



*The Association of Operations Management:
Advancing
Productivity,
Innovation, and
Competitive
Success*



— PDM Dinner Meeting —



– HOW DO YOU MEASURE SUCCESS ? –

Tuesday, August 21, 2007

Our Speaker: Jeffrey B. Hickenbottom, hmcinfo@hmcalliances.com
(See Bio on page 2)

Volume 23 Issue 2

[Inside this Issue ...](#)

We spend our entire professional and personal lives chasing after one dream, which is to be successful. However, at the end of the day, how do we know if we were successful or not. How do we know if we actually achieved our goals, and what do we do when we finally realize what we do not know is how to measure Success?

This presentation is about how success will be affected by our ever-changing world, and how globalization of the market place, outsourcing by major American companies, shifts in our attitudes and culture is changing our definitions of success.

Calendar	2
Speaker Bio	2
Website of Interest	2
On-Line Courses (Weber State, CIRM and CPIM)	3
Company Coordinators	4
APICS Career Center	4
Notable Quotes	4
Certification Maintenance	5
APICS Sacramento Job Opportunities Notes	5
APICS - Society Headquarters Update	5
2007-2008 Board Members	6
Ask APICS Industry Hotline	6
Upcoming Webinar	6
Basic Principles of Lean Management	7,8
Message from the President	9

Agenda

- 5:30 Registration
- 6:00 Dinner & Networking
- 7:00 Membership Meeting
- 7:10 Presentation

Location

Hungry Hunter Steakhouse, 450 Bercut Dr, Sacramento. Please call (916) 650-8660, or email Ed Mercado at edmercado@msn.com and provide the attendee's name, company, telephone number, fax or email address. \$23.00 all attendees (includes dinner), \$5.00 for speaker only.

Speaker's Bio: Jeffrey B. Hickenbottom

Our speaker has over twenty plus years working in the fields of Operations Management, Production Management, Purchasing Management, Project Management, and Organizational Development. His Bachelor's Degree is from the University of San Francisco in Human Relations and Organizational Behavior. For ten plus of those thirty years he has been an independent consultant providing direct services to his clients and directing the start up of two consulting companies.

His consulting clients have included highly technical medical equipment companies such as Baxter Healthcare (Tampa FL), BioMec Cardiovascular (Minneapolis, MN), Arterial Vascular Engineering, Division of Medtronic Inc. (Santa Rosa, CA), Picker International, X-Ray Division (Cleveland, OH), and Advanced Sterilization Products, Division of Johnson & Johnson (Irvine, CA). His consulting clients, whom are not medical equipment manufactures, have included Exlog Corporation (oil exploration company), Indilab Corporation (sub contractor to the medical industry), Dreyers Grand Ice Cream (Pleasure Industry), and Burdette Construction (General Contractor). He has also held positions with responsibility with the Federal Emergency Management Agency (FEMA), part of the Department of Homeland Security, where he obtained a Governmental Security Clearance.

Website of Interest

The Supply Chain

<http://www.websitetoolbox.com/tool/mb/jlbyrnes>

This site is a discussion forum for individuals interested in sup-

APICSacramento Calendar



August, 2007

- 7 Board of Directors meeting at Panera's, Natomis, 6:00PM
- 21 Professional Development Meeting

September, 2007

- TBA Board of Directors meeting
- 13 Webinar: Effective Inventory Management Concepts; 1:00 pm EDT; Debra Hansford, CPIM, CIRM, CSCP, C.P.M.; PreCrest; Level: Basic.
- 18 Professional Development Meeting
- 20 Webinar: Effective Inventory Management Concepts; 1:00 pm EDT; Debra Hansford, CPIM, CIRM, CSCP, C.P.M.; PreCrest; Level: Basic.
- 27 Webinar: Effective Inventory Management Concepts; 1:00 pm EDT; Debra Hansford, CPIM, CIRM, CSCP, C.P.M.; PreCrest; Level: Basic.

For Sale!



APICS
Sacramento
Denim Shirts
\$25.00

Contact Melanie Hoots at melanie_hoots@hp.com to purchase.

Computer Based CPIM Exams

Computer based CPIM exams are offered by Promissor.

All of the info you will need to register for an APICS exam can be found at <http://www.promissor.com/>

- Select "Professional Certification Exams" under the "Find Test Information" section.
- Select the "APICS..." option.

Read the "Description of New Registration Process (pdf)".

It has all the info you should need including how to get dates, locations, cost, and registration process.

