Greetings! I hope you are all doing well and adjusting the crisp fall weather.

Let’s talk about our team… that is, T.E.A.M. – talent, engagement, access, and mentorship. Preparing for the fourth quarter, the final topic for this year is important to succession planning in RMGPA as well as our agencies. Who inspires you? Who do you inspire?

Mentorship is critical in our agencies and our association. Many experienced professionals are counting down to retirement while many newer professionals may soon be called to step into challenging duties and leadership. It is time to focus on preparing the next generation to carry the torch.

Mentorship takes many forms. It begins with forming meaningful relationships on a foundation of mutual trust, respect, and understanding. I count it as a blessing to have many mentors who have led me to where I am now and continue to guide me on my professional journey. I may never have chosen this career, volunteered with RMGPA, or stepped into chapter leadership had it not been for the encouragement I received from my mentors.

Here is your challenge for the final quarter of the year. Take inventory of what you need at this point in your career and what you have to offer. Do you need a mentor? Do you want to be a mentor? Maybe a little column A and a little column B? Here are some ways to take the first step:

- Look for someone that does something particularly well and ask to shadow that person.
- Talk to someone you don’t know at the next conference, event, or class you attend. You never know who will have expertise in an area you are looking for or vice versa.

We have a strong group of retired lifetime members who remain very involved in the chapter. If you are one of these members, would you consider being a mentor to a new professional or student member? If so, reach out to me at president@rmgpa.org.

We are also working on a way to connect certified members to those who are working toward certification. Details to come!

Please email me about finding a mentor or protégé – I’d be happy to help any way I can with “matchmaking”.

No one can take responsibility for your professional and personal development like you can. Seeking a mentor relationship is a great way to give back or to take charge of your future!

#TEAMRMGPA
Valerie Scott, CPPB
2017 RMGPA President
The Train to Forum
Submitted by: Keith Ashby, RMGPA Vice President

Taking the train to the 2017 NIGP Forum in Salt Lake was a truly wonderful experience. We started the trip at Snooze in Union Station. A breakfast of classic favorites with a creative twist marked the beginning of a new day. Then we waited to board the train. And we waited. And waited. Although we had no idea why, the train was late, but that gave me the opportunity to spend time with my RMGPA colleagues and get to know them on a much more personal level. It is a time that I will truly cherish since I may not get that chance again. Once we pulled away from the station in Denver, everything went smoothly. Then we got to the town of Helper, Utah.

At the mouth of Price Canyon on the eastern side of the Wasatch Plateau, Helper got its name because trains traveling west into Salt Lake City often required “Helper” engines in order to make the steep, 15 mile climb up the canyon. If a train anticipated having a problem making it up and over the summit, the Helper engines stationed in the city would be called into action. These engines pushed the train so it could continue its westward journey through Utah.

When the California Zephyr made it to Helper that day, there was not an engine to be found that could give us a much needed push. Because of this, we ended up getting into Salt Lake at around 3:30-4:00, much later than expected. Although this made for a very long trip, the saving grace was the RMGPA members who were on the train with me. We laughed, told stories, and got to know each other.

If you ever want to see cities, mountains, and rivers that you can’t see from your car or by plane, consider the train. There is something old-school and charming about riding trains. Between the food car, the conductors, and the world flying by outside your window, there’s a nostalgic appeal to train traveling. If Harry Potter and his gang take them, we all should, even if we’re not riding the Hogwarts Express.
RMGPA 2017 Fall Conference

Submitted by: Cori Schrinar, Wyoming Department of Transportation

This year, the Fall Conference was held on September 8th at the Aurora Public Schools Professional Learning and Conference Center. The conference was packed with great information from Effective Procurement Teams to Design Build Contracting.

Richard Pennington, General Counsel for NASPO Value Point, started the day off with a presentation on procurement teams. Titled *Seeing Excellence: Learning from Great Procurement Teams*, Richard illuminated the top ten disciplines of effective procurement teams as well as the 5 principles of later leadership. These were demonstrated and tested when Richard and a brave volunteer (perhaps because he was the only pilot in the crowd) had to successfully takeoff, fly, and land an airplane on a simulator. This entertaining tool was an effective way to demonstrate the disciplines he had been presenting. Just as flight crews manage information, considerations, and risk using checklists, procurement professionals can do the same. One of Richard’s key takeaways is that we should consider of the amount of structure used to organize a team’s thinking and action. Too much and you may impede creativity.

The second presentation of the conference was from Rennette Apodaca from Albuquerque Public Schools. She discussed a topic that seemed to pique a lot of people's interest, the difference between an independent contractor and an employee. To help understand the distinction between the two, Rennette compared the attributes of employees with those of contractors and discussed the importance of making the correct initial determination. She shared useful information on the repercussions of making an incorrect decision and provided a useful vendor...
RMGPA 2017 Fall Conference
Submitted by: Cori Schrinar, Wyoming Department of Transportation

A questionnaire that helps to clarify the appropriate classification.

Back up on the agenda was Richard Pennington who gave us insight on the *Procurement Tales from the Dark Side: Protest and Disputes from Private Practice Advising*. One of the most important questions to ask yourself during the entire solicitation process is, "What can you do that minimizes the chances of a successful protest or contract claim?" Richard touched on many areas such as rules of evidence, debriefings, BAFO’s, making files professional, and best practices that every agency should have in place.

An engineer, a vice president and a lawyer walk in to a room...It sounds like the beginning of a joke but that is how our last presentation of the day started. Larry Weno, Joe Willich, and Edward Blieszner brought us three different perspectives in *Design-Build Contracting*. There are many advantages to using a design-build approach over the more traditional design-bid-build, such as schedule effectiveness, innovation, and cost effectiveness. Design-build also develops team mentality, reduces adversarial relationships, creates an opportunity for value engineering, and fosters collaboration. Larry, Joe, and Edward’s presentation was in depth and detailed. At a time where many agencies are doing vertical construction, having this knowledge in our hip pocket will help us make an informed decision as to whether design-build is an option or at least it can open the lines for discussion.

Don’t forget to join us for Winter Conference December 7-8th in Loveland, Colorado. It’s sure to be jam-packed with education, colleagues, friends, and fun!
RMGPA 2017 Reverse Vendor Trade Show
Submitted by Bill Oliver, Chapter Enhancement Chair

This year’s Reverse Vendor Trade Show (RVTS) was held in conjunction with the Longmont Area Chamber of Commerce (LACC) and their annual Peak Exhibitor Showcase.

