Hello fellow RMGPA colleagues,

It is truly hard to believe that we only have two (2) months left in 2018, and soon will be moving into 2019. I would also like to thank everyone for their support during my term as your President, and a special Thanks to Valerie, Kerry and Molly. Your friendship and support has never gone unappreciated.

This year’s Winter Conference will held at the Embassy Suites by Hilton Denver Tech Center North 7525 East Hampden Ave., Denver, Colorado 80231. We will have also have members of NIGP and our Chapter Ambassador in attendance.

I truly must say that serving as your president has been an eye opening, but very rewarding experience. I would like to ask if you have ever given any thought about serving on a committee and chairing a committee or serving on a committee and would like to know more on the time requirements and responsibilities please reach out to me or one of the other officers and our the committee chair we would be more than happy to talk to you and be a mentor to you. Sometimes people see something in us that we do not see in our selves.

Again, thank you for allowing me to serve as your 2018 RMGPA President.

Keith Ashby,

RMGPA 2018 President

Questions about the newsletter? Comments?
Contact the editor, Vera Kennedy, at vera.kennedy@jeffco.k12.co.us
NIGP 2018 ANNUAL FORUM Nashville, TN

RMGPA was able to give scholarships to the following members:
Shari Ashley, Karri Burgess, Diana Cantu, Tara Larwick
Here are their impressions of this wonderful annual gathering.

NIGP Forum experience
Submitted by Karri Burgess,
Boulder Valley School District

Experiences from an NIGP Forum First Timer and Why This Conference Truly Matters

Karri Burgess, CPPB
Maintenance Buyer
Boulder Valley School District
9/25/2018

Let me begin by expressing my extreme gratitude to RMGPA and the Professional Development committee for awarding me a scholarship and providing me the opportunity to attend and participate in NIGP’s 73rd Annual Forum August 19-22, 2018 in Nashville TN. I was sincerely humbled to receive such a wonderful opportunity as I have always felt that a major activity in the life of a true procurement professional is attending the NIGP Annual Forum. This year certainly did not disappoint, nor did the Music City itself.

Why does the NIGP Forum truly matter, the answer is anything but short and sweet. My experience as a first timer included absorbing so much new information that it’s honestly difficult to put into a concise list. The sessions I attended have enhanced my procurement career and listening to the presenters has even helped me to improve my own communication skillsets. In nearly every session I attended I was able to gain new contacts, friends and colleagues who I can call on when researching new ideas, procurement techniques and best practices.

Learning about policies implemented in other public procurement agencies across the country is tremendously valuable. Forum provides the best avenue for a wide array of professionals to present their research, policies and honest experiences to procurement peers from all facets of government. NIGP Forum truly is an exciting and fun way to be exposed to the latest studies and ideas regarding public procurement. The face-to-face interactions with leaders in our field, and with those just starting out, are a fabulous way to gain valuable advice and mentoring. The resources gained even beyond just the conference presentations themselves are outstanding. As a first timer I found that networking and brainstorming with colleagues who face similar challenges is infinitely more successful when done in person.
Below are some of the highlights from a few of the sessions I was able to attend, listing them all would be too much to share but these are some of my favorites:

**Opening Ceremonies – Keynote Speaker Jimmy Wayne**
Jimmy Wayne was an incredible way to open the conference, it was my impression that his story literally touched every single person in attendance regardless of their background. Hearing about how he literally walked halfway across America to bring awareness to children who age out of the foster care system was nothing short of amazing. Everyone at my table immediately ordered his book “Walk to Beautiful: The Power of Love and a Homeless Kid Who Found the Way”.

**Agency Networking Session – K-12**
The K-12 agency networking session turned out to be one of my favorite sessions attended. The topics ranged from bus cameras to dealing with budget shortfalls to ERP systems and a variety of others. It was great to hear from my peers on every single topic and this session was one where I left with more business cards, friends, and people to collaborate with than any other.

**Preparing for Disaster: Procurement During an Activated Emergency**
In this session the presenters discussed the procurement professionals role in securing necessary finding during activated emergencies. The panel of presenters spoke to FEMA guidelines, the different ways they document and use of required forms and how their agencies have developed disaster procurement policies. It was wonderful to hear firsthand experiences including some that didn't go as planned! The presenters also generously shared their disaster procurement policies and a list helpful tips on how to get reimbursements from FEMA.