Weber State University On-line APICS Certification Courses

SU Online is the virtual campus for Weber State University, delivering online courses via the World Wide Web. Five courses are offered in partnership with APICS:

- * Basics of Supply Chain Management
- * Master Planning of Resources
- * Detail Scheduling and Planning
- * Execution and Control of Operations
- * Strategic Management of Resources

Exam review courses can be taken collectively for CPIM certification or taken separately to suit the needs of the company or individual. For more information, go to <http://www.wsuonline.weber.edu>. Remember to tell them you're a member of Sacramento APICS! ☀

CIRM Courses Available On-Line

CIRM is a comprehensive educational program designed to help you understand the power of collaboration among organizational resources such as product development, marketing/sales, human resources, finance, and operations. The CIRM program enables you to effectively interact with cross-functional departments for more strategic decision making, enhanced collaboration, and improved productivity

On-line CIRM Courses are available at www.epiweb.net. Be sure to reference Sacramento APICS when registering.

CPIM Courses Available On-Line

CPIM applies to many supply chain tasks and provides the necessary knowledge to thrive in today's global competitive environment-both in terms of reducing costs and increasing customer loyalty.

Since 1973, the CPIM program has educated more than 75,000 manufacturing professionals on essential terminology, concepts, and strategies related to demand management, procurement and supplier planning, material requirements planning, capacity requirements planning, sales and operations planning, master scheduling, performance measurements, supplier relationships, quality control, and continuous improvement.

To register for your next CPIM exam, visit www.asisvcs.com/publications/html/faq_apics.asp or call Promissor Customer Care at 1-800-274-8399 or 610-617-5093.

APICS Sacramento Company Coordinators

Our Company Coordinators serve as the principal communication links between the Sacramento Chapter of APICS and their companies and fellow employees. If you work for one of the companies listed below and need APICS Chapter information of any kind, please feel free to contact them.

If you do not see your company listed below, it is because *you* haven't volunteered. To become a coordinator, call Bill Lodholz (530/666-2493) or email at lodholz@watts.com.

Aerojet

Joe Kammerer
(916) 355-3083
joe.kammerer@aerojet.com

Blue Rose Company

Brenda Marsh
(916)-261-3161
blurosecompany@sbcglobal.net

Motion Control Engineering

James Gines
(916) 463-9354 Direct Line
jamesg@mceinc.com

Agilent Technologies

Chris J. Nelson
(916) 788-5629
chris_j_nelson@agilent.com

California State University Sacramento

Herb Blake
(916) 278-7106
blakeh@csus.edu

NEC

Bill Myers
(916) 786-3900 x 4666
Bill_Myers@necelam.com

Ames Company

Alan Holst
(530) 666-2493
holstam@watts.com

CV Logistics

Kevin Moynihan
kmoynih@cvlogistics.com

Output Technology Solutions

John Sapp
(916) 939-5964
john_sapp@billing.com

Apple Computer

Sandy Madruga
smadruga@apple.com

CSUS

Linda McElroy
(916) 278-4297
lmcelroy@csus.edu

Pasco Scientific

Michael Reeve
reeve@pasco.com

Applied Aerospace Structures Corp.

Tom Samborski
(209) 983-3202
tsamborski@aascworld.com

Dade Behring

Pat McCarty
Pat_McCarty@DadeBehring.com

Sacramento Bee

Stephanie Reid
loverofchristxx@aol.com

Baxter Planning Systems

Kris Anderson, CSCP
916-660-1540 x205
kanderson@bybaxter.com

Hubbert Booze

Industrial Engineering Consultant
hbooze@attbi.com

Tesco Controls

Tim Kotts
tkott@tescocontrols.com

Hewlett Packard

Tom Leard
(916) 748-8308
tom_leard@hp.com

Varian

Chris Mathiot
(916) 632-3456 x373
chris.mathiot@varianinc.com

Notable Quotes

Simplify, simplify.—Henry David Thoreau.

Knowledge is the most democratic source of power.—Alvin Toffler.

Change is one thing, progress is another. "Change" is scientific, "progress" is ethical; change is indubitable, whereas progress is a matter of controversy.—Bertrand Russell

Check Out the APICS Career Center Online

Whether you are in the market for a job or just want to keep your options open, you'll want to search the APICS Career Center for available jobs, or to post your resume...the perfect fit could be waiting for you!

http://www.apics.org/CareerCenter/careercenter_gateway.htm

And don't forget that APICS is a great place to network with the employees of the region's leading employers. Not only can you mix, mingle, and network but you also receive valuable professional development information.