If you weren’t able to attend, some highlights of this year’s Trade Show included:

🌟 Attendance. More than 200 vendors came out to meet with over 20 agencies, school districts and universities.

🌟 Panel Discussion. RMGPA’s interactive panel titled “Doing Business with Governmental Agencies” brought RVTS participants together to learn about governmental purchasing. Many commented on how helpful and informative the discussion was.

🌟 Survey Feedback. Responses to the trade show were overwhelmingly positive from both vendors and agencies alike with invaluable input for improving the event for next year. Vendors are already looking forward to next year’s event!

🌟 LACC. Partnering with the LACC proved to be beneficial to RMGPA. Sharing a venue as well as other expenses saved RMGPA money over past years and we were able to capitalize on LACC’s membership participation.

Looking Forward
Between the feedback we received and the lessons learned, RMGPA is anticipating an even more successful RVTS in 2018. Make plans to attend.

The LACC has expressed their thanks that RMGPA was able to be a part of their event and want to partner with us again next year.

Now it’s time to get ready for the Vendor Trade Show in Loveland this winter! We are expecting a great turn out of both vendors and RMGPA members. Register now!
State of Colorado Code Modernization
Submitted by Barb Musick, State Purchasing & Contracts Office

The Colorado Procurement Code governs how most state agencies purchase their goods and services, and especially for those of us here in the State Purchasing and Contracts Office, it’s a big part of our day-to-day life. Given its importance in what we, as procurement professionals do, it will probably come as a surprise that until recently, the Code hadn’t been reviewed in its entirety since 1982!

In early 2015, we began a comprehensive review of the entire Code. Our goal was to modernize and improve the Code, allowing the system to better serve not only state agencies and vendors, but the public as well. We also had local governments in mind, as they are able to adopt the State Code as their own, if they choose.

We knew this was a lofty goal, but we had a plan, and we had a community of dedicated purchasing and contracts professionals to help bring it to fruition. Phase One of the process began with an initial rulemaking that reflected the discontinuation of Bids. Then in August 2015, we created a working group comprised of these professionals from various state agencies and institutions of higher education. They conducted a comprehensive review and analysis of the Code and used their findings (along with best practices of other public procurement systems) to draft a list of recommendations. In December 2015, we drafted a whitepaper compiling the recommendations from the working groups who had reviewed the Code. It was shared with our stakeholders: members of the General Assembly, the vendor community, and the public.

The General Assembly passed HB 16-1451 which directed the Department of Personnel and Administration to continue its stakeholder engagement and submit final recommendations to the General Assembly by December 31, 2016. We complied with the requirement of HB 16-1451 and held several town hall meetings across the state (including one streamed live!) to get input on the process and proposed changes. We finalized our recommendations and reported back to the General Assembly with a whitepaper on the proposed recommendations to the Code.

The revisions included modernizing definitions, removing outdated practices, updating with current terminology, revising processes, arranging sections that belonged together, and deleting portions that were no longer applicable. The modernization covers several topics which can be viewed on the Procurement Code Modernization slides found via the link at the end of this article.

On the first day of the 2017 Legislative session, HB 17-1051, consisting of 100+ pages of revisions to the code, was submitted. The bill met little opposition during the session
State of Colorado Code Modernization
Submitted by Barb Musick, State Purchasing & Contracts Office

and was approved by the Legislature. Governor Hickenlooper signed the Procurement Code Modernization Act into law on April 4th, 2017, and it went into effect on August 9th, 2017. The work, however, was far from over!

In May 2017, we formed eight work groups to focus on procurement rulemaking; rules which expand upon and implement the provisions of the modernized Code. This process included examining the modernized Code and existing rules, and determining if new or different rules were needed. The purpose of this phase was to ensure the rules were clear, functional, and useful, and it required a lot of time and effort from the group members - to whom we are extremely grateful! The work groups submitted their recommendations at the end of August, and they’re currently being reviewed by our team. We hope to have them in effect in early 2018.

Another important aspect of our procurement Code modernization was training and outreach. We needed to make sure that state agencies and vendors alike were aware of the revised Code and how it might affect them. We started with a high level overview presented via webinar, then moved on to more in-depth trainings given in-person to procurement officials. We’re also planning to provide additional training and insight on the new Code at our 2017 Fall PAC meeting, which will be held on November 30th.

This process, started in 2015 and now nearing completion, has been an enormous effort, but we’re proud of the progress and improvements we’ve made. We’re also beyond grateful to all those who have volunteered their time to be on one of our many workgroups! We believe the updated Procurement Code will be beneficial for many decades to come, not only for state agencies and vendors, but for the State and all of its citizens!

If you have any additional questions about the Code modernization, please contact Cindy Lombardi (cindy.lombardi@state.co.us). The signed Act, recorded webinar, PowerPoint slides, and other resources are all available on our Procurement Modernization Initiative page (https://www.colorado.gov/pacific/osc/PMI).
**News from the Communications Committee**

Submitted by Molly McLaughlin, Communications Chair

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**MemberConnect**

Are you familiar with RMGPA MemberConnect? This is a great way to easily and efficiently reach out to all RMGPA members.

♦ Do you have a question regarding solicitation or a particular challenge you are experiencing?

♦ Looking for a best practice?

♦ Are you looking to find a bid with cooperative language you can use?

Reaching out to the RMGPA membership community is as simple as subscribing to MemberConnect at [https://www.rmgpa.org/insidepages/connect/](https://www.rmgpa.org/insidepages/connect/). Once you do that, send your email message to MemberConnect@list.rmgpa.org, and it will be distributed to all active members. If you experience any difficulty with MemberConnect contact the RMGPA Communications Team at info@rmgpa.org

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**National Membership**

Are you a member of NIGP National? If not, join today! A $25 rebate is given to our Chapter for each non-National member that applies for and becomes a new Agency or new Individual Member of the Institute. This money can be used toward scholarships, seminars, events and much more!

Join NIGP today at [http://www.nigp.org/home/membership](http://www.nigp.org/home/membership)
Attention Members!

Please visit www.rmgpa.org to ensure your profile is up-to-date and that if you are an NIGP National member, the proper box is checked. (The Chapter pays NIGP different rates based on this!) In addition, make sure your Job Title and Department are entered correctly in the required fields.

You can also review your history, print attendance certificates, and print invoices/receipts under Review / Update Your Profile, then select the History tab.

