual on our team better equipped to meet the challenges at his/her workplace, as well as providing encouragement to those who are newcomers to our profession. Henry Ford said, "Coming together is a beginning, staying together is progress, and working together is success." And, Helen Keller stated, "Alone we can do so little; together we can do so much."

I'm looking forward to working with This team. Thank you for the opportunity.  
Susan Maass, A.P.P.  
Central Utah Branch Coordinator

## Marketing Corner

### *Supply Management and Negotiation*

*Negotiation is one of the most important, interesting, and challenging aspects of supply management. In the industry the term “negotiation” frequently causes misunderstandings. Negotiation is sometimes confused with “haggling” and “price chiseling”. Negotiation is frequently perceived to be a means of avoiding competitive bidding and of awarding large contracts to favored suppliers.*

*Webster’s dictionary defines negotiation as “conferring, discussing, or bargaining to reach agreement in business transactions.” Negotiation is a pervasive process in which people ultimately attempt to reach a joint decision on matters of common concern in situations in which there is initial disagreement. Thus, a negotiation always requires both shared interests and issues of conflict. Obviously, without commonality there is no reason to achieve resolution. To be fully effective in purchasing, negotiation must be utilized in its broadest context as part of a decision making process. In this context, negotiation is a process of planning, reviewing, and analyzing used by a buyer and a seller to reach acceptable agreements or compromises. These agreements and compromises include all aspects of the business agreement, not just price.*

*Negotiations differ from a ball game or a war. In those activities, only one side can win; the other side must lose. In most successful business negotiations, both sides win something. Popular usage calls this approach “win-win negotiation” The “winnings” however, are seldom equally divided; invariably, one side wins more than the other. This is as it should be in business. Superior business skills merit superior reward*

### **Objectives of Negotiation**

- 1) To obtain the quality specified*
- 2) To obtain a fair and reasonable price*
- 3) To get the supplier to perform the contract on time*
- 4) To exert some control over the manner in which the contract is performed.*
- 5) To persuade the supplier to give maximum cooperation to the purchasing company*
- 6) To develop a sound and continuing relationship with competent suppliers*
- 7) To create a long-term relationship with a highly favored supplier*

*The objectives of negotiation require investigation, with the supplier, of every area of negotiable concern. Considering both short-term and long-term performance. Negotiation is not only use to reach an agreement on price but is a sub process of all interactions with the supplier throughout the procurement cycle.*

*Ref: Burt/Dobler/Starling*

..... Continued from page 8

*In keeping with the Negotiation theme of my article this month, I would like to do some negotiating of my own. At the Utah County Luncheon, the Professional Development, and the SLC Dinner meetings each month, there is an evaluation form. It is usually on the tables at each place setting. For the past couple of months, only about 35 to 40 percent of you are filling them out. These evaluation forms allow the Board of Directors to know how you feel about the speakers and programs that are being provided to you. Please make this a win-win situation for all of us. If you will fill out your evaluation forms, then we as board members will provide the professional speakers and programs that you desire. We would like to thank each of you who have taken the time each month to give us your feedback.*

*When I attend meetings around the state, I see other Professional Associations who have shirts with association logos on them. They look very professional and are a great marketing tool for those associations.*

*Please tell me if you are interested in purchasing a nice long or short-sleeved Oxford dress shirt with the NAPM-Utah logo. Depending on how many people are interested, the cost of the shirt would be between \$25.00 and \$30.00. If you have an interest in these shirts, please e-mail me at [sblack@youngliving.com](mailto:sblack@youngliving.com)*

*Shelley Black, C.P.M., A.P.P.*



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## Sourcing Specialist

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Submitted by: John Carpenter.....

### **When quitting a job, a graceful exit usually is better than venting**

I found this article very interesting and thought I would pass this along to you. The author is Erin White of The Wall Street Journal.

Many people fantasize about quitting their jobs in a blaze of self-righteous anger. You vent all your long-simmering grievances to your boss, tell off your co-workers and deliver a fiery monologue about everything wrong with the company.