A job opportunity can be discovered anywhere, don't miss the chance to find one through your own local network

APICSacramento Job Opportunities Notes



Are you seeking another job or career change? Don't forget to check out the APICS-Sacramento Job Opportunities located at <http://www.apicsacramento.com>. You can also find national job opportunities by checking out the national APICS web site located at <http://www.apics.org>.

There are also many companies, consultants, and career counselors who can assist with items such as: resume writing, cover letters, interviewing skills, negotiating skills, as well as personal goals and objectives. Check out the yellow pages under Career or Vocational for this type of assistance.

Certification Maintenance Notice

If you earned your CPIM before 1999, you must submit a maintenance application by the month of your original certification. Find out more at <http://www.apics.org/Certification/Maintenance/maintenance.asp>. If you would like a handy spreadsheet to calculate your point, go to our web site www.apicsacramento.com and scroll down to 'certification maintenance' and put "certification maintenance" in the subject. Don't delay! Once the deadline passes for you, you must earn additional points to regain your certification status.

APICS Webinars

Get Tangled in Our Web of Education

APICS is pleased to announce the latest development in training and education—APICS Webinars. Each APICS Webinar lasts approximately 60 minutes and features educational discussions, case studies, and a Q&A period. All you need is an Internet connection and telephone to participate. Invite your colleagues to join you. As an added benefit, you will receive a CD-ROM of the presentation after the event.

Upcoming APICS Webinars

View a list of upcoming APICS Webinars topics and dates. Go to <http://apics.webex.com> for quick and easy access to the latest information on future topics, dates, and presenters.

Registration Information

To register for an APICS Webinar, visit and select Enroll.

Archived Events

Were you unable to participate in an APICS Webinar? Each APICS Webinar is archived and available for \$139 per viewing. Visit <http://apics.webex.com> and select Recorded Events on the left navigation bar to view an archived APICS Webinar. The archived APICS Webinar begins at time of purchase.

CPIM and CFPIM designees: Earn one professional development point toward Certification Maintenance by participating in an APICS Webinar.

APICS Sacramento Board Members

President	Pat McCarty, CPIM	916/374-3157	Pat_McCarty@DadeBehring.com
VP Marketing	Ed Mercado, CPIM	209/727-5504 ext 5113	Ed.Mercado@StarBuildings.net edmercado@msn.com
VP Education	Melanie Hoots, CPIM	916/785-1186	melanie.hoots@hp.com
Assistant VP Education	Herbert Blake, CPIM	916/278-7106	blakeh@csus.edu
Secretary / Treasurer	Beverly Paul, CPIM		Bpaul@apicsacramento.com
VP Programs	Tim Kott	916/395-8800 ext.2713	tkott@tescocontrols.com
Director of Technology	Randy Beck	916/788-2412	rbeck@prideindustries.com rbeck@apicsacramento.com
Newsletter Editor	Alan Holst	530/666-2493	holstam@wattsind.com
Director of Company Coordinators	Joe Kammerer	916/355-3083	Joe.Kammerer@aerojet.com
Past President	Bill Lodholz	530/666-2493	lodholz@wattsind.com
Director at Large	Casey Fallon	916-373-6673	cfallon @cswg.com
Director at Large	Glen Lewis	530/752-7135	galewis@ucdavis.edu
Director at Large	Brenda Marsh	916/447-8205	brcben@sbcglobal.net
Student Chapter Advisor, Chico	Tom Wilder	530/898-5376	twilder@csuchico.edu
Student Chp President, Chico	J. Koury		jkoury@mail.csuchico.edu
APICS Society		800/444-APIC	Web site: www.apics.org
Chapter Voice Mail:	916/650-8660	Chapter Website:	www.apicsacramento.com
Chapter mailing address:	APICS Sacramento Chapter PO Box 13249 Sacramento, CA 95813		

Ask APICS Industry Hotline

When APICS members need reliable operations management information to help make business decisions, the Ask APICS Industry Hotline is available to assist with their research needs. The hotline is organized by APICS in conjunction with the Rochester Institute of Technology. Contact Ask APICS by phone at (585) 475-2098, by fax at (585) 475-5240, or by e-mail at apics@rit.edu. Hours of operation are

Upcoming APICS Webinars

Effective Inventory Management Concepts APICS Webinar Series

September 13, 20, 27, October 4, and 11; 1:00 pm EDT
Presented by Debra Hansford, CPIM, CIRM, CSCP, C.P.M.;
PreCrest
Level: Basic

Basic Principles of Lean Management

By Ed C. Mercado, CPIM, C.P.M.