Your member history displays on this page and includes meeting/event attendance and membership payments. If you want to download a copy of an invoice or receipt, click the blue “paper” icon in the left column next to the appropriate entry. To download a membership or meeting attendance certificate, it’s as easy as clicking the blue “seal” icon in the left column next to the appropriate entry.

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NIGP Forum from a First Time Attendee—2017
Submitted by Beth Hewes, RMGPA Secretary

After all the years that I have been in public procurement, this was the first year I could attend Forum. Trust me, it lived up to its hype. While there is a lot of planning that goes into taking this trip, the opportunity to meet other procurement professionals across the U.S and Canada is invaluable. If your agency gives you the chance, take it, but remember to make your plans early if possible. I recommend arriving early on the first day that you’re able to check in. This will not only give you time to familiarize yourself with the conference center and city layout, but also to participate in Forum-related activities. The first night is all about networking. I went to three events in one night! There was a Forum meet and greet as well as Young Professionals and Region 9 networking events. It was exhausting but I loved being able to reconnect with people I have only worked with over the phone this past year.

The following day was full of speakers and break-out sessions. The first plenary speaker, Vinh Giang, talked to us about perspective. “To grow as a leader, you need to learn as many perspectives as possible.” This has challenged me to look at situations from other points of view. Vinh also encouraged us to jump as high as we can and to remember that we have a safety net in our family. Remember, family does not have to be biological. It is who you decide it should be.

We had another networking opportunity with the first breakout session which was based on your job. Since I work for a state agency, I went to the State Agency-based session. It gave me a chance to see what issues other state agencies are facing and to realize that Colorado’s public purchasing environment is healthy compared to other states. After that, it was on to lunch where RMGPA President Valerie Scott and I met with Jeff Dansdill to discuss the possibility of being a sister chapter of the Alaska Hawaii chapter of NIGP. I can’t wait to see how this partnership evolves over the year!

More educational sessions followed, as well as the Vendor Expo. The Expo gave me the chance to gain some knowledge and exposure to new trends, products, and resources that my agency may need now or in the future. My second recommendation is for the Expo - bring a bag for swag and really good walking shoes.
This may not be Disney World but put your Fitbit on because you are going to walk and walk and walk.

The next day was the same as the first with a plenary speaker and more educational breakout sessions. I wasn’t able to connect with this plenary speaker as I had with the one on the first day. I did however get the opportunity to meet with other chapter leaders to discuss contemporary issues we were all facing. This meeting was very useful for me and gave me some ideas on how to strengthen RMGPA. Later that evening NIGP had their social event. Because of the location and the number of folks there, it was crowded, so I ducked out early.

A wonderful speaker got us motivated on the third day, Eileen McDargh. She talked about how to cultivate radical resiliency as well as the importance of looking at situations from another person’s perspective. My favorite example is to think about being on top of a mountain and you’re facing the city. If you just look straight ahead, all you see is the city below. If you don’t take a moment to turn around, you will miss the beauty of the mountains as the sun is shining on them. During her presentation, I had a personal revelation and realized I needed to change some of my ways to be able to grow both personally and professionally.

After Eileen spoke, there were more breakout sessions and then the awards luncheon which was the perfect time for us to celebrate the achievements of individuals and chapters within NIGP. After lunch, I went to what I think was the best breakout session of Forum. Led by an FBI agent, the session centered on a case study on preventing fraud, bid rigging, theft, and other crimes from happening at your agency. The Agent told us that purchasing is the first line of defense for fraud and that accounting is the last. I realized that some of the polices at my agency are in line with fraud and theft detection but there are areas we need to improve.

The last day of conference started off with extreme networking. One of the tables was about market research which gave me some tools to help me improve how to approach research. Then it was more breakout sessions and finally the closing plenary speaker, Phil Hansen. Phil is an artist who started off with pointillism and then developed a shaking hand to where he was unable to do the detail work anymore. He
NIGP Forum from a First Time Attendee—2017
Submitted by Beth Hewes, RMGPA Secretary

learned to embrace what he thought was a limitation and started to think outside of the box. Through his life story, Phil showed how this change in thinking refined and revised his art. He encouraged us to start thinking in creative and original ways to find ways around our limitations.

I left Forum with a feeling of satisfaction that I grew both professionally and personally. The presenters planted ideas in my head that I will take with me to expand my skill set as both a person and as a leader. I also have some exciting new tools to improve my agency’s procurement team. One final recommendation for when you take your trip to Forum, make sure you take time for yourself, and bring business cards. Remember to enjoy yourself and the experience. Step out of your comfort zone; you will learn so much about yourself and your work if you do. You will not only meet people from every facet of procurement but you will come to realize you aren't alone in your struggles. My first trip to Forum was exhausting, yet at the same time, exhilarating.
NIGP Forum from a First Time Attendee—2017

Submitted by Beth Hewes, RMGPA Secretary
Skeet McCracken here. I wanted to share with all of you about my trip to NIGP Forum this year. It all began with crashing the young professionals get together on Saturday night. I put some sunglasses on to avoid detection.

At the gathering, I met up with friends new and old, like our 2015 RMGPA Distinguished Service Award winner, Danielle Hinz.

From there, I went on to a meet and greet with our fellow NIGP area 9 chapter members and ambassadors.

I rubbed shoulders with some of NIGP’s finest such as CEO Rick Grimm, Chairman Jack Adger and Past President Don Buffum.
Somehow, I even found time to participate in this year’s service event.

But by far, the best part of Forum was being able to connect with all of YOU!
Sustainable procurement is becoming the new norm as organizations seek to lower operating costs, decrease their environmental impact, buy products that support their local community, and make smart purchasing decisions. As government agencies search for ways to run more efficiently, reduce risk, and expand their efforts to operate more sustainably, they are increasingly looking to their supply chain for solutions. This is the right direction; however, the path can be challenging. Sustainable purchasing is a brand-new concept that can seem vague and overwhelming – what does it mean to purchase sustainably, and how can a public agency execute on that goal? There are a myriad of labels, stamps and seals, and, worse, a growing number of unsubstantiated “greenwashing” claims in the market which all make it difficult for purchasers to wade through with confidence. As some of you may recall from the annual NIGP Forum in 2017, one solution for purchasers is the utilization of third-party verified certification documents.