**Plenary Session featuring Kyle Scheatzle**
RMGPA members who were able to see Kyle's presentation at the spring conference were treated to a similar but equally as informative and wonderful presentation at Forum. Kyle spoke to the procurement official's role in the fight against public corruption as he explained the details regarding six public corruption investigations involving the procurement cycle.

**The Perfect Storm: Lessons Learned from the 2017 Hurricane Season**
Speakers Carrie Mathes and Keith Glatz facilitated this amazing session where attendees learned about their real life experiences during the single most active month for Atlantic tropical cyclones on record. They discussed their specific pre-season planning strategies and activities as well as pre-storm preparation. I must admit this session is the one I took the most valuable information from. Learning about how they structured the emergency operations center and post storm response was just the beginning. One of my biggest take-away items was the content on contractor challenges. I would highly recommend this session to anyone who is able to attend and will strongly encourage my colleagues to attend should it be offered via the virtual conference.

**Product Exposition**
Networking and discovering the latest products and services available to my agency during the product exposition was wonderful. I have been in contact with many of the suppliers I met during my time at the expo and also utilized this event to connect with the correct representatives to mitigate and solve some supplier issues my agency has recently faced. Working with the national and regional contacts face to face allowed us to solve some of our most complex challenges with ease.

As you can see the NIGP Forum truly is valuable on so many levels. Collaboration with attendees from around the country and from within other sectors of public procurement such as state agencies, cities, counties, k-12, higher education, hospitals and more is unmatched. When deciding which conference are worth your time I highly encourage you to put the NIGP Forum as your first choice. It is literally the absolute best was to meet large numbers of procurement professionals in just a few days which can often be the tipping point in your career. After attending NIGP Forum I can assure you from personal experience that you will leave with more than just insight and new information. When I think about my 50 closest professional relationships almost all of them come from my experiences with my local RMGPA chapter and because I was able to attend the 2018 NIGP Annual Forum. With a little planning and effort you too can make NIGP Forum the best conference experience and I strongly encourage identifying and prioritizing Forum as the number one opportunity for professional development and networking.
Social Event at Country Music Hall of Fame
The social event was such a treat and I am so fortunate to have been able to attend. The Country Music Hall of Fame and Museum does a spectacular job of teaching its audience about the enduring beauty and cultural importance of country music. It truly was the “Smithsonian of Country Music” and I felt that it would literally take numerous trips to see the entire 350,000 square feet. As a sweet surprise many of us were treated to a private concert by Richie McDonald (lead singer and guitar player for the group “Lonestar”) who opened the show with “Walking in Memphis” which was absolutely awesome.

The venue, Nashville’s Gaylord Opryland Resort & Convention Center, was the ideal location for the largest North American Conference exclusively for public procurement. It is the largest non-gaming hotel facility in the continental United States and with 2888 rooms it is one of the 30 largest hotels in the world. After full days of learning and incredible presenters walking back to my room through nine acres of lush gardens and relaxing to the sound of cascading waterfalls was a true delight.
LIFT OFF

As I prepare to leave the house for the airport, I’m nervous. I always am. Not about flying. I have a fatalistic approach to that. I could just as easily die in a car accident as go down in an airplane. No. I’m nervous about the logistics. There is anxiety in making sure I have the last few items packed – those things that have to wait until the moment of departure; pajamas, makeup, a cooled down curling iron. There is anxiety in making sure I have left for the airport in time and getting through the security line without having to unpack my suitcase because I am a random search target. There is anxiety.

And, of course, there is anxiety about my first NIGP Forum experience. I have no idea what to expect.

As nervous as I am, I’m also excited. I have not been to Nashville before nor have I attended NIGP Forum before. I was given a wonderful opportunity to attend this conference because of a scholarship that was offered through RMGPA. I am incredibly thankful for this gift. I have been overwhelmed in the last few weeks by the number of emails that are sent in anticipation of this event. There are so many communications of so many sorts; emails with hints for first time attendees, emails regarding group activities that are available, emails from old coworkers who will be attending, emails from vendors looking to set appointments to discuss their products/services. The amount of communication is almost too much. ALMOST. The fact is, they all bring some piece of useful information and when I have, on occasion, passed over one of these emails, I have found that there is information I need.

