

Toledo



P O Box 2823, Tol



Toledo, Ohio 43606

[www.apicsToledo.org](http://www.apicsToledo.org)

[Board@apicsToledo.org](mailto:Board@apicsToledo.org)

Editor: Paula Taynor

Volume Number XLVIII Issue 08 – February, 2009

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## *President's Message March 2009*

We are entering the final months of the 2008-2009 APICS year. Our last PDM of the year will take place in April. The final CPIM review course of the year will begin in April as well. The last event of the year will be our annual meeting in early June. As many of you know, officer elections are held at this meeting along with a recap of the year. If you are interested in possibly joining the board of directors for next year, please let us know now so you can come to a few board meetings to see what goes on before making a commitment. Just drop me an e-mail ([president@apicstoledo.org](mailto:president@apicstoledo.org)) and I will send you the details.

There are no new members to report since the last newsletter, but there is still some good news to report regarding the membership level of the Toledo chapter. Our current membership stands at 132 professional members. Bruce commented that this is the highest the number of professional members the chapter has had since he joined the board more than seven years ago. I am wrapping up my third year on the board. We were hovering around 105 professional members when I joined the board. It is encouraging to see that even when the economic times are not so good, people still see an APICS membership as a good value.

We do have some exciting programs and educational offerings planned for the upcoming months. There is more information in the respective sections of the newsletter.

*Brent Schlegel, CPIM, CSCP*



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## *Executive Vice President's Message*

This position is open. Please contact Bruce or Brent if you are interested  
[position description](#)

## *VP Programming Message March 2009*

**March 2009 Professional Development Meeting**  
(Annual Joint Meeting with our UT Student Chapter)

Topic: Theory of Constraints (TOC) and Buffered Replenishment

Intuitively, every manager knows that their organization is a chain of dependent resources, functions, and people. Organization and management teams, however, have a basic tendency to define problems, construct solutions, and implement initiatives in isolation of each other. At any one time there is a long list of on-going initiatives within different areas of a company consuming large amounts of resources, with little or no idea how the “defined” problems fit together, or what the net effect to the entire company is. This presentation will show how the Theory of Constraints (TOC) and, in particular Buffered Replenishment, allows companies to effectively maximize the Return on Investment (ROI) equation by creating solutions that maximize a systems performance by identifying, exploiting, and synchronizing around critical leverage points.

Presenter: Jerry Madine of Constraints Management Group

Jerry Madine has over 25 years of Manufacturing experience with companies such as General Electric and ITT. Jerry is an associate with Constraints Management Group (CMG) out of Seattle, WA and has been involved in numerous implementations of the Theory of Constraints (TOC) including Drum-Buffer-Rope/Replenishment and associated applications. He is certified by the TOC International Certification Organization in Operations Management and holds a B. S. and MBA from Gannon University in Erie, PA. Jerry currently resides in New Albany, OH.

Date: Thursday, March 19, 2009 - Registration begins at 5:30 P.M. with the meal being served at 6:00 P.M.

Location: Libbey Hall – located on the campus of The University of Toledo – 2801 W. Bancroft St.

- Buffet Style Meal: Salad, Chicken, Potatoes, Vegetable, Dessert, Beverage

Cost: \$25.00 for APICS members - \$15.00 for student APICS members and \$30.00 for non-APICS members

**Please send your reservation to [pdm@apicstoledo.org](mailto:pdm@apicstoledo.org)**

Reservation cut-off date is Sunday, March 15 at 5:00 P.M. – **Please remember it is chapter policy that anyone who cancels their reservation after the cutoff or anyone with a confirmed reservation who does not attend will be invoiced in full**

***Attend three PDMS in the 2008-2009 PDM year and get the fourth free.***



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#### Upcoming Programs and Events

- April 8 – Joint Meeting with Toledo and Northwest Ohio Roundtable of the Council of Supply Chain Management Professionals – Tour of Port Toledo followed by a networking meeting at The Bronze Boar – Reservations are now being accepted
- April 16 – Annual Joint Meeting with Toledo ISM chapter – Topic: Modern Trends in Logistics – Place: H.J.'s Prime Cut on Alexis Road – More details to come
- May – Tour of Reiter Automotive in Oregon
- June – Annual Meeting