Third-party certification offers confirmation that an independent, qualified body has performed verification of a sustainability claim. Purchasers can be assured that third-party certified products have been assessed and any related claims verified to applicable standards. This can mean more than peace of mind to purchasers – certification provides protection against risks related to making unsubstantiated sustainability claims, something the Federal Trade Commission regulates via Green Guides. Labels such as ENERGY STAR and Water Sense are examples of trusted third-party certifications. GreenCircle Certified, LLC also conducts certifications that are intended to ensure specificity and accuracy of sustainability claims in the marketplace. As a specific example, GreenCircle developed the Certified Environmental Facts (CEF) label to cut through the noise of unverified and unsubstantiated claims. This multi-attribute label is groundbreaking in its scope, and serves as a tool for procurement agents to make easy, educated decisions about the products they’re purchasing.

The CEF label conveys the total sustainability of a product as well as the related operations, broken out into clear product attributes and key manufacturing impact reductions. This label provides purchasing agents with a comprehensive view of the product’s overall sustainability performance, as well as a close-up view of each specific attribute, which allows for faster and easier product analysis and selection. For example, when concerned with the amount of recycled content in a product, the carbon intensity of its manufacture, or maybe if it has a published EPD, HPD, or Declare label, a purchaser can find all relevant data right on the
The Value of Multi-Attribute Certification for Government Purchasers

Submitted by Tad Radzinski, PE, LEED, AP, SFR, GreenCircle Certified, LLC.

CEF label. It is a one-stop-shop for everything a purchaser needs to know in order to make an informed decision about a product. For this reason, the label is recognized by the United States Department of Defense and the United States Environmental Protection Agency as a recommended and an effective tool in sustainable procurement for all federal agencies.

The CEF label is also powerful when comparing products within an industry. Interface, Inc., an international leader in the flooring industry, engaged GreenCircle to complete the first Certified Environmental Facts label for carpet tile. Their robust label, a generic example shown below, tells the full sustainability story of the product - from regional raw material sourcing and closed loop, to energy usage reduction and waste diversion. Any sustainability question a purchaser might have about Interface’s product is clearly displayed on the label, which is publicly available on the GreenCircle Certified Product Database for review or download. As other flooring companies begin to follow this leader’s example, accurate comparisons between products becomes feasible.

Third-party certification also signals to a purchaser that the company is a sustainability leader within its industry. Companies such as Interface are willing to invest in creating transparency for purchasers as they believe in the power of sustainability benefiting all audiences. This helps to distinguish those manufacturers that have made significant strides toward continuous environmental improvements in product design and manufacturing operations.

We hope to see purchasing agents across North America commit to a holistic approach in the analysis and certification of sustainable products, utilizing third-party certifications such as ENERGY STAR, WaterSense, and the GreenCircle CEF label.* Sustainable aspects of a product must be reviewed and measured from cradle to grave, manufacturing operations benchmarked, and reductions verified to a baseline year. Each sustainability claim made by a manufacturer must be verified to rigorous standards to allow purchasers to be confident about accuracy and integrity. Purchasers may feel secure in making a decision that is best for a specific agency, based on easy-to-understand, independently certified information.

Sustainable purchasing is a laudable goal, one that all public agencies should seek to achieve, but without the right tools it can be difficult to know where to start. Using multi-attribute labels with verified information will allow organizations to make progress towards purchasing more sustainable products with confidence and ease.

*To find these certifications, visit: ENERGY STAR, WaterSense, and GreenCircle Certified Product Database
Curt's Corner
Submitted by Curt DiCapite, CPPB

A call for articles has been asked for (no, demanded) so that the award winning newsletter can possibly receive a Nobel Prize. I have been negligent recently...been in a sort of writer's block/funk until I attended the October Board meeting where the astonished faces attending made me realize that I now have a topic...and a new love for Veggie Sunchips thanks to Toi Matthews. Hence, here is an attempt at a literary submission on behalf of yours truly.

It was a cold and snowy day with winds from the north, blustery and biting as I trek to the coffee shop to begin my work. How's that to set the scene? Echoes of the meeting ringing in my head...laughter, crying (not really), and awareness that we need to reach out to the members and vice versa. (I'm on a roll. At least this is my perspective.) As previously mentioned, a topic was borne at that meeting. Your RMGPA Board spends countless hours trying to provide leadership, opportunities, professional development, conferences and insight to our profession. When you see them give them a hug and a big Thank You! But since everyone is a member, you have a voice too, not singing, but rather to share and express them through the newsletter. The Newsletter Committee will jump for joy when they receive any submittal (and maybe we won't get yelled at in the making).

If you have read my articles in the past, you know one of my favorite words is "sharing." The newsletter is a perfect outlet for that. Giving back to the members by sharing your thoughts, ideas, comments, accolades, and recipes. Not food recipes, you have Pinterest for that, but recipes for success. Do you have a process for a good IFB or RFP or better ways to handle pre-bid and pre-proposal meetings? How about a recipe in handling a nasty vendor? Oh, you know we all have dealt with one of those.

If this article reads somewhat erratically it's because that is how my brain works (many of you have already figured that out) but at least I have an article to fill part of a page, and a voice to reach out to you to stay connected to make us all better.
The recent impacts of storms and hurricane systems rocking the southeastern part of the country and island communities has been debilitating. And fires raging through wine country in Northern California have destroyed homes, businesses, forests and vineyards across one of the most beautiful tourist and residential areas of the state. Media coverage has shown both the impacts of the actual emergencies, as well as the aftermath of destruction – wrecked vehicles and building debris that must be removed, flood and fire damage to communities, loss of power impacting refrigeration and computer systems, as well as the devastating human loss. While first responders are often highlighted – police, fire, and public safety personnel – behind the scenes, it’s a wider team of government employees who help support those efforts.

In today’s world, it’s important to be prepared for various kinds of emergencies, from natural disasters to acts of terrorism. The procurement office is a big part of that preparation and an agency’s successful response. When a “State of Emergency” is called, the role of the procurement office changes significantly. Where the priority of procurement teams shifts slightly from best value and efficiency to locating and accounting for needed resources in the quickest manner possible. With proper preparation, both goals might be met.

Preparedness: BEFORE the Emergency

It’s extremely important to have adequate plans and procedures in place to deal with emergencies. After a disaster has occurred is not the right time to develop emergency protocols.

In reviewing your own agency, here are some key questions to ask:

1. Do you already have emergency policies and procedures in place?

2. Do you have emergency contact lists for your personnel and vendors? (Remember, if computers and the internet goes down, can you still answer this question affirmatively?)

3. Are there contracts already in place for typical commodities and services that might be needed (i.e. sandbags, generators, bottled water, security services, debris removal, etc.)?