My anxiety, as usual, has been for naught. I have arrived at the airport in plenty of time. ISA has not felt the need to detain or search me or my luggage. To the best of my knowledge, I have packed everything I need AND left room for any souvenirs I pick up. I have even left enough time for breakfast.

As I approach the gate, I hear my name being called softly. I turn to discover Valerie Scott, RMGPA’s past president, smiling. It’s always so nice to see a friendly, familiar face in the crowd and Valerie’s is one of the friendliest.

As we board, I discover, I am surrounded by familiar faces, all heading in the same direction.

I’ve made the first hurdle. I have no idea what to expect ahead but I know it will be exciting. Nashville, here we come!

There is a strange comfort in knowing that you belong somewhere, that there are others who know your struggles, who celebrate your victories with you, and who can help you when you fall. Forum brings so clearly into focus the fact that we are members of one very large extended family. We are not alone. There are many fellow procurement people who we can reach out to at any given moment and receive help, guidance, and knowledge.
AFTERMATH

My original intent was to keep a journal of the many things I learned each day while attending NIGP 2018 Forum. Anyone reading this who has attended past Forums is chuckling to themselves because they know, unless you are a hardcore workaholic and hermit, there IS no time to journal the many events that one experiences while at Forum. Almost every minute of every day is jam packed back to back with meals, sessions, vendor encounters, meeting new people, and special events. You get to your room at night and all you can do is lay down on the bed and decompress. And while I was able to take ample notes during sessions, trying to translate them into meaningful experiences at the end of the day just wasn’t happening.

However, I’m glad that my original intentions were not practical because, having now sat on the entire experience for a couple of weeks, I am able to look at the experience as a whole and something else, something profound, has come out of it as a result.

Forum offers so many opportunities to broaden your knowledge or confirm existing knowledge through an extensive offering of sessions and events. Like any conference, you find some things more beneficial than others but usually bring home at least one or two nuggets of gold. You get the chance to see old friends and make new ones and put faces with names of people you have become friends with but never met face to face. You also have the opportunity to meet with some of your current vendors and, ideally, meet new, potential vendors and learn about new products and services you may not have known about previously. Forum offers the chance to spend time in perhaps a new place yet untraveled to and to explore some of the best the region has to offer.

Yes, indeed. Forum offers all this and more. But in retrospect, I realize that my biggest take away from attending the NIGP 2018 Forum is that I am not alone. I am a member of a large family complete with grandparents, parents, and siblings each with their own stories and experiences to share and help me on my journey.

It is a possibility that many of the things I learned in sessions at Forum I could have learned through online classes, through David Nash’s Question of the Day, or sitting in local conferences and meetings. Maybe… even likely. But I would NEVER have realized the extent of the support system that exists had I not seen it with my own eyes.
As I reflect on my NIGP forum experience, it was my first time at forum and I was a bit overwhelmed by the educational breakout session, the amount of people in attendance, and the motivational speakers. First of all, the sessions provided me with various tools on how I can improve my communication skills, negotiation skills, and how to feel confident in what I do on a daily basis. I will not say, that everything has completely changed for me, however I do have additional tools to assist me in work and personal situations. Secondly, I was able to meet and build relationships with other procurement professionals. The invigorating environment at forum inspired and encouraged me to interact with others. Networking with others and learning that we all experience similar challenges, the sharing of our stories, and how we are collectively implementing processes to overcome challenges faced with our end users and/or vendors. Lastly, NIGP provided meaningful activities and some amazing motivational speakers that developed a level of appreciation and understanding of other procurement professionals, our profession, and as individuals. It motivated me and renewed my excitement for what I do at my agency. In conclusion, I want to thank the RMGPA scholarship program for this opportunity. I expanded my knowledge base, which has enabled me to provide the support and valuable resources to my agency and the RMGPA membership. I will continue to advocate for educational opportunities and scholarships, especially the one for forum because it should be an event that everyone should experience at least once in their procurement career.
**NIGP Forum experience**

Submitted by Shari Ashley, CPPB
Colorado Department of Labor and Employment

It is hard to describe the knowledge you soak in during Forum. From the opening ceremony where this year we were encouraged to be the best you that you can be, to all of the networking, to the Vendor Expo and all of the presentations. It can be overwhelming, tiring, yet extremely beneficial.