At any given time, there is a handful of engaging concepts that hug the spotlight in management thinking. One of these continuing popular topics is what is known as “lean management.” The ongoing appeal is due in large part to the simple, basic and easy to understand ideas and extremely valuable practical applications. While it is true lean concepts started out in the manufacturing sector, there are numerous opportunities available in services and other commercial situations.

The term “Lean Management” can be defined as an approach and set of techniques that strives to *do more with fewer resources by continuously* finding ways to *eliminate waste* in all forms where *management provides* an encouraging and *supportive atmosphere* for *employee involvement*.

Lean management utilizes many principles that have been around for some time. These lean principles cover many concepts including:

- o good housekeeping, like 5 S
- o quality management
- o Just In Time (JIT)
- o work simplification
- o employee empowerment
- o zero inventories
- o mistake-proofing
- o set-up time reduction
- o visual controls
- o 5 Whys
- o many others

An Example in Supply Chain

One example of lean thinking in supply chain management would be planning future materials requirements and finding ways to precisely time the arrival of inventory. Another word used for this approach is Just-In-Time or JIT. When done properly, this can reduce space needed at the assembly or manufacturing area. It can also reduce the average amount of inventory needed for operations. It can also help the supplier plan *their* operations to meet the customer’s delivery timing needs. Given that JIT demands close and tight coordination, it is obvious that elimination of all types of waste is necessary before JIT can be effectively implemented. Here is where Lean and JIT share common ground. Both concepts want minimal use of resources. Both require a *continuing* look at processes and finding ways to improve them.

A word of caution is needed when using the term JIT. Many people may believe it is a magical procedure that makes material appear out of nowhere. This is not the case. The reality is that JIT requires a lot of planning work. JIT is rarely perfectly achieved without changing work organization, workplace layout and supplier arrangements. Also, JIT does not mean hiding lots of material in a buffer stock at a supplier site and bringing it in as needed; that would not be JIT.

An Example in Order Processing

In order processing, we can apply lean thinking in many ways. For instance, we can reduce the opportunity for errors by utilizing an electronic form that provides us and our customers with built-in checks on available product configurations.

We all know that paper forms are a source of the most common errors – mostly because said forms require many people to remember scores of possible product configurations. Suppose a customer wants to order a pre-hung door, the person taking the order would have to know the available and valid combinations when using a paper form. For example, if a fire door is ordered, local code may require a door closer. If the order taker does not know or remember this, incorrect and invalid information could be entered on the order. We all know that the error could very well go undetected all the way to

the customer - perhaps until an inspector notices. An electronic form can be designed to provide a built in error-proofing capability thus eliminating the need for order takers to remember lots of details and makes it easier to train new order takers.

Three Key Terms: Process, Value, Waste

A **process** is a set of tasks, resources, steps to create service or product for the customer. The output (product or service) we see is the result of a process.

- o Each process produces output with certain characteristics like quality, speed, reliability, flexibility. Different processes, that is – different combinations of resources – produce different output characteristics.
- o These characteristics of the output are determined by the design of the process. For example, baking cookies by hand usually results in low speed and non-uniform quality compared to a process that utilizes automated equipment. Similarly, handling sales order data through many departments usually results in more errors than handling through less departments.
- o To change the output quality, speed, reliability, flexibility of the process, the process has to be changed. There is no amount of slogans or quotas or threats or banners that can improve process performance over the long run if the process itself is left unchanged.

Value is a set of characteristics of a product and service that is desired and wanted by the customer. Some examples of product or service attributes required by customers are: timely delivery, a product that fits and works properly, quick and knowledgeable response from customer reps, etc.

- o It is important to note that *the starting point for defining value is the customer*. The customer defines value, not a firm’s current systems and procedures. Suppose customers routinely expect a 5-day turnaround for an item. Assuming we are able to clarify the actual needs of the customer, we would have to find a way to meet their 5-day turnaround.
- o The focal point for lean management should be the processes that create value as the customer wants it. In quality management principles, this is what is known as “critical to quality” characteristics.

Waste is defined anything that uses resources but creates no value. What is needed is a continually questioning attitude to try to improve processes. Examples of waste originally mentioned are the seven kinds of waste. Obviously there are more.