4. Do you have a P-card for emergencies? How is it activated? Can the limit be increased?
Procurement Teams: Be Ready for Any Type of Emergency
By NCPP

5. How do you coordinate with surrounding Agencies?

6. Has Procurement been part of the Emergency Training exercises with a seat in the EOC?

If the answer to any of these questions is a ‘no,’ then you might have some preparing to do. The above components are typical for ANY type of emergency – natural or manmade.

Establishing a hierarchy of command, regular communications and pre-planning allows procurement to be as ready as possible. And training is not just for the management team. The entire procurement team needs to know how to implement the emergency procedures regarding communications, resource management, and supply chains. What if the Director or lead supervisor is out of town when the emergency hits?

DURING the Emergency

Budget considerations do not disappear in the face of an emergency; the overarching requirement is that costs stay reasonable. What does reasonable mean? A commonly used definition of a reasonable cost is one that “does not exceed that which would be incurred by a prudent person under the circumstances prevailing at the time.” For some agencies, that may be too broad of characterization. Be familiar with your particular local, state, and/or federal laws regarding emergency spending.

After that 911 call, it’s important to establish an accounting system to track all purchases related to the emergency – no matter who is making that purchase. For example, someone in Public Works may order equipment rental, Police personnel may order cones and barricades, and Procurement brings in port-a-potties and bottled water. All individual purchases need to be tracked – for ultimate budget reconciliation and possible FEMA reimbursement. While it’s difficult to think of accounting during an emergency, it is an important part of the process.

If it’s a small-scale or contained emergency, Purchasing is expected to respond in addition to maintaining their regular workload for those other non-affected departments. Agency business still continues. While customers may be understanding, typically procurement isn’t given extra resources. Your own staff may need to be taken care of as well. Long hours and extra work can be stressful. And many might be experiencing their own personal issues if their homes or families have been affected, or they are unable to reach the office or EOC.

The use of cooperative procurement contracts may assist during an emergency. Having a
Procurement Teams: Be Ready for Any Type of Emergency
By NCPP

A pre-approved list of available contracts can support garnering needed suppliers and services through a process that has already been competitively solicited. And you may choose to provide those contracts to key departments during an emergency to make their own purchases quickly. Knowing that the contract has already been set in place with pricing, there will not be a “spike” in pricing, as is common in emergency situations. And tracking expenses for ultimate reconciliation will be helpful as the supplier or cooperative can lend their support.

Donations are often a big response to any emergency – the public and businesses want to help. Often, Procurement is put in charge of this process. To handle it effectively, warehouse or storage space should be made available, and processes and personnel ready to relay those donations to the right agencies or people. Appoint individuals to manage donations, and utilize volunteer organizations to assist, when necessary.

Emergency Preparedness is Key to Avoiding Chaos

Emergency situations dramatically interrupt established procurement strategies and require a unique response from procurement officials. Being prepared for what to expect in a crisis can save time and lives, particularly when it comes to emergency resources!
Become a member of RMGPA today!

For more information, visit info@rmgpa.org or contact:

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RMGPA President
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Rocky Mountain Governmental Purchasing Association
SPOTLIGHT ON MEMBER...

Staci Crum – CPPB, RMGPA Member

Submitted by Kelly Wooden, Newsletter Committee Co-Chair

If you are looking for Staci Crum, you’ll now find her at Denver Public Schools (DPS) where she is the Purchasing Supervisor. Staci transitioned from Adams 12 Five Star Schools to DPS earlier this year. She now oversees the purchasing functions for the Department of Technology Services (DOTS), furniture, and the print shop, as well as various other commodities. Staci has enjoyed her move to DPS and is excited at being able to bring her experience to this larger district in hopes of making a positive impact.

Staci’s purchasing journey began in 2011. As a recent college graduate with degrees in business and Spanish, she was looking for a career where she could apply the skills she learned in college. After applying for a buyer position with Adams 12 Five Star Schools and not hearing back, she accepted a secretarial job at a local elementary school. Here she was able to use her Spanish skills on a daily basis. Within a month of starting her new job, Staci received a call from Adams 12 asking if she was still interested in the buyer position. Feeling this was an opportunity that she couldn’t pass up, Staci turned in her notice. Since then, Staci has been in public purchasing. As soon as she could, she received her CPPB and plans on remaining in this profession for years to come. Now that Staci is in a supervisory role, her goal is to obtain her CPPO once she meets the experience requirements.

Not only did Staci begin her purchasing career six years ago, that’s also when she joined RMGPA. One thing that Staci values about the chapter is that no matter what project she’s working on, there is always a resource available. RMGPA has not only provided project assistance through its members, but has also been a valuable resource for scholarships, trainings, and seminars. With so many great connections through RMGPA, Staci feels like she is part of two teams—a Rocky Mountain purchasing team and her DPS team.

Staci recently got married, so a wedding celebration is in her future. When not at work, she enjoys spending time with her husband and 3 year old son. When they are not doing home improvement projects in their newly renovated home, Staci and her family spend a lot of time outdoors enjoying all Colorado has to offer.

Congratulations Staci on your new position with DPS and thank you for all of your contributions to the purchasing profession! We look forward to your long career and membership in RMGPA.
Social Media and RMGPA
Submitted by: Chelsea Bunker, Marketing Committee Chair

- Are you always on social media?
- Do you like posting, blogging, tweeting, linking?
- Is networking something you love to do?

If you answered “Yes!” to any of these questions, the Marketing Committee needs you!

We are looking for a few great volunteers to help develop our marketing communication channels and implement RMGPA’s marketing strategy.

We’ve got goals, we just need you to help us achieve them.

Get Connected!
If you aren't already, get connected and “like” RMGPA on Facebook, join us in our Facebook Group, follow us on Twitter, or join us on LinkedIn.

Oh, the PLACES you will go!
You’ll be on your way UP!
You’ll be seeing GREAT sights!
You’ll join the HIGH fliers who SOAR to high heights.

VISIT US AT
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Contract Corner
Submitted by Floy H. Jeffares, Jefferson County School District R-1

Ever wonder what all the standard provisions in a typical governmental purchasing contract mean? What does the “Availability of Funds” clause do? Why is the “Public Contracts for Services” clause so illogical and convoluted, and isn’t there a nicer term than “illegal alien?” What’s with all the talk about PERA in a contract that has absolutely nothing to do with PERA benefits? And pray tell me, does the “Survival” clause have anything to do with bunkers, emergency blankets, and military personal food rations?

In this first of a series of articles on contracts, I will shine light on these clauses and more. I shall provide a brief explanation about the reason for all of these so-called boiler-plate provisions. These explanations will make it clear why public contracts for the purchase of goods and services require most, if not all, of these provisions all the time, even if vendors protest their tiresome length.