Sometimes just asking a simple question in session can help solve a huge issue for your agency. For me that was the biggest take a way this year. My agency has struggled with how to make sure that CDs and Flash Drives submitted with solicitations were safe to open and would not harm our systems. I brought this issue up during one of the networking sessions and as a direct result of one of the responses, CDLE now has a procedure in place to try to insure the safety of our systems.

I am looking forward to listening to some of the presentations again at the Virtual Forum in November and I encourage others to take advantage of this opportunity too.
After being an RMGPA member for over 10 years, I finally had the opportunity to attend the annual NIGP Forum in Nashville in August. What a great experience for a Purchasing Professional. As a first timer, it was extremely overwhelming with the vast number of break-out sessions, the number of vendor representatives at the vendor show as well as the number of attendees.

The variety, expertise and knowledge of the break-out sessions was enormous. It was difficult to determine which break-out sessions to attend and which would be most beneficial for my position at the County. After attending multiple break-out sessions, there was a lot to absorb and felt overloaded with information. Overall, I learned a lot of opportunity to grow purchasing processes and best practices. One of the key items which resonated with me was “Challenges present opportunities to grow” and “Don’t limit your challenges, challenge your limits”. For me, this means when new challenges are presented, see them as a positive and not a negative. It will give me the opportunity to challenge myself and grow from the new opportunity. What a great way to look at challenges, positive not negative.

I also learned there are many tools available to enhance the purchasing experience. One new idea offered was utilization of a Purchasing Forecast Calendar. This would allow end users and Purchasing to proactively plan future solicitation opportunities, work smarter with limited resources and improve efficiencies. A Purchasing Forecast Calendar also benefits the vendor community. Vendors will have access to upcoming opportunities and can be better prepare to submit proposals. Another tool is purchasing metrics. Metrics can make a difference between strategic vs. reactive purchasing. It gives a better understanding of agency business needs and knowing your agency. It also allows for current and future planning. Metrics are essential for analyzing, reporting performance and considering improvements within Purchasing.

Overall, NIGP Forum was an outstanding opportunity to expand my purchasing knowledge, network with other governmental purchasing individuals and gain information on best practices in the governmental purchasing industry. I would recommend NIGP Forum to every purchasing professional.
The views expressed in this article are the author’s personal opinion and not the views of the author’s employer. This article does not constitute legal advice. Readers are encouraged to seek their own counsel’s opinion and advice on legal and contract matters.

Definitions’ true Distinction.

In the typical commercial contract, the first two paragraphs usually list the parties’ names and addresses, the effective date of the contract, and other introductory information.

Then, just as the reader is settling in, there come the definitions. A seemingly endless parade of curious words in alphabetical order and their tedious explanations jolt the reader out of their anticipation to glean meaning from the deal. Instead of a narrative describing why the parties are bothering to enter into the contract, the reader receives a lecture on the precise meaning of “Agreement” and “Affiliate,” on “Contract Term” and “Data.” It is a mental maneuver to navigate, for most readers care little about the precise meaning of any word until they understand why the meaning of such a word even matters.

Yet, definitions are crucial to a contract. Here is why.

Contract provisions function as the parties’ private law that governs the deal reflected by the contract. Like all effective laws, effective contracts specify clear expectations and direction for those required to comply with them.

To achieve this goal, definitions are key. The term derives from Latin and connotes limits and ending. The definition of a word is the limitation around its meaning. A word means that what its definition declares and nothing else.

That is important in contracting, for most words have many meanings for many people. Let’s take a seemingly indisputable terms as “year.” Most people with a basic grasp of the English language understand its meaning. The word is commonly used. It is not vague, ambiguous, archaic, or technical jargon.

In the contracting context though, where time frames are often central to the parties’ benefit of the bargain, the word “year” could have any one of the following, usually mutually exclusive, meanings. A year could be the 12-months period that starts with the day the contract becomes effective and ends one day before the anniversary of that date. In some peoples’ mind, it could mean that same 12-months period but ending on the same day 12 months later (which is really one year and a day). A year could also mean a calendar year, which in Western business culture (but not in many other cultures) starts on January 1 and ends on December 31. It could also be a company’s or governmental entity’s fiscal year. The State of Colorado’s fiscal year starts July 1 and ends on June 30 of the next calendar year. The federal fiscal year starts October 1 and ends on September 30 of the next calendar year. In the contracting world, “year” could also mean a period of time during which a contract is in effect and at the end of which it requires renewal to continue. Finally, “1 year” could mean “7 years,” if one compares the life expectancy of a dog to that of a human.