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#### Test Your CPIM Knowledge – March 2009

Chapter polo shirts for the first 3 (non-instructor) members submitting correct answers to  
[chairman@apicsToledo.org](mailto:chairman@apicsToledo.org)

**Q1) The end items and quantities to be produced by period are defined by which of the following?**

- A. strategic business plan
- B. production plan
- C. master production schedule
- D. dispatch list

**Q2) If a company changes its service level policy from 99 percent to 90 percent, all of the following will increase EXCEPT**

- A. lost sales
- B. inventory
- C. customer complaints
- D. expediting activity

**Q3) The supplier base should be reviewed and updated with the objective of**

- A. decreasing the supplier base
- B. increasing the supplier base
- C. maintaining the same number of suppliers
- D. cost reduction

**Q4) Which of the following software capabilities is used so that transaction costs are minimized when Just-in-Time is implemented in an MRP environment?**

- A. pegging
- B. backflushing
- C. forecasting
- D. lot sizing

**Q5) All of the following are requirements for a successful employee involvement (EI) program EXCEPT**

- A. common understanding of the employee's role in achieving the plant's strategy
- B. management clearly identifying and defining the problems to be solved
- C. providing the EI teams with authority to change work processes
- D. developing intrinsic and extrinsic rewards to recognize jobs done well



## *Chairman's View March 2009*

Well hopefully we are approaching spring, though with recent snow and low temperatures it certainly doesn't seem so, though I did see a couple of snowdrops in the garden on February 25th. Though February is the shortest month there was a lot of APICS activity crammed into the second half; a chapter board meeting on the 17<sup>th</sup>, joint PDM with ASQ on the 19<sup>th</sup> and I was in Harrisburg on the 20<sup>th</sup> and 21<sup>st</sup> representing the chapter at the Mid Atlantic District meeting.

APICS has gone through a lot of changes in the last year, we switched from 14 regions in North America to 9 Districts, increased member subscriptions, moved headquarters from Alexandria VA to Chicago IL and outsourced printing and distribution services were just a few and now we have the economic recession but there are still some positives. I was looking at the APICS website the other day and the Toledo chapter has 132 individual professional and academic members, this is the highest I can remember since I joined the board over 7 years ago. The Toledo chapter is now running 4 separate CPIM classes, Toledo and Jackson and 2 separate companies with in-house classes, this is the highest number of classes we have ever had at one time and it is good to know that here are still individuals and companies who see the benefit of education especially when the economy is tough, but education develops knowledge and skills and participants should be better able to take advantage when things improve.

The additional education classes have provided a boost to the chapter finances and that in turn allows us to provide more support, we told you about the chapter scholarship awards and the donations to the BGSU and UT scholarship endowments we approved in December. BGSU approached us in January and explained that because of the fall in the value of their investments the interest on the APICS scholarship endowment would not be sufficient to cover the planned award and they asked if we would allow them to hold back \$1000 of the endowment donation for the scholarship. The board unanimously agreed to provide an additional \$1000 to cover the scholarship so that the full \$2500 could go to the endowment.

We will also be able to continue to support the APICS Scholars Program at the International Conference, students who are selected to attend need only pay their travel expenses, all other costs are covered by the APICS E&R Foundation through donations, raffles, auctions and other fund raising activities.

We are also seeing higher attendance at PDMs and hopefully we are providing meetings that are interesting and make you want to come along and learn.

Snowdrops tell me spring is coming and higher levels of membership, more education classes and increased PDM participation tell me the chapter is strong and getting stronger.

*Bruce Brechin CPIM, CSCP*  
*Chairman of the Board*

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## *VP Student Liaison*

No Submission in time for this issue.

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## **Education Report March 2009**

### **Announcement of Upcoming CPIM Class**

We are pleased to inform you that we will be offering the 5<sup>th</sup> module of the CPIM series, Strategic Management of Resources in Toledo beginning in April. This is a 9 week module, one evening per week for 3 hours. Further information with dates and location will be sent out shortly, a short description of the class appears below.

### **Strategic Management of Resources**

This is the fifth and final module in the CPIM series and covers the relationship of existing and emerging processes and technologies to manufacturing strategy and supply chain-related functions.