1. over production
2. waiting
3. movement of materials
4. keeping stock of material
5. various motions
6. producing defective products
7. the production process itself

While many types of waste are visible, there is a lot of waste that is hidden from us. Needless to say, invisible waste does not incite us to take any action. Perhaps this is the reason why Lean principles suggest implementing 5 S as a starting activity.

One most obvious but often hidden waste is the use of time. Time is the most perishable of resources simply because it is a resource that *cannot* be stored. The only way to store the value of time is to rearrange the use other resources. For instance, you want to utilize time you have *today* to bake a (continued on page 8)

Basic Principles of Lean Management (continued)

(continued from page 7)

cake because *you won't have any time two days from today*, you will be forced to use the following resources today: ingredients, oven time, cake pan, your personal time, storage space. Thus the value of time along with all these resources is "stored" in the cake that was baked in advance. There is no way to store the resource time alone, by itself. That will remain the case until a properly functioning time machine is invented.

A Starting Point for Lean Management

An essential element of Lean is good housekeeping. It is considered a first step in providing visibility to various physical processes. It also fosters a sense of pride and discipline among all employees that will carry over to all aspects of the work.

5 S is a process that imposes self-discipline to keep a workplace neat. By neat we mean there is a clearly-marked place for everything and everything is in its place. The concept of 5 S believes that everyone in the company from top to bottom actually desires to improve the work process, improve quality and promote safety. The principles here are based on five Japanese words that start with an "S." The suggested sequence below has proved effective in implementing 5 S. If we follow through each step one at a time, we will see immediate and delightful change in the work area and employee morale. The sixth "S" was added by many companies in the US. Safety is an extremely vital part of any lean initiative.

Sort - (Seiri)

This first step requires that all items needed for the work process should be at the work area – no more and no less. All items needed in the workplace *must be clearly identified*. This means that anything not needed should be taken away. This also means that items needed should have a spot and said spot shall be clearly marked. Depending on the current situation in the workplace, items that are not needed in the workplace should be marked. These unnecessary items shall then be moved to another area outside the workplace for evaluation. This sorting step is a simple way to clear up the workplace and relocate many unnecessary items like obsolete tools and fixtures, worn out dies, scrap, defective products, garbage, etc. Sorting and clearing out the workplace is an effective way of imposing planning discipline and making visible to everyone previously hidden problems and material.

Set In Order (Seiton)

This second step refers basically to *simplified storage* of whatever you need for the workplace. Many of these practices are now present in many companies like outline tools' shapes on a peg board or floors painted certain colors. We should be aware that merely painting lines on the floor and other areas will not necessarily change people's behavior. An example was cited by a Californian friend who had visited Japan as a trainee on the Toyota production system. The fellow was with a group of Japanese who had just finished their meal. Everyone stood up and got ready to leave. Everyone, except my friend, set their chairs back to the proper spot at the table. My friend had to be gently reminded that all chairs had to set back to their proper spot. There will be a lot of education and change of habits that will be required of all people, especially those who are not used to neat workplaces. In short, there will be "a place for everything and everything will be in its place."

Shine: (Seiso)

After we have eliminated the mess and unknown materials all over our work areas and after we've marked and specified spots for all our tools, we should perform cleaning of the area. Constant cleaning is necessary to reinforce the changes that have been implemented. All people derive personal satisfaction from a clean and neat workplace. An added benefit of a clean workplace is that problems are readily visible. Inventory becomes visible and any dents, smashed boxes, scratches, etc become

visible to everyone. Also, dangling wires from equipment, or oil leaks or dust buildup become more readily seen.

Standardize: (Seiketsu)

Right about this time, we would be ready to analyze our work processes and standardize. Needless to say, we need to provide an open atmosphere that will encourage all workers to give ideas and we will provide the hassle free atmosphere for them to contribute. We should recognize that the people closest to the job are the ones most likely to have simple and practical ideas on how to improve said jobs.

Sustain: (Shitsuke)

While we do not agree that human nature inherently dislikes change, we realize that sustaining improvements can be difficult if there is no continuing reinforcement for said behavior. It is therefore important to continually remind all workers to maintain and further improve on their achievements.

Safety

The 5 S process improves morale and creates in customers and suppliers a favorable impression of the company. Employees too will have more pride in their individual work simply due to the clean and neat surroundings.

We should be careful though not to get carried away by nice sounding words. Since many companies have many years of accumulated clutter and unsavory habits, it will take some doing to get started in the right direction. For example, there may be reluctance on the part of management to stop production for a few hours a day just to clean the shop or the office area. Actually, this clean up is required only at the beginning. In due time, hopefully sooner than later, the sustaining clean ups will become a normal part of daily routine that its effect on work hours will not even be noticed. So it seems it is this reluctance to carry out a blitz clean up is probably a big stumbling block that has to be overcome first.