I will start with my favorite clause, the “Availability of Funds” or “Funding Out” provision. Most Colorado governmental entities likely use this as a standard and non-negotiable provision. Below is an example of a funding-out clause, as it appears in the State Personal Services template:

“Financial Obligations of the State payable after the current fiscal year are contingent upon funds for that purpose being appropriated, budgeted and otherwise made available.”

Hey, I sure would like to have a clause like that in my car loan contract! If I get laid off, or the budget is tight one month, I, too, would want to be able to get out from under a contract like that.

Of course, such a provision will never show up in a private sector contract. It may not even show up in a governmental entity contract from any other state. But one will often encounter this as a standard provision in contracts where Colorado governmental entities pay goods or services.

This provision is a logical consequence of the complex constitutional and legislative mandates and prohibitions that govern finance, budgeting, and appropriations of and for governmental entities in Colorado. These mandates and prohibitions are commonly known as the “Taxpayers Bill of Rights” or “TABOR.”

Putting the complex subject of government finance into simplistic terms, most governmental entities receive most of their funding on a fiscal year basis. At the end of the fiscal year, the funds are gone. Next fiscal year’s funding has to be secured anew. TABOR prohibits a governmental entity from incurring obligations and pledging funds beyond the current fiscal year.
Contract Corner
Submitted by Floy H. Jeffares, Jefferson County School District R-1

Most contracts, however, contemplate multi-year relationships and therefore potentially oblige the contracting governmental entity into future fiscal years. Enter the funding-out clause. This provisions allows a governmental entity to enter into contracts, which are either are multi-year from the start or allow for simple renewal each fiscal year, without running afoul of TABOR. The provision allows the entities to cancel a contract without breach or further obligation if funds become unavailable in future fiscal years.

The funding out clause effectively shifts the risk of future governmental funding uncertainty to the vendor. It is simply a cost and condition of doing business with a governmental entity in Colorado.

At the same time, it is also a risk that rarely materializes into an actual contract termination. Any governmental entity that terminates a contract based on non-availability of funds will likely face costly and adverse consequences of its credit rating and in the public opinion. Therefore, governmental entities are likely to use the funding out clause only when they see it as the only alternative in rare and extreme circumstances.

Most vendors who regularly contract with Colorado governmental entities are well aware of the funding out clause and its legal necessity. Most vendors accept it as is.

Yet, what happens if a prospective vendor wishes to negotiate the language of the funding out clause so as to shift some of the risk of future funding uncertainty back to the governmental entity? Should a governmental entity consent? Does a governmental entity even have the discretion to negotiate the substance of the funding out clause without violating TABOR?

Check out the next Contract Corner for further discussion on that subject!
Welcome!

New RMGPA members at the Fall 2017 Conference

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START SEARCHING TODAY.
Lions, Tigers, & Bears—A Community Outreach

Submitted By Beth Hewes, RMGPA Secretary

It was a cloudy and cold Saturday afternoon in October when ten RMGPA members and their families met at Anderson Farms. They weren’t there to get lost in the corn maze or go on a hayride. Instead, they were gathered here to pick pumpkins, not to take home, but to transport to the Wild Animal Sanctuary as a community service project.

For an urbanite that didn’t spend much time on a family farm, it was fun getting my hands dirty and picking the pumpkins straight from the vines. After filling two trucks and four car trunks full of pumpkins, we were on our way east to deliver our bounty.

Once we arrived, the unloading began. One by one we put the pumpkins in front of a bear statue at the entrance to the Sanctuary. It was only fitting since the bears would be recipients of this delicious meal. When we finished, the staff at the Sanctuary allowed us to walk the “Mile into the Wild” around the 720 acre refuge. Although many of the animals 450 animals were sleeping, it was still awesome to observe them in their wide open territories.

We want to thank Anderson Farms for donating the pumpkins and giving us the opportunity to pick them ourselves. Also thank you to the Wild Animal Sanctuary for working with us to provide a treat for their animals. Everyone I spoke with had such a wonderful time and can’t wait to do it again next year!
Lions, Tigers, & Bears—A Community Outreach
Submitted By Beth Hewes, RMGPA Secretary
Lions, Tigers, & Bears—A Community Outreach

Submitted By Beth Hewes, RMGPA Secretary
Meet Your Candidates
Submitted By Skyler Thimens, RMGPA Elections Co-Chair

RMGPA Elections are just around the corner.
Get election ready by meeting your candidates for
RMGPA Vice President and Secretary.

Name: Vera Kennedy
Agency: Jeffco Schools
Election Position: Vice President
Experience: RMGPA volunteer and Historian since 2011. Programs Committee Member,. NIGP Forum volunteer. 2017 CEPC Chair. President of CO Chapter of Flemish in the World (Cultural organization).
Education: I have a B.A. in Fine Arts with a major in Photography. I also have my CPPB and SPSM and am currently enrolled in the Certified Public Manager program at CU Denver.
Why I am Running: To continue to make a difference in RMGPA in what this organization can bring to its members, prospective and lifetime, and expand possibilities with other organizations.
Meet Your Candidates

Name: Kerry Sheahan
Agency: City of Longmont
Election Position: Vice President

Experience: I’ve spent most of the past 30 years in the private industry before beginning with the City of Longmont in 2014. Starting right out of college, I opened up an Irish imports store in New York traveling around the country as well as Ireland to buy inventory. After moving to Colorado I spent a couple of years teaching elementary school, marketing for an apparel manufacturer, and running a motorcycle luggage manufacturer, before going right back into purchasing for a Boulder based multifamily homebuilder. I spent ten years with them as a Purchasing Manager, Project Manager, and Construction Manager. From there I took my talents to a national builder-developer where I was the National Purchasing Manager, Manager of Utilities & Ancillary Services, ending my ten years with them as a Project Manager. My private world experience translated easily to my position with the City of Longmont.

I currently serve as the Newsletter Chair for RMGPA, worked on the Chapter of the Year Task Force in 2015 & 2016, and was the Volunteer of the Year in 2016. I served on the Board of Colorado Youth Program for ten years and am currently the President of the Gold and Black Club of Thompson Valley.

Education: My undergraduate degree is from University of Hartford where I got a B.S. in Business with a Marketing major and Communications and Psychology minors. I also have a M.Ed. from Dowling College in Elementary Education and I received an M.B.A. from Colorado State University.