That, of course, is a stupid idea. Most people know that. But many workers nonetheless struggle with how to quit their jobs gracefully. It's a tricky task, and an important one to handle well. A poorly executed resignation is more likely than ever to come back to haunt you. With job-hopping and layoffs so common now, you need as many friendly contacts in your network as possible, including former co-workers and bosses. Someday, you may need them to help you find a new job. And even after you quit, a merger could potentially reunite you with your former colleagues.

Jeff Kaye, chief executive officer of Kaye/Bassman International Corp., a search firm based in Plano, Texas, recalls a woman who learned the consequences of poor resignation the hard way. When quitting her job at a biotechnology firm, she told her boss all the things she felt were wrong with the company.

A month and a half later, his firm got a call from the woman: "You guys have got to get me somewhere else," she said, according to Kaye.

Her old firm had just announced it was buying her new one. Even worse, her former boss was likely to be running her department. She feared he might lay her off or fire her. Even if he didn't, her hostile resignation would likely make their future relationship difficult. To try to avoid such a dicey situation, she is looking for another job, again.

That is exactly why Kaye and other recruiters counsel people not to alienate former employers.

Even when you desperately want to vent, restrain yourself. Tell your boss you have enjoyed working at the company but don't want to pass up a new, compelling opportunity. Emphasize the lure of the new job rather than the flaws of the old one.

Good reasons to give for leaving include the chance for more responsibility or greater impact on an organization, or the opportunity to learn new skills. If you have always wanted to move where this new firm is located to be closer to relatives, that's another good reason to cite.

Above all, make sure to avoid blaming your old boss or company for your departure. Even if you detest your boss and think the company is lousy, thank your boss for providing you with a rewarding experience and emphasize how much you have learned on the job.

Before meeting with your boss, plan what you want to say. Write that down, and don't feel silly about bringing notes to the meeting. If you get nervous and forget what you want to say, glance down at your notes, Kaye suggests.

In the meeting, immediately say you are quitting rather than meandering your way to the big news. Lauren Williams, a managing partner for search firm Princeton Search Group, advises bringing a formal letter into your resignation meeting. That signals your determination to quit and lessens the likelihood your boss will counteroffer.

Sticking with your resignation once you've given it generally is the best strategy, recruiters say. Sometimes a counteroffer can lead to a better job and brighter long-term prospects at your current employer, but you have to know the culture of your firm to understand whether this will be the case. Often, taking a counteroffer is a bad idea.

# PRO-D & DINNER RESERVATION FORM



## RSVP

For November 10, 2005 meetings  
**Attention: Steven Cherecwich**  
**Pro-D Chair**  
**NAPM-Utah**

Please R.S.V.P. no later than 3:00 p.m. on **Friday, November 4, 2005.**

Company \_\_\_\_\_

Name(s) Attending	Member	Guest	Pro-D Workshop (4:30)	Dinner (5:30)
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please remember that the association currently pays for the meal at one monthly meeting for Regular and Lifetime Members. In order to spend our association dues wisely, we rely on your RSVP to provide an accurate meal count to the hotel.

(For Guest registrations, please check web for details).

### RSVP by any of the following:

**Online:** <http://www.napmutah.org>

**E-Mail:** [napm@us.usana.com](mailto:napm@us.usana.com)

**Fax:** (801)954-7566

**Phone:** (801)954-7989

**Mail:** Steven Cherecwich  
 USANA Health Services  
 3838 W. Parkway Blvd  
 Salt Lake City, Utah 84120

### MISSION

NAPM-Utah serves as a center of excellence in the development of supply management.

### VISION

The National Association of Purchasing Management-Utah will be recognized as a center of excellence in establishing, and promoting best-in-class professional standards of competency, ethics, education, and certification for its members. We value and seek a diverse membership, and there are no barriers to full participation in the association.