With so many reasonable meanings for one little word, imagine what confusion will erupt if all words in a contract are left to the idiosyncratic interpretation of the parties.
To avoid that, contract drafters create specific meaning for specific words. In doing so, the experienced contract practitioner follows these conventions:

Create a definition for those words that are central to the subject matter of the contract and that will appear at least twice in the entire document.

Capitalize all defined terms whenever that term is used within the meaning of the definition.

Once a term is defined, use it consistently and without deviation throughout the contract. (Remember: synonyms create beautiful poetry and fiction. They are fatal in contracts.)

Indisputably important as definitions are, it is not necessary to place them right at the beginning. There are two ways to improve the definitions’ readability: (1) define a term immediately following its first appearance in the document, or (2) put the list of definitions at the end of the document.

To create definitions on the go, the contract drafter explains and then labels a term when it first appears in the document. Here is an example: “The Company may conduct an audit once in every Company fiscal year, which starts July 1 of each calendar year and ends on June 30 of the following calendar year (the ‘Audit Year’).” The capitalized term “Audit Year” now has a specific meaning. Whenever the agreement needs to refer to an Audit Year again later in the Agreement, the drafter will simply use that term.

This approach works well in shorter agreements with relatively few definitions. Its advantage is its simplicity. It is, however, harder to find definitions for review and reference when they are strewn throughout the agreement.

Thus the notorious alphabetized list of definitions makes more sense in longer and more complex contracts that rely on many defined terms. Placing the definitions section at the end of the contract rather than at the very beginning makes for an easier read. A short paragraph at the beginning could alert the reader to the existence of the definitions like this: “Capitalized terms used throughout the Agreement that are not otherwise capitalized because of English grammar rules have the meaning given to them in the Agreement section titled Definitions.”

The experienced contract drafter, once decided on one method or the other, keeps it consistent throughout the agreement. That means that all definitions should either appear in the create-as-you-go format or in an alphabetized list of definitions. Inconsistency in this regard, like all other inconsistency in contract writing, creates room for error and dispute and adds no value to the document.
Winter Conference 2018
December 5 - 7, 2018

Some highlights of the upcoming Winter Conference and Vendor Trade Show

Theme: "The Future of Procurement!"

Location:

Embassy Suites by Hilton Denver Tech Center North
7525 East Hampden Avenue
Denver, Colorado 80231

Thursday, December 6, 2018

8:30 – 10:30  The Future of Procurement  
Dr. Dean Kashiwagi, "The Procurement Professional of the Future"

10:45-11:30  Greetings from NIGP - "The Wonderful World of Procurement," Bill Munch, Chapter Ambassador

2:35 – 3:35  State Procurement Rules and New Procurement Methods (Effective 10/1/18)  
State Purchasing Office (DPA) - Cindy Lombardi and Team

3:45 - 4:30  Open Forum, Day One Door Prizes

7:00 – 9:00  Awards Gala—UGLY SWEATER contest

Friday, December 7, 2018

8:45 – 8:55  Recognize 1st Time RMGPA Conference Attendees
9:00 – 10:30  Technology in Public Procurement,

10:45 – 11:45  Change Management and Preparing for the Future
Professional Development

NIGP Webinars are a great training opportunity from the comfort of your seat! 
*All registrants receive a certificate of completion and one contact hour for attending.*
Find all webinars on the NIGP website:
http://www.nigp.org/grow-professionally/education/webinars
NIGP also offers many ONLINE courses:
Find all online courses here:
https://www.nigp.org/grow-professionally/search-courses?Keywords=online

On a lighter note …

**QUICK ITS FALL!!!**

**PUT ME IN EVERYTHING YOU EAT AND DRINK FOR THE NEXT 3 MONTHS**
Over 15 years ago, John was serving as the Director of Facilities and Administration for a nonprofit agency, when like many of us in the procurement field, he fell into his procurement role. After being “voluntold” by the CFO that he needed to read the big Federal manuals on procurement for Head Start and Early Head Start to ensure their nonprofit agency was in compliance, John entered the world of RFPs, documented quotes, 3 bids, etc.