Why I am Running: I joined RMGPA when I came to work for the City of Longmont and within months got involved as a volunteer. When Marcia Sieben retired as Chair of the Newsletter Committee two years ago, I stepped in and have been on the Board and writing the newsletter since. Working on the Chapter of the Year Task Force provided me with an insight to the inner workings of RMGPA. I believe that my past experiences professionally, on the boards of other organizations, and working with volunteers have provided me the interpersonal and leadership skills necessary to take RMGPA further.
Meet Your Candidates

Name: Beth Hewes
Agency: Department of Revenue
Election Position: Secretary

Experience: I started in the purchasing world in December of 1999 for the Texas Commission of Environmental Quality Houston Regional Office. During my eight years there, I established and updated the procurement card program for my office and earned the State of Texas’ equivalent of CPPB. My main purchasing responsibilities were office and field supplies but I also helped bid out vehicle maintenance several times. Once we moved to Dallas, I became the Purchaser for Upper Trinity Regional Water District. While there, I bid out all the chemicals and equipment needed to prepare the raw water for drinking and waste water to be reintroduced back into the environment. In addition, I brought the procurement card program to the District. I was there for about two years, before my husband and I left for Denver. While trying to find a permanent position here, I worked as a temp in the Contracts Unit at Denver Water. During my time there, I worked on several different small solicitations. In 2013, I started working for the Governor’s Office of Information Technology (OIT). My primary focus was to support the Department of Revenue (DOR) with their IT purchases and help DOR with backing up positions during vacancies and extended leaves. In October of 2016, I transferred from OIT to DOR. During my purchasing career, I have purchased a wide range of goods and services from fingerprint scanners to sludge boxes and bulk chemical delivery to drug test services on race horses.

Education: I graduated from Texas A&M with a B.A. in History and a minor in Anthropology in May 1999. I received my CPPB in May 2014.

Why I am Running: Since July 2014, I have been active with RMGPA. In 2015, I was the co-chair for the Programs Committee and became chair in 2016. Currently, I serve on the RMGPA Board as Secretary. During my term as Secretary, I have learned more about RMGPA and NIGP than I had in previous positions. I believe the in the mission of RMGPA and want to continue to grow and learn more about RMGPA and NIGP. This position will give me the chance to continue to work with different committees and to grow as a leader and purchaser.
Preparedness 101: Zombie Apocalypse

By Ali S. Khan, CDC Office of Public Health Preparedness & Response

There are all kinds of emergencies out there that we can prepare for. Take a zombie apocalypse for example. That’s right, I said z-o-m-b-i-e a-p-o-c-a-l-y-p-s-e. You may laugh now, but when it happens you’ll be happy you read this, and hey, maybe you’ll even learn a thing or two about how to prepare for a real emergency.

A Brief History of Zombies
We've all seen at least one movie about flesh-eating zombies taking over (my personal favorite is Resident Evil), but where do zombies come from and why do they love eating brains so much? The word zombie comes from Haitian and New Orleans voodoo origins. Although its meaning has changed slightly over the years, it refers to a human corpse mysteriously reanimated to serve the undead. Through ancient voodoo and folk-lore traditions, shows like the Walking Dead were born.

In movies, shows, and literature, zombies are often depicted as being created by an infectious virus, which is passed on via bites and contact with bodily fluids. Harvard psychiatrist Steven Schlozman wrote a (fictional) medical paper on the zombies presented in Night of the Living Dead and refers to the condition as Ataxic Neurodegenerative Satiety Deficiency Syndrome caused by an infectious agent. The Zombie Survival Guide identifies the cause of zombies as a virus called solanum. Other zombie origins shown in films include radiation from a destroyed NASA Venus probe (as in Night of the Living Dead), as well as mutations of existing conditions such as prions, mad-cow disease, measles and rabies.

The rise of zombies in pop culture has given credence to the idea that a zombie apocalypse could happen. In such a scenario zombies would take over entire countries, roaming city streets eating anything living that got in their way. The proliferation of this idea has led many people to wonder “How do I prepare for a zombie apocalypse?”

Well, we're here to answer that question for you, and hopefully share a few tips about preparing for real emergencies too!

Better Safe than Sorry
So what do you need to do before zombies... or hurricanes or pandemics for example,
actually happen? First of all, you should have an emergency kit in your house. This includes things like water, food, and other supplies to get you through the first couple of days before you can locate a zombie-free refugee camp (or in the event of a natural disaster, it will buy you some time until you are able to make your way to an evacuation shelter or utility lines are restored). Below are a few items you should include in your kit; for a full list visit the [CDC Emergency page](https://www.cdc.gov/). 

- **Water** (1 gallon per person per day)
- **Food** (stock up on non-perishable items that you eat regularly)
- **Medications** (this includes prescription and non-prescription meds)
- **Tools and Supplies** (utility knife, duct tape, battery powered radio, etc.)
- **Sanitation and Hygiene** (household bleach, soap, towels, etc.)
- **Clothing and Bedding** (a change of clothes for each family member and blankets)
- **Important documents** (copies of your driver’s license, passport, and birth certificate to name a few)
- **First Aid supplies** (although you’re a goner if a zombie bites you, you can use these supplies to treat basic cuts and lacerations that you might get during a tornado or hurricane)

Once you’ve made your emergency kit, you should sit down with your family and come up with an emergency plan. This includes where you would go and who you would call if zombies started appearing outside your door step. You can also implement this plan if there is a flood, earthquake, or other emergency.

1. Identify the types of emergencies that are possible in your area. Besides a zombie apocalypse, this may include floods, tornadoes, or earthquakes. If you are unsure contact your local Red Cross chapter for more information.
2. Pick a meeting place for your family to regroup in case zombies invade your home…or your town evacuates because of a hurricane. Pick one place right outside your home for sudden emergencies and one place outside of your neighborhood in case you
are unable to return home right away.

3. Identify your emergency contacts. Make a list of local contacts like the police, fire department, and your local zombie response team. Also identify an out-of-state contact that you can call during an emergency to let the rest of your family know you are ok.

4. Plan your evacuation route. When zombies are hungry they won’t stop until they get food (i.e., brains), which means you need to get out of town fast! Plan where you would go and multiple routes you would take ahead of time so that the flesh eaters don’t have a chance! This is also helpful when natural disasters strike and you have to take shelter fast.