SMR is divided into three major areas:

- aligning resources with the strategic plan
- configuring and integrating operating processes to support the strategic plan
- implementing change

Specific topics include

- Strategic issues
- Choices affecting operations structure
- Choices affecting operations infrastructure
- Implementing a strategic plan
- Emerging concepts and the supply chain
- Configuring and integrating design and development and cost management
- Project management
- Measuring organizational performance
- Change management

This is the capstone class of the CPIM series and it is recommended that participants have either completed the other classes in the series or are experienced practitioners of operations management or supply chain.

## ***APICS Toledo Board of Directors***



**Education Survey 2008 – 2009**

Here are the results of the electronic survey on education needs, we sent the survey link out to the chapter List Serve, this consists of over 500 e-mail addresses and the 35 respondents is just under 7% response rate. Many thanks to those who responded.

We also received a number of comments and a selection is included on the last page.

<b>Q1) Are you interested in APICS educational classes?</b>		
Answer Options	Response Frequency	Response Count
Yes	57.1%	20
Not at this time	42.9%	15
<i>answered question</i>		<b>35</b>
<i>skipped question</i>		<b>0</b>

<b>Q2) I am interested in..</b>		
Answer Options	Response Frequency	Response Count
Fundamentals of Inventory Management	15.8%	3
Certified in Production and Inventory Management (CPIM)	78.9%	15
Lean Manufacturing	21.1%	4
Certified Supply Chain Professional (CSCP)	52.6%	10
Other (please specify)		0
<i>answered question</i>		<b>19</b>
<i>skipped question</i>		<b>16</b>

<b>Q3) I have taken CPIM classes, but did not complete certification and would be interested in a refresher class to prepare me for the test(s) to the following modules:</b>		
Answer Options	Response Frequency	Response Count
Basics of Supply Chain Management	15.0%	3
Master Planning of Resources	10.0%	2
Detailed Scheduling and Planning	0.0%	0
Execution and Control of Operations	5.0%	1
Strategic Management of Resources	15.0%	3
Not Applicable	55.0%	11
<i>answered question</i>		<b>20</b>
<i>skipped question</i>		<b>15</b>



<b>Q4) For the CSCP course, I would prefer the following potential class schedule:</b>		
Answer Options	Response Frequency	Response Count
One evening per week, 3 hours for 12 weeks	64.7%	11
Whole day Saturday, 8 hours for 4 weeks	5.9%	1
Half day Saturday, 5 hours for 7 weeks	29.4%	5
Other (please specify)		1
<i>answered question</i>		17
<i>skipped question</i>		18

<b>Q5) Certified Supply Chain Professional (CSCP) class cost is expected to be \$1500 - \$1750. This includes study guides and one year on-line learning system. (The test fee for APICS members is an additional \$575.)</b>		
Answer Options	Response Frequency	Response Count
This price is Low	0.0%	0
This price is Fair	30.0%	6
This price is High	70.0%	14
<i>answered question</i>		20
<i>skipped question</i>		15

<b>Q6) I am not interested in APICS courses at this time because:</b>		
Answer Options	Response Frequency	Response Count
I do not see any value or benefit from APICS classes	13.3%	2
I am already certified	53.3%	8
Other (please specify)	33.3%	5
<i>answered question</i>		15
<i>skipped question</i>		20

<b>Q7) Do you have any other comments for APICS Toledo?</b>	
Answer Options	Response Count
	8
<i>answered question</i>	8
<i>skipped question</i>	27



**Participant Comments**

Time constraints on my home life make scheduled class attendance difficult.
employer unable to pay at the present time
Not directed at the Toledo Chapter, but the MGI home study courses endorsed by APICS are next to worthless. I find the study notes to be a bigger benefit than the home study class.
I was already Certified at one Time and Let it lapse
My co-workers, five of them, are about to start working towards CPIM certification, and are interested in review classes.
This is a worthwhile program to offer, I know the education was good for my career when I went through it years ago. I am sorry to hear of weak attendance. I encourage you to stick it out even with weak attendance if anyone is interested.
Testing options / availability need to be much improved so that you can take the test before the next module starts without needing to travel to Detroit or Cleveland. Those of us who are trying to do this on our own without any corporate support get hung out to dry when it comes to the travel, vacation time required, not to mention the test fees and a possible motel stay to be ready to go and take the test fresh without a 2+ hour drive starting at 5 AM to get there on-time. Waiting for a weekend slot to open at a test center has resulted in a 2 - 3 month wait and that does not help things from a memory retention stand point, once the next class has already started. P.S. I'm interested in refreshers on all except for basic. The survey only allowed for one selection in that area.
APICS needs to become more customer friendly and offer many more locations and expand their times for testing.