After relocating with his family from Dallas to Chicago, he joined another nonprofit as Director of Facilities and Administration which received Federal, State, County and municipal funds. John trained his team on the exciting world of procurement and they handled procurement functions for a statewide agency with 10 primary locations and 23 co-locations inside state prisons and department of corrections (DOC) facilities. During the 10 years he was with them, before moving to Colorado, John oversaw the sale and purchase of their corporate headquarters, including renovation construction, fixtures and furniture, and start-up needs, along with the same for 8 of the 9 other locations, in addition to managing 2 new start-up offices from scratch.

He also handled the procurement functions of all day-to-day needs, insurance and utilities buying.

The most interesting project John has been involved in to date, was the relocation of the corporate headquarters for the Chicago nonprofit where he worked. They went from a 1908 4-story warehouse with 58,000 square feet and a very large number of private offices into a 1902 2-story warehouse with 21,000 square feet and 5 private offices for C-Suite executives and everyone else was placed in cubicles so, much of that project involved buy-in, interpersonal relationships, and a lot of creative thinking. John was tasked by the President to work with her Assistant to make the move happen. It was especially tricky as they had to relocate from the existing building and into the new building with a tight timeline to keep the buyer of the old property happy.

They contracted for real estate representation, a design-build firm, a furniture vendor/designer, a mechanical and electrical engineering firm, groundwater/soil contaminant testing firm, and countless small vendors. It was a great success and really modernized the workplace and energized the staff.
John currently works for the University of Northern Colorado (UNC) in Greeley, as a Purchasing and Contracts Specialist. John joined RMGPA when he started with UNC 2 years ago. He enjoys being part of RMGPA and values the networking opportunities, expanding his knowledge base and having the ability to step outside of UNC to explore how other public entities are doing things. Public procurement for the State of Colorado has several differences from public procurement in other states John has previously worked, so RMGPA has been a valuable resource.

In December 2017, John volunteered as RMGPA’s Chair for Chapter Enhancement. John is in his first year in the position and is doing great things for our organization! As the Chair for Chapter Enhancement he serves as the formal liaison to the vendor community, answering questions and helping them understand governmental procurement. He is responsible for 2 major events during the year. First, is the Reverse Vendor Trade Show at the Fall Conference. This event allows public agencies from the State, cities and counties, municipalities, higher education institutions and school districts to be available in one location and provide vendors with the opportunity to learn about doing business with public agencies. The second event is the Winter Vendor Trade show. This event allows vendors the opportunity to set up booths and put their companies before RMGPA membership. Vendors are able to share information on their capabilities and answer any questions membership may have.

In his spare time, John loves hiking and exploring Colorado’s beauty with his husband and their 15-year-old son, a freshman at Rocky Mountain High School in Fort Collins.
2019 Proposed Schedule of courses. Please check our website for exact dates and locations.

<table>
<thead>
<tr>
<th>COURSE DATE</th>
<th>COURSE TITLE</th>
<th>PROPOSED LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 January</td>
<td>Adding Value to the Procurement Process</td>
<td>Denver, CO</td>
</tr>
<tr>
<td>2 February</td>
<td>FEMA Procurement Requirements and Reimbursement</td>
<td>Fort Collins, CO</td>
</tr>
<tr>
<td>3 March</td>
<td>Contract Administration in the Public Sector</td>
<td>Brighton, CO</td>
</tr>
<tr>
<td>4 April</td>
<td>Legal Aspects of Public Procurement</td>
<td>Arvada, CO</td>
</tr>
<tr>
<td>5 April</td>
<td>Get What You Need through Successful Negotiation Strategies</td>
<td>Brighton, CO</td>
</tr>
<tr>
<td>6 June</td>
<td>Practical Specification Writing</td>
<td>Colorado Springs</td>
</tr>
<tr>
<td>7 July</td>
<td>Strategic Procurement Planning</td>
<td>Denver, CO</td>
</tr>
<tr>
<td>8 August</td>
<td>Risk Management in Public Procurement</td>
<td>Brighton, CO</td>
</tr>
<tr>
<td>9 September</td>
<td>Introduction to Public Procurement</td>
<td>Arvada, CO</td>
</tr>
<tr>
<td>10 September</td>
<td>Fundamentals of Leadership and Management in Public Procurement</td>
<td>Fort Collins, CO</td>
</tr>
<tr>
<td>11 October</td>
<td>Financial Analysis for Procurement Professionals</td>
<td>Colorado Springs, CO</td>
</tr>
<tr>
<td>12 November</td>
<td>Advancing Your Negotiations Skills</td>
<td>Cheyenne, WY</td>
</tr>
</tbody>
</table>