## LUNCHEON RESERVATION FORM



# NOVEMBER NAPM LUNCHEON

Please plan to attend the November 2005 luncheon of the NAPM-Utah Central Branch on Wednesday, November 9<sup>th</sup>, at the Provo Holiday Inn, 1460 S University Avenue (exit 263).

We have invited Wesley M. Bitters, Director of The Center for the Advancement of Leadership at UVSC, to present MAD (Make a Difference).

Mr. Bitters has been a professor at UVSC for over 23 years. He was Coordinator of the Hospitality Management Program from 1979 to 1995, and Chair of the Business Management Program from 1994 to 2001. He has 12 years of business experience managing country clubs, hotels, and restaurants throughout the U.S. and Europe.

Ruby River will be catering the luncheon. You may choose either the Prime Rib Sandwich w/fries, or the BBQ Chicken Sandwich w/baked potato. Please indicate your choice below with your RSVP. We will begin seating w/salad service at 11:45 a.m., followed by the entrée at noon.

Please RSVP by Friday, November 4<sup>th</sup>, to Susan Maass at Smith MegaDiamond, by fax (801) 818-4551, or by email: [smaass@smith.com](mailto:smaass@smith.com). See you there!

## NOVEMBER PURCHASING LUNCHEON RSVP

COMPANY \_\_\_\_\_

MEMBERS \_\_\_\_\_

PRIME RIB Sandwich \_\_\_\_\_ BBQ CHICKEN Sandwich \_\_\_\_\_

# NAPM-Utah AFFILIATE OFFICERS

## Officers

2005-2006

Patti Pittman, C.P.M.  
**President**  
Lifetime Products  
PO Box 160010  
Clearfield, UT 84016  
Phone: (801) 728-1259  
[pattip@xmission.com](mailto:pattip@xmission.com)

Jeff Palmer, C.P.M.  
**Vice-President**  
Usana Health Sciences  
3838 W Parkway Blvd  
Salt Lake City, UT 84120-6336  
Phone: (801) 954-7448  
[jeff.palmer@us.usana.com](mailto:jeff.palmer@us.usana.com)

Craig Calvert  
**Secretary**  
Granite School District  
2500 S State Street  
Salt Lake City, UT 84115  
Phone: (801) 646-4565  
[craig.calvert@granite.k12.ut.us](mailto:craig.calvert@granite.k12.ut.us)

Susan Shepherd  
**Treasurer**  
Utah County  
1932 N Main  
Orem, UT 84057  
Phone: (801) 851-8234  
[Ucadm.susans@state.ut.us](mailto:Ucadm.susans@state.ut.us)

Julie Anderson  
**Immediate Past President**  
Lagoon Corp.  
PO Box 696  
Farmington, UT 84025  
Phone: (801) 451-8026  
[Janderson@lagoonpark.com](mailto:Janderson@lagoonpark.com)

## Board of Directors

2005-2006

Mary Kay Bonica, C.P.M.  
Utah Transit Authority  
9447 S 2100 W  
South Jordan, UT 84095  
Phone: (801) 287-4615  
[mbonica@uta.cog.ut.us](mailto:mbonica@uta.cog.ut.us)

Julia Tumanuvao  
Wencor West  
1625 North 1100 West  
Springville, UT 84663  
Phone: (801) 489-2015  
[juliat@wencor.com](mailto:juliat@wencor.com)

Lynn Weight, C.P.M.  
Smith MegaDiamond  
275 W 2230 W  
Provo, UT 84604  
Phone: (801) 818-4523  
[lweight@smith.com](mailto:lweight@smith.com)

Shelley Black, C.P.M., A.P.P.  
Young Living Essential Oils  
3125 Executive Parkway  
Lehi, UT 84043-8572  
Phone: (801) 465-5425  
[sblack@youngliving.com](mailto:sblack@youngliving.com)

Gary Briggs, C.P.M.  
Salt Lake City School District  
440 E 100 S  
Salt Lake City, UT 84111  
Phone: (801) 578-8261  
[gary.briggs@slc.k12.ut.us](mailto:gary.briggs@slc.k12.ut.us)