**Comments from the Chairman**

Class times are inconvenient, options are self study, though that had some negative feedback, alternatively there are APICS endorsed web classes, check APICS website

CSCP, there is a demand but cost may deter some potential participants, preference is for evening classes, we will take both of these factors into account in our 2010 - 2011 planning

Some members may need points for CPIM certification maintenance and some may want a refresher to brush up understanding or before taking the test and we do offer a reduced rate for those individuals repeating a class.

APICS Computer Based Testing opportunities have certainly been limited, they now partner with PearsonVue, there is a test center in Maumee; I took a quick look and they seem to be offering CPIM testing at 8:00 AM most mornings Monday to Saturday, with occasional afternoon slots, hopefully that will help those who wish to take the tests.

The following link takes you to the Ohio test centers.

<http://www.asitests.com/CandStudentSvcsTC.asp?DB=CAT&Client=CPIM&Program=351>

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## APICS Student Chapters Bowling Green University News



In February, our group had two teams attend the APICS Great Lakes District Case Competition in Chicago. The students who participated in this event were...

### Brown Team

- Igor Nemirovsky
- Amanda Braddock
- Bernie Aguiar
- Zach Franks
- Dillon Lawson
- Jamie Steen

### Orange Team

- Kyle Chesser
- Teresia Dulle
- Chris Daigneault
- Meredith Malensek
- Greg Daigneault
- Ryan Kenney

The students were given a case at 9:00 P.M. on Friday night and they had 13 hours to read the case and come up with a solution. Once the papers were turned in, each team gave a presentation of the solution to the judges. The competition had 28 teams from 26 schools in attendance with about 160 students participating. This year's case was based off of a situation involving the Toyota Motor Corporation. Both of our teams tied for third place at the competition.

*Karin Mowery*  
*APICS Vice President of Publicity*  
*Bowling Green State University*



### University of Toledo

No Submission in time for this issue.

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## *VP of Membership*

*Ryan Higgins, CSCP*  
*VP Membership*

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## *VP of Finance Report*

This position is open. Please contact Bruce or Brent if you are interested

[position description](#)

### *Guest Columnist*

On Thursday February 19, 2009, our Toledo APICS Chapter held our annual joint meeting with the Toledo ASQ Chapter at Maggie's Creative Foods in Perrysburg. The presenter was Dr. Hokey Min of Bowling Green State University. His topic was "How to use the Balanced Scorecard for Measuring Supply Chain Performance." There was almost fifty in attendance which was about half from each chapter.

Dr. Min's slide presentation was very informative. His slides were very detailed, and he used examples of a hospital and commercial airline in his presentation. Supply chain scorecards can be used in manufacturing, service sectors, and most organizations. Information must be attainable and put into a scorecard format. Data must be relevant and understood by all not only those using it but to others on the team and in the environment where the improvement is focused. He suggested that the detail or team work stayed within four or five layers to make a more effective scorecard. If not, the scorecard only is more confusing and hard to understand. Scorecards must be communicated to all members of the team and the manufacturing sector to be most effective. The bottom line is that scorecards must be effective to show improvement on the chosen subject when presented to the stockholders. One hour does not give the justice to the subject of supply chain scorecards. Discussion on supply chain scorecards could go on for ever. Dr. Min's presentation was excellent.

After Dr. Min's presentation, the Bowling Green State University APICS Chapter was represented by two seniors who talked about their past and present tours ending with a shoe fund raiser to help those in need.

Since this was the first time the Toledo APICS Chapter PDM was held at Maggie's, the location was easy to get to being just off I-75. The meeting was held at the rear of the building which was very quite while listening to Dr. Min. The buffet style dinner provided everyone with a nice selection.