Never Fear – CDC is Ready

If zombies did start roaming the streets, CDC would conduct an investigation much like any other disease outbreak. CDC would provide technical assistance to cities, states, or international partners dealing with a zombie infestation. This assistance might include consultation, lab testing and analysis, patient management and care, tracking of contacts, and infection control (including isolation and quarantine). It’s likely that an investigation of this scenario would seek to accomplish several goals: determine the cause of the illness, the source of the infection/virus/toxin, learn how it is transmitted and how readily it is spread, how to break the cycle of transmission and thus prevent further cases, and how patients can best be treated. Not only would scientists be working to identify the cause and cure of the zombie outbreak, but CDC and other federal agencies would send medical teams and first responders to help those in affected areas.

To learn more about how you can prepare for and stay safe during an emergency visit: http://emergency.cdc.gov/

About the Author: Rear Admiral Ali S. Khan, MD, MPH, is an Assistant Surgeon General and began leading the Centers for Disease Control and Prevention’s (CDC) Office of Public Health Preparedness and Response (OPHPR) in August 2010.
If you are planning to test for the CPPB and CPPO in 2018, the exam will be here before you know it. The application deadline for Spring is fast approaching.

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<td>Application Submission Late Deadline</td>
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Looking to strengthen your professional skills? Webinars are a great training opportunity. NCPP webinars are free and NIGP’s are offered at NO COST to its members.

**Upcoming Webinars**

**NCPP**

January 17  12:00 MT  **Strategic is as Strategic Does: Walking the Walk!**

You can get more information or register for the above webinar at [www.nationalcooperativeprocurementpartners.org](http://www.nationalcooperativeprocurementpartners.org).

**PSF**

January 20  12:00 MT  **How to Buy Procurement Technology-Getting Started**

You can get more information or register for the above webinar at [www.publicspendforum.net](http://www.publicspendforum.net).

**NIGP**

November 14  12:00 pm MT  **Digital Signatures-It’s About Time**

December 6  12:00 pm MT  **Removing the Mystery of RFP Evaluations**

January 9  12:00 pm MT  **A Beginner’s Guide to Writing Specifications for Service Solicitations**

You can get more information or register for the above webinar at [www.nigp.org](http://www.nigp.org).

**Online classes** are also available through NIGP. Visit to [www.NIGP.org](http://www.NIGP.org) for a complete list.
Board of Directors 2017
Strategic Plan

Mission Statement:
To provide our membership with the education, professional development, and technical assistance required to secure the public trust through the promotion of excellence and effectiveness in public procurement.

The purpose of the Strategic Plan is to develop sustainable strategies and identify responsibilities and resources within the organization. The strategies were based upon the current climate of the organization and recommended for implementation over a period of time. The recommendations are reviewable, revisable and provide accountability while reinforcing continuous improvement.

Goal 1: RMGPA is committed to utilizing technology for the benefit of the procurement profession.
Action Plan:
- Increase use of social media (LinkedIn, Twitter and Facebook)
- Increase utilization of RMGPA's website and NSite
- Increase use of surveys for feedback and to measure member satisfaction
- Increase number of members who vote electronically
- Increase the use of Chapter Manager by Board members
- Increase the use of Google Hangouts or a similar product

Goal 2: RMGPA is dedicated to promoting professional development.
Action Plan:
- Provide diverse professional development opportunities
- Increase number of scholarships awarded
- Create a Forum Scholarship Program
- Use Social Media to promote professional development and scholarship opportunities
- Create a Professional Development Sponsorship Program

Goal 3: RMGPA is committed to offering membership the opportunity to reach their full potential through diverse and quality programs.
Action Plan:
- Increase member satisfaction of conference workshops
- Create availability of program content to membership following conferences
- Continue to develop a mentor program for new professionals, professional certification, and student membership
- Increase number of RMGPA members
- Increase number of volunteers
- Research hosting a future NIGP Forum every odd number year

Goal 4: RMGPA is committed to collaborations with the business community to promote the procurement profession.
Action Plan:
- Increase collaboration between Vendor Liaison, Chapter Enhancement, Marketing, and the Programs committees
- Increase utilization of suppliers as an effective resource for articles, information, guest panels
- Increase promotion of the RMGPA Corporate Sponsorship Program

Communication Plan:
- Present Board of Directors and Membership with the Updated Annual Strategic Plan at Spring Meeting, in newsletter, and website.
- Reviewed by Board of Directors in July and at annual Strategic Study Session in February
- Report Card update to Membership at each conference
## 2017 RMGPA BOARD OF DIRECTORS

<table>
<thead>
<tr>
<th>POSITION</th>
<th>OFFICER</th>
<th>E-Mail</th>
<th>PHONE</th>
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</thead>
<tbody>
<tr>
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## STANDING COMMITTEES

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<th>COMMITTEE</th>
<th>CHAIR</th>
<th>E-Mail</th>
<th>PHONE</th>
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<tr>
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<td>Membership</td>
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<td>Newsletter</td>
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<td>(720) 442-0708</td>
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<tr>
<td>Vendor Liaison</td>
<td>Pete Toth</td>
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# 2016 COMMITTEE CO-CHAIRS

<table>
<thead>
<tr>
<th>COMMITTEE</th>
<th>CO-CHAIR</th>
<th>E-Mail</th>
<th>PHONE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awards</td>
<td>Mary Jablonski, CPPB</td>
<td><a href="mailto:mary.jablonski@thompsonschool.org">mary.jablonski@thompsonschool.org</a></td>
<td>(970) 613-5149</td>
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<tr>
<td>Chapter Enhancement</td>
<td>Traci Burtnett, CPPO, CPPB</td>
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<td>(303) 682-7309</td>
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<tr>
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<td>(303) 757-9861</td>
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<tr>
<td>Education &amp; Pro-D</td>
<td>Vacant</td>
<td></td>
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</tr>
<tr>
<td>Elections</td>
<td>Skyler Thimens</td>
<td><a href="mailto:rthimens@psdschools.org">rthimens@psdschools.org</a></td>
<td>(970) 490-3554</td>
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<tr>
<td>Legislative</td>
<td>Vacant</td>
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<tr>
<td>Marketing</td>
<td>Tara Larwick</td>
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<td>(303) 866-4552</td>
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<tr>
<td>Membership</td>
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<td>patricia.o’<a href="mailto:Neal@state.co.us">Neal@state.co.us</a></td>
<td>(303) 757-9399</td>
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<td>Newsletter</td>
<td>Kelly Wooden, CPPO, CPPB</td>
<td><a href="mailto:kwooden@psdschools.org">kwooden@psdschools.org</a></td>
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<tr>
<td>Programs</td>
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