**2019 Survey Results and Recommendations**

The survey received is the best received educational survey we have posted. We received 73 responses providing us valuable information on planning. We received 23 positive responses in hosting in 2019. Most in the Denver Metro area. No volunteers for the Colorado Springs or Pueblo area. Multiple requests for courses in the Western Slope. Next steps to work with each positive response to see if they will host.
Cryptogram

Submitted by Tara Larwick, Marketing Chair

We Are Family

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>F</th>
<th>G</th>
<th>H</th>
<th>I</th>
<th>J</th>
</tr>
</thead>
<tbody>
<tr>
<td>K</td>
<td>L</td>
<td>M</td>
<td>N</td>
<td>O</td>
<td>P</td>
<td>Q</td>
<td>R</td>
<td>S</td>
<td>T</td>
</tr>
<tr>
<td>U</td>
<td>V</td>
<td>W</td>
<td>X</td>
<td>Y</td>
<td>Z</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

17 11 1 22 24 6 2 16 3 24 26 9 17 12 5 9 18 26 22 6 11 12 4 5 9 7

---

12 4 4 24 6 5 12 17 5 24 9
Introducing Aspire, NIGP’s new learning experience.

Over the next year, we are enhancing member learning with the launch of Aspire, our learning experience. Aspire will enable members to connect with peers and easily access quality content using a variety of learning methods. It’s all about providing each one of you a unique experience tailored to your needs with the flexibility to learn anywhere, anytime, anyway. Aspire provides learning that’s as powerful and personal as your individual aspirations.

Here’s what to expect:

- The NEW Aspire Learning System will be released in October. You can access all our learning offerings, quickly register for courses and explore the many learning paths to personalize your learning experience. This will replace the current MyLink.
- Leadership Development: We have heard from members on the need for a robust Leadership Development Program. Over the next year, we will roll out a 3-tier program.
  - **Tier 1: Self-Paced** – Access to online leadership development content that you can take at your own pace. Set to release with the Aspire Learning System in October.
  - **Tier 2: Leadership Reimagined for Chapters** – Provide Chapter Leaders the opportunity to learn and exchange ideas and best practices. Scheduled to launch in February 2019.
  - **Tier 3: Leadership Development for Members** – Bring together a cohort of NIGP peers in both a virtual and in-person setting. Set to release at Forum 2019.
- Virtual Web Conferences: We recognize that travel costs and time away from the office can often impact professional development. To help, we want to bring the learning directly to your desktop through our new virtual conferences. Our first conference is being offered on November 8th and 9th. Click here to learn more and register.
- Content Enhancements: We are updating and enhancing our content to improve your overall learning experience. One area you will notice is that our content is being delivered in smaller “chunks”. This allows greater flexibility and ease when trying to fit professional development into a busy schedule.

Please reach out if you have any comments or suggestions on how we can improve your learning experience and help you aspire.

I look forward to designing and delivering this new learning experience together.

**What do you aspire to?** See what your colleagues have to say. (Link to I Aspire video)

Todd Slater, PhD.
Chief Content Officer, NIGP
tslater@nigp.org

703.429.2614
Article from GovConnection on Cybersecurity
THE ROCKY MOUNTAIN GOVERNMENTAL PURCHASING ASSOCIATION

Visit us on the web at www.rmgpa.org

Dedicated to Excellence in Public Purchasing

Rocky Mountain Regional Chapter of

Winner of NIGP’s Large Chapter of the Year in 2006, 2009 and 2015!
## 2018 RMGPA BOARD OF DIRECTORS