The next Toledo APICS Chapter meeting will be Thursday, March 19, 2009, with the University of Toledo.

*Bill Boyd, CPIM*  
*REXAM*



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**Midwest Atlantic District**  
*Delaware, Maryland, New Jersey, Ohio, Pennsylvania, Virginia, West Virginia*

**Mid Atlantic District Meeting – February 19<sup>th</sup> – 20<sup>th</sup>, Harrisburg PA**

On behalf of the Toledo Board of Directors I attended the recent MAD meeting, there are 31 different chapters in the Mid Atlantic District (excluding Student Chapters) and 21 were represented at the meeting.

After registration on Friday evening we met for dinner, followed by our first working session, we were split into 5 groups of 4 or 5 and after a short presentation about “Mega Chocolate World” each group was allowed 45 minutes to identify a new attraction for MWC and create a 3 minute marketing presentation for MWC management who would then select the one they thought would be the most appropriate addition to MWC. The 5 groups came up with 5 completely different ideas, the ‘wet and dippy’ chocolate Fountain, the Mega Chocolate Zone, a chocolate themed roller coaster, the Chocotel hotel and the Face of Chocolate; it’s amazing the ideas people generate in a short time.

After MWC management made their choice we headed off for an informal networking session to end our evening.

By 8 o’clock Saturday morning nearly 50 participants were ready to begin the day’s program; after the announcements and introduction of first time attendees we heard a short presentation about the Scholars Program for the 2009 APICS International Conference, Toledo has supported this program for a number of years and hopefully will be able to this year as well. By the way the Conference this year is going to be in Toronto so it is truly international for the US members, and as Toronto is only a few hours drive from Toledo perhaps more Toledo members will attend, but remember you will need a passport.

Details will be appearing on the APICS website in the coming weeks.

Bob Collins (APICS Executive Vice President) then presented the Association Update and took questions from the audience; key points included decreased revenue and declining membership while costs have risen, unfortunately APICS is not immune to the economic problems.

APICS has asked all Districts to make a 30% cut in their budgets, is making similar cuts at the Association level and is looking at the Toronto conference costings using a much lower attendance level than in recent years.

APICS will be working on developing international membership, we have approximately 1800 international members, strongest areas are Australia, Europe and South Africa but there are many others studying CPIM and taking the certification programs; the goal will be to bring these customers into APICS membership.

APICS is following up with members who do not renew their membership to try to understand the reason for their decision; APICS recognizes the poor economy is a contributor and for those members who are unemployed at the time of subscription renewal they have extended the ‘free’ period up to three consecutive tranches each of 6 months, the form is available for download at the APICS website

[Benefit Extension Application for Unemployed Members](#)

APICS would also like members to verify their membership e-mail contact information is correct, a recent e-mail announcement sent to 6000 members produced around 2000 invalid address responses.



\*\*\*\*\* I would ask all Toledo chapter members to log in to [www.APICS.org](http://www.APICS.org) go to **View / Edit My Info** and check your e-mail address is current. \*\*\*\*\*

In recent years the International Conference has included a Student Case Competition, teams being formed from the winners and runners-up from the three Case Competitions held in the US, this year the Case Competition will not be part of Conference but will be a separate event held towards the end of October with a corporate sponsor. There will be 16 teams split into 4 groups of 4, each team will make their presentation and a winner will be selected from each group, the 4 winners will then make a further presentation and a final winner will be chosen. More details will be announced in due course.

Bob concluded his presentation by touching on the CPIM and CSCP programs, as you may already know the BSCM module of the CPIM program has been rewritten, the other 4 modules were all updated for the start of this year, the SMR and DSP modules will be rewritten for January 2010 with the ECO and MPR rewrites scheduled to be available for January 2011.

There will be a pilot Computer Based Test for CSCP in March this year, there will be 5 US test locations and 4 international, consideration will be given to expanding the number of CBBT sites for future examinations.

Our District Director, Maryanne Ross, was next to speak, her subject being developments of the APICS Instructors program, but before starting her presentation she asked all attendees to think about the value of APICS to each attendee and their career.