Employee Involvement

A couple of words about employee involvement are in order. Firstly, there are many who believe that employees will quickly volunteer ideas once a memo soliciting ideas is issued. This will not happen unless management provides a supportive atmosphere and employees are somehow forced to give ideas. This element of force is not incompatible with the principle of employee involvement. Compelling employees to give ideas in a supportive atmosphere is merely a start. Once ideas are generated, said ideas often provide the positive reinforcement to the behavior and the process would continue over the long run.

Secondly, there are some who may believe that giving employees an opportunity to give ideas diminishes management authority and will result in low work output. There will always be management authority to stipulate the output needed; all employees know that. Everyone knows there is no such thing as a free-for-all in *any* work environment. Hence even with management imposition of the work output, there always remains a whole lot of opportunity for good ideas *within* all employees' scope of work. That is what lean principles want to utilize.

Summary

Lean management strives to achieve more with fewer resources. This means that waste of all kinds should be eliminated. Waste is anything that adds cost but does not provide value. Value is defined as the product and service characteristics that customers want, not what we want.

After all is said and done, possibly the most important element for success in applying lean principles is providing the encouraging and supportive work environment such that all employees are inclined to participate in continuous problem solving in their respective work areas.

MESSAGE FROM THE PRESIDENT APICS NEW YEAR 2007-2008

Pat McCarty

Here it is August already and we are about to embark on yet another new and challenging year in the world of APICS. As your new president, I would like to tell you that everything is moving along smoothly....I would like to tell you that, it would make my job much easier. As it is though we face many challenges in the year to come, some of which are: educational offerings, maintaining membership, offering quality PDM's (Professional Development Meetings) that you are all willing to attend.

With that said I would like to introduce you to the 2007 – 2008 Board Members.

I am Pat McCarty, and most recently have served as the V.P. of Membership, I have been involved in APICS for several years although rather quietly I might say. As the incoming president it is my goal to get each and every one of you excited about and interested in YOUR APICS chapter!!!

Bill Lodholz has the elite honor of Past President and as such will be my mentor for as long as I can *force* him to. (Thank You Bill)

V.P. of Education is once again Melanie Hoots, Melanie certainly has her work cut out for her this year as we will begin offering the new CSCP classes along with CPIM, both of which need to be scheduled. (This along with the fact that she has a new addition to her growing family). To help her with this dubious task is none other than Herb Blake, the Assistant V.P. of Education. I am looking forward to the results that their hard work will bring to all of you.

Beverly Paul has once again, graciously accepted the position of Secretary / Treasure, and none of us can thank her enough for volunteering for these positions. She keeps each and every one of us in line. Along with her duties in the above position Bev also works year long to keep us on track with our C-Bar, so that we can maintain national certification.

V.P. of Marketing is Ed Mercado, and I must say, I have heard a lot of interesting concepts and ideas coming from Ed, and I am very confident that he will follow through and it won't be long before all of you benefit from his expertise and knowledge.

Tim Kott is returning as V. P. of programming and is already working hard to rustle up interesting speakers on a number of new and exciting topics...come join us and see what I mean!

Director of Technology is none other than Randy Beck....without whom, we would have no web page....yikes!!!! Randy does an awesome job of keeping us all informed in regards to our own Sacramento Chapter, but in also linking us to District and National.

Alan Holst is our editor for the News Letter, and I am making a promise on behalf of **ALL** of us that we will have articles and information to Alan so that he can have the news letter out to you on the first of every month...

Joe Kammerer is Director of Company Coordinators and would love to have any or all of you volunteer to help him. It really isn't a tough job (for you) Joe will provide you with direction and support, (as much as you need), annnd he'll also buy you beer and pizza a couple times each year. What more can you ask for in a guy?

We have three(3) Directors at Large, Brenda Marsh, Glen Lewis, and Casey Fallon, all of whom have volunteered to help ALLLLL of the rest of us that you have just read about. And as their president, I intend to take full advantage of that offer and I strongly encourage all of the other board members to as well.

Now, I would like to encourage each and every one of you to come out and join us on the third Tuesday of every month, this is **YOUR** Chapter, and we work for you. Please be involved enough to let us know what we can do to make this all work for you, and take a moment to say Thank You to all of the above mentioned volunteers.