<table>
<thead>
<tr>
<th>POSITION</th>
<th>OFFICER</th>
<th>E-Mail</th>
<th>PHONE</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>Keith Ashby, CPPO</td>
<td><a href="mailto:president@rmgpa.org">president@rmgpa.org</a></td>
<td>303-795-4435</td>
</tr>
<tr>
<td>Vice President</td>
<td>Kerry Sheahan</td>
<td><a href="mailto:vicepres@rmgpa.org">vicepres@rmgpa.org</a></td>
<td>303-774-3671</td>
</tr>
<tr>
<td>Secretary</td>
<td>Beth Hewes, CPPB</td>
<td><a href="mailto:secretary@rmgpa.org">secretary@rmgpa.org</a></td>
<td>303-866-3080</td>
</tr>
<tr>
<td>Treasurer</td>
<td>Vivian Harvell</td>
<td><a href="mailto:vharvell@hsd2.org">vharvell@hsd2.org</a></td>
<td>(719) 579-2034</td>
</tr>
<tr>
<td>Past President</td>
<td>Valerie Scott, CPPB</td>
<td><a href="mailto:pastpres@rmgpa.org">pastpres@rmgpa.org</a></td>
<td>303-774-4887</td>
</tr>
</tbody>
</table>

## STANDING COMMITTEES

<table>
<thead>
<tr>
<th>COMMITTEE</th>
<th>CHAIR</th>
<th>E-Mail</th>
<th>PHONE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awards</td>
<td>Curt DeCapite, CPPB</td>
<td><a href="mailto:curtd1977@gmail.com">curtd1977@gmail.com</a></td>
<td>(719) 331-0319</td>
</tr>
<tr>
<td>Chapter Enhancement</td>
<td>John Chaplain</td>
<td><a href="mailto:John.chaplain@unco.edu">John.chaplain@unco.edu</a></td>
<td>970-351-2040</td>
</tr>
<tr>
<td>Communications</td>
<td>David Musgrave</td>
<td><a href="mailto:info@rmgpa.org">info@rmgpa.org</a></td>
<td>303-757-9861</td>
</tr>
<tr>
<td>Education &amp; Pro-D</td>
<td>Andy Mild</td>
<td><a href="mailto:amild@mwrdschools.org">amild@mwrdschools.org</a></td>
<td>303-286-3074</td>
</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>
</tr>
<tr>
<td>Historian</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legislative</td>
<td>Leslie Williams</td>
<td><a href="mailto:leslie.williams@state.co.us">leslie.williams@state.co.us</a></td>
<td>303-682-2479</td>
</tr>
<tr>
<td>Marketing</td>
<td>Tara Larwick</td>
<td><a href="mailto:tara.larwick@state.co.us">tara.larwick@state.co.us</a></td>
<td>303-866-4005</td>
</tr>
<tr>
<td>Membership</td>
<td>Jim Walker</td>
<td><a href="mailto:rps.procurement@gmail.com">rps.procurement@gmail.com</a></td>
<td>720-442-0708</td>
</tr>
<tr>
<td>Newsletter</td>
<td>Vera Kennedy, CPPB</td>
<td><a href="mailto:vekenned@jeffco.k12.co.us">vekenned@jeffco.k12.co.us</a></td>
<td>303-982-6511</td>
</tr>
<tr>
<td>Programs</td>
<td>Toi Matthews</td>
<td><a href="mailto:toi.matthews@state.co.us">toi.matthews@state.co.us</a></td>
<td>303-757-9968</td>
</tr>
<tr>
<td>COMMITTEE</td>
<td>CO-CHAIR NAME</td>
<td>E-Mail</td>
<td>PHONE</td>
</tr>
<tr>
<td>----------------------</td>
<td>--------------------------</td>
<td>---------------------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>Awards</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chapter Enhancement</td>
<td>Traci Burtnett, CPPO, CPPB</td>
<td><a href="mailto:traci.burtnett@thompsonschools.org">traci.burtnett@thompsonschools.org</a></td>
<td>(303) 682-7309</td>
</tr>
<tr>
<td>Education &amp; Pro-D</td>
<td>Christine Weber, CPPB</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communications</td>
<td>Molly McLoughlin</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legislative</td>
<td>Richard Pennington</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Newsletter</td>
<td>Kelly Wooden, CPPO, CPPB</td>
<td><a href="mailto:Kelly.L.Wooden@Adams12.Org">Kelly.L.Wooden@Adams12.Org</a></td>
<td>(720) 972-4208</td>
</tr>
<tr>
<td>Programs</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>