In my own case APICS has allowed me to obtain formal certifications confirming my knowledge and understanding of operations management and made me better able to contribute in my career – what is your “story”? Send an e-mail to [chairman@apicstoledo.org](mailto:chairman@apicstoledo.org) and we will be pleased to publish what we receive, anonymously if you wish.

Maryanne’s presentation covered the 2 APICS courses aimed at instructors teaching APICS material, these courses, Train the Trainer and Leadership Development Institute, have been revised and though not compulsory are recommended for instructors.

APICS is also going to introduce an “APICS Endorsed Instructor” program; this is not a mandatory program but is intended to ensure that APICS material is taught effectively and also help instructors continuously develop their skills, there will be three levels of endorsement:

Associate, aimed at those who are occasional instructors

Lead for those who take classes on a regular basis

Master, an instructor who regularly teaches classes and acts as a mentor to other instructors

Details are available at [www.apics.org/instructorprogram](http://www.apics.org/instructorprogram)

From what I saw I think this will be a good program but I am very pleased that APICS has decided not to make it mandatory, they made this decision as they recognize many experienced instructors may not wish to go through the program and for smaller chapters it may be very difficult for instructors to meet the criteria for classes taught.

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Bill Clark, the MAD Director of Marketing, talked about how chapters can market APPICS and the APICS education programs, most chapters, and Toledo is no exception, are very good at marketing to chapter members as you are a captive audience, but we do not perform as well when we move outside.

Bill made the point that many companies know they have a training need and try to develop their own material but APICS has the material and the instructors, we just need to make non-members aware.

As an aside, the relationship between Toledo and Jackson Community College has resulted in a request for CPIM classes from Venchurs in Adrian and we have also run classes for DTE Energy and Terumo Cardiovascular Services, so we are making some progress in starting to market outside the chapter.

- Some ideas he suggested were to market Basics of Supply Chain Management as a stand-alone product to give people a grounding in Supply Chain
- Using outside services to identify potential customers and send mass mailings
- Some local cable networks will allow not for profit organizations free air time to promote themselves
- Partnerships with complementary organizations, ISM, PMI
- Outsourcing chapter marketing to professionals
- Working with local college business schools to develop marketing plans

APICS has 6 or 7 different educational offerings, most of us know about CPIM and CSCP but are less familiar with the Fundamentals or Global Sourcing or Lean products and there may be an untapped market which would benefit from these APICS programs.

We then headed to lunch during which there was a raffle in aid of the APICS Education and Research Foundation, amongst other functions E&R raises funds each year to support the Scholars Program at the APICS International Conference to permit students to attend, the raffle raised \$500 and I am pleased to say I won a shirt so if you see me in an E&R Foundation shirt you know from where it came.

After lunch Bob Collins was back on the podium, this time he talked about product development, I have already mentioned the CPIM updates and rewrites, other developments include the Lean Enterprise series, Global Sourcing (Bob mentioned some very positive feedback from ISM members who had taken this class), the Instructor Development Program described by Maryanne Ross. He reminded attendees that APICS had been developing the Operations Management Body of Knowledge (OMBOK), this can be downloaded by APICS members at the website, [www.apics.org/ombok](http://www.apics.org/ombok) or can be purchased through the APICS bookstore for \$20 (member price).

This is excellent reference material and if you haven't already taken a look then I suggest you do.

Members who have elected for e-mail updates from APICS should also be receiving "Operations Management Now" a weekly update from Abe Eshkenazi.

To help contain costs, the hardcopy APICS magazine will be published 6 times a year rather than 10 but of course it is available electronically at <http://www.apics.org/resources/magazine/online/current.asp>

There were 2 options for the final session on Saturday afternoon, either APICS and the Department of Defense, a presentation about providing APICS training to the DoD and DoD contractors, or alternatively the Presidents' Forum, an opportunity for chapter presidents or other board members to have a general discussion with Bob Collins, Maryanne Ross, Barry McBurney (MAD Business Manager) and Leann Goettel (APICS Field Associate – MAD).



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I decided to attend the forum as I'm not aware of any significant DoD activity in our area other than the Air National Guard based at Toledo Airport – of course I'm happy to be corrected as it could provide opportunities to advance APICS.