Susan Fowler, C.P.M.  
Nichols Inc.  
1949 S 4250 W  
Salt Lake City, UT 84104  
Phone: (801) 983-8761  
[susanf@nicholsinc.net](mailto:susanf@nicholsinc.net)

## Committees & Volunteers

2005-2006

Susan Maass  
**Central Utah Branch Coordinator**  
Smith MegaDiamond  
Phone: (801) 818-4524  
[smaass@smith.com](mailto:smaass@smith.com)

Bert Holfeltz, C.P.M.  
**Leadership Coordinator**  
(Retired)  
Phone: (801)355-2114  
[bholfeltz@juno.com](mailto:bholfeltz@juno.com)

Steven Cherecwich  
**Professional Development Chair**  
Usana Health Sciences  
Phone: (801) 954-7989  
[napm@us.usana.com](mailto:napm@us.usana.com)

James T. Phillips, C.P.M.  
**Board Advisor**  
UDOT  
Phone: (801)965-3836  
[jamesphillips@utah.gov](mailto:jamesphillips@utah.gov)

Eloy Gutierrez  
**Name Badge Coordinator**  
Lifetime Products  
Phone: (801)  
[egutierrez@lifetime.com](mailto:egutierrez@lifetime.com)

Tracey Stevens, C.P.M.  
**Historian**  
American Skiing Company  
Phone: (435) 615-0374  
[tstevens@ascresorts.com](mailto:tstevens@ascresorts.com)

Bryan Hemsley, A.P.P., CPPB  
**Web Engineer**  
Salt Lake City Corp.  
Phone: (801) 535-6347  
[bryan.hemsley@slcgov.com](mailto:bryan.hemsley@slcgov.com)

Dominique Bird  
**Public Relations Coordinator**  
Natures Sunshine  
Phone: (801) 342-4466  
[dbird@natr.com](mailto:dbird@natr.com)

John Carpenter  
**Career Services Coordinator**  
The Canyons  
Phone: (435) 615-3331  
[jcarpenter@thecanyons.com](mailto:jcarpenter@thecanyons.com)

Anna Worthington  
**Newsletter Editor**  
Tesoro Refining Company  
Phone: (801)521-4842  
[aworthington@tesoropetroleum.com](mailto:aworthington@tesoropetroleum.com)

Cheryl Ransom, C.P.M., A.P.P.  
**Communication & Education Chair**  
Insta-Chain Inc.  
Phone: (801) 489-9000  
[cransom@insta-chain.com](mailto:cransom@insta-chain.com)

Debbie Hefner, C.P.M.  
**Photographer**  
Ogden City Schools  
Phone: (801) 737-7311  
[debh@m.ogden.k12.ut.us](mailto:debh@m.ogden.k12.ut.us)

Cody Branz  
**Member Services**  
Lifetime Products  
Phone: (801)  
[cbranz@lifetime.com](mailto:cbranz@lifetime.com)

Tom Short, C.P.M.  
**Scholarship Committee**  
L.D.S. Church  
Phone: (801)240-1236  
[shorttj@ldschurch.org](mailto:shorttj@ldschurch.org)

Ron Peterson, C.P.M.  
**Scholarship Committee**  
L.D.S. Church  
Phone: (801)  
[peterersonrb@ldschurch.org](mailto:peterersonrb@ldschurch.org)

Cathy Gillies, C.P.M.  
**Special Events Coordinator**  
Neways International  
Phone: (801)423-7484  
[cathy@neways.com](mailto:cathy@neways.com)

Erica Ethington  
**Roster Coordinator**  
Utah Transit Authority  
Phone: (801)  
[eethington@uta.cog.ut.us](mailto:eethington@uta.cog.ut.us)

Keith Crane  
**Librarian**  
Parker Hannifin Corp.  
Phone: (801)977-5435  
[kcrane@parker.com](mailto:kcrane@parker.com)

Please contact Patti Pittman at (801) 728-1259 if you are interested in the vacant position.

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