The Presidents' Forum discussion was wide ranging, we covered the recent change to the APICS distribution provider and some associated problems, PDMs, classes, conferences and general experiences of participants.

My conclusion, Toledo is no better or worse than any of the other MAD chapters, we all face similar challenges at the chapter, district and association level and there is no magic fix, the chapter officers will continue to try to develop the chapter, district officers will continue to support the chapters and the association will support districts and work to promote APICS at national level and international level.

Our next MAD conference will be in Richmond, VA, June 19<sup>th</sup> and 20<sup>th</sup>.

*Bruce Brechin CPIM, CSCP*

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### **Answers to February Newsletter CPIM Quiz**

***Congratulations to Tom Lozowski and Brian Walsh, our February winners.  
This is the second time Tom has been a winner, I think he's going for the set of 5  
different colored shirts***

**Q1)** a purpose of holding extra inventory is to

**D. buffer production from demand variation**

**Q2)** a forecasting system is required for which of the following elements of total demand of an item?

I. Independent demand II. Dependent demand III. Replacement-part demand

**B. I and III only**

**Q3)** the goal of product development is to

**B. translate customer needs into design specifications**

**Q4)** the initial objective of a process capability study is to

**B. determine process variance**

**Q5)** analyzing capital investments by estimating future cash flows and translating them into equivalent amounts in today's terms is called

**D. discounted cash flow analysis**



## *Webmaster for March 2009*

### New Items

- **Looking for job postings to post on the website**  
 Please email [board@apicstoledo.org](mailto:board@apicstoledo.org)
- **Looking for website assistance**  
*for college credit / by contract / by project: email webmaster for more info*
- A count of APICS Members has been added to the main page, and the about page
- Board web menu items added, and utilities added
- Added incorporation with Google Documents
- Web Search Engine Visibility Audit: all sources greatly improved. The website will be easier to find on the World Wide Web!
- Newsletters added <http://www.apicstoledo.org/news>  
*Check out the news!*

### Updates

- Description of BGSU's trip to Germany added – check it out on the front page!
- Security upgraded
- Review of credit card security standards. We are current and compliant.
- Updated database driven design
- Board members updated, bio added
- Calendar updates
- Backed up website

Complete update log here: <http://www.apicstoledo.org/updates.txt>

### Website Statistics for period 01/25/2009-02/24/2009

#### Visitors Overview

204 visits <i>up 37%</i>	950 page views <i>up 48%</i>	144 unique visitors <i>up 31%</i>
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#### Top Content

Page	Hits
Home	248
Board	169
Job Postings	59
CPIM	13

#### Top Landing Pages

Page	Hits
Home	154
CPIM	13
CSCP	9
CC Payment	8



## Toledo APICS

### Website Assistance Requested

**Toledo APICS is in search for website assistance  
for its APICSToledo.org website**

We are looking for experienced or inexperienced web site editors to help update and maintain the APICS Toledo website. Assistance includes everything from updating simple pages using written directions, to authoring web applications such as contact pages and database updating. Training and instructions are available.

- Acquire professional references and work experience for a job search
- Gain college credit and networking contacts
- Learn HTML, JavaScript, ASP.NET, C#, and VB.NET
- Work with ASP.NET applications, dynamic HTML, and database driven pages

Assistance is needed with one or more of the following areas: help maintain and update the website, create banner ads and animated GIFs, create single ASP driven web pages, create database driven pages, edit and update simple pages. Training and directions are available.

Contact [David Dinwoodie](mailto:David.Dinwoodie@apicstoledo.org), Toledo APICS Webmaster, for more information at [webmaster@apicstoledo.org](mailto:webmaster@apicstoledo.org)



<u>Website Updating</u>	<u>Web Application</u>	<u>Graphic Ad Design</u>
Simple website updates Build your resume Learn <del>JAVA</del> ASP.NET, C#, VB.NET, dynamic HTML Instructions provided Training available	Design single web applications Contact pages Database driven pages Dynamic pages Training available Contract Work Available for Experienced ASP.Net Designers	Short graphical design work for webpage Design banner ads Design animated ads Design color schemes Paid-by-piece work available

*David Dinwoodie - Toledo APICS Webmaster*

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