



## APICS Professional Development Corner

### A Lean Journey: Strategies and Techniques to Change a Culture Tuesday, November 11<sup>th</sup> - Speaker: Karen Richards

Lean manufacturing or lean production, which is often known simply as "Lean", is the practice of a theory of production that considers the expenditure of resources for any means other than the creation of value for the presumed customer to be wasteful, and thus a target for elimination. Lean manufacturing is a generic process management philosophy derived mostly from the Toyota Production System (TPS).

This presentation shares practical experience in implementation of Lean in a pharmaceutical manufacturing environment, highlights key tools and techniques through examples of practical application, and emphasizes maintaining momentum.

Key topics will include:

- Initiating your Lean journey in a pharmaceutical environment
- Strategies and techniques that lead to improved flow, reduced cycle times, and increased productivity
- The impact Lean can have on your culture
- How to sustain momentum and stay focused on performance



Karen Richards, P.E., is a Master Black Belt - Lean Leader and Manager in Right First Time at Pfizer, responsible for site-wide integration of Lean Six Sigma. She has held positions in API Manufacturing, Supply Chain Management, and Quality Assurance.

Prior to joining Pfizer, Karen worked at Eastman Chemical Company performing Process

Design Engineering, Continuous Improvement, and Kinetic Modeling.

Karen has become a Subject Matter Expert on Lean Six Sigma within Pfizer. She holds a B.S. in Chemical Engineering from Purdue University and is a licensed Professional Engineer. She is a certified Master Black Belt and recently achieved Lean Expert certification through the Lean Management Institute.

***APICS SWMI Members & Guests - Please join us for October's PDM, along with our colleagues from ISM and ASQ.***

#### EVENT INFORMATION

- Date/Time:** Tuesday, November 11, 2008  
Hors d'oeuvres & networking 5:30 pm  
Presentation 6:00 pm
- Location:** M-Tec: I-94 to Exit 72 (9<sup>th</sup> St., Oshtemo). South to first light, turn right into *The Groves*. Head past health club. M-Tec is the last driveway on the left. *See map below:*
- Pricing:** No charge.
- Registration:** Due by Noon Thursday, **November 6th**
- Contact:** Denise Jacobs (269) 375-4900 x-3430  
[djacobs@edwardsgarment.com](mailto:djacobs@edwardsgarment.com)



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The APICS SWMI Monthly Newsletter is published monthly by the Southwest Michigan Chapter of APICS, the Assoc. for Operations Management, to provide its members the news and activities of the chapter. Comments, suggestions and story ideas are welcomed and encouraged.

Editor: Melinda Lowrie  
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#### Updated Contact Information

Do we have your correct email address? If you have not received either the newsletter or an announcement of this month's PDM by email, then we don't have your current contact information. If you would like to receive all the latest APICS news, please forward your email address to Melinda Lowrie at [melinda.lowrie@gmail.com](mailto:melinda.lowrie@gmail.com).

## APICS SWMI President's Corner

This month, as usual, I am pushing my luck by running behind schedule on delivering my monthly Presidents Corner to our newsletter editor Melinda. I hope that I will be forgiven because I wanted to include information on the Great Lakes District Meeting that President-Elect Mike Manchester and I attended October 17<sup>th</sup> and 18<sup>th</sup>.

I continue to be impressed by the APICS volunteers throughout the Great Lakes District. These meeting not only afford us the opportunity to see great presentations, but allow us to discuss concerns and issues affecting our chapters and areas. We also receive updates on APICS events, programs and have direct input to the Association leadership. It is great to be able to sit down with professionals from Michigan, Indiana, Illinois and Wisconsin and talk about APICS and the supply chain. It always seems that no matter how different each chapter appears to be, each one is dealing with the same issues.

This meeting had two excellent presentations. The first presentation was on Visual Management by Eastern Michigan University APICS students, Vanessa Frankowski, Bi DU and their faculty advisor Dr. Nesa Wu. The other was by Randall Schaefer, an APICS National Speaker for Grand Rapids on "The 10 principles of Operations Management, recently presented at the APICS International Conference. We are looking at having Randall speak at a future PDM or educational seminar.

Although there was no major breakthrough at this meeting. It did reaffirm my belief in professional organizations and how important involvement, not just membership, is to your personal and professional success. In today's economy, we need to look for every advantage to further ourselves. Please consider getting involved, if only for 1 ½ - 2 hours for our monthly PDM. You never know if a topic we present or a person you might meet will be a catalyst to further success.

Successfully yours,

Jeff Taft

## APICS SWMI “What’s Happening” Corner

### APICS Southwest Michigan Chapter 2008-2009 Leadership

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We would like to highlight APICS Member Companies and Individual Members for their contribution to Operations and Supply Chain Management. If you have something you feel is newsworthy, please send in to us for inclusion in the next newsletter.

All submissions should be directed to either Jeff Taft, President and VP of Finance, at [taft@blackmer.com](mailto:taft@blackmer.com) or Melinda Lowrie, VP of Communications, at [melinda.lowrie@gmail.com](mailto:melinda.lowrie@gmail.com).

## APICS SWMI Education Corner

### APICS Southwest Michigan Chapter Current Educational Offerings

#### **Certified in Production and Inventory Management - CPIM**

- Planned for the 2008-2009 program year

#### **Certified Supply Chain Professional – CSCP**

- Planned for the 2008-2009 program year

#### **NEW Lean Manufacturing Workshop Series (see next page for more information)**

- Planned for the 2008-2009 program year

#### **NEW Global Sourcing Workshop Series (see next page for more information)**

- Planned for the 2008-2009 program year

#### **Fundamentals of Materials and Operations Management**

- Being Scheduled based on user request

#### **Inventory Control Workshop Series**

- Being Scheduled based on user request

#### **Theory of Constraints: Concepts and Principles Workshop Series**

- Being Scheduled based on user request

For further information on course content, please contact Mike Manchester, VP of Education, at [education@apicsswmi.com](mailto:education@apicsswmi.com) or [micheal.w.manchester@pfizer.com](mailto:micheal.w.manchester@pfizer.com).

If you are interested in hosting APICS training, either public or private, at your facility, please contact Jeff Taft, President, at [president@apicsswmi.com](mailto:president@apicsswmi.com) or [jeff.taft@sbcglobal.net](mailto:jeff.taft@sbcglobal.net). Training discounts are available for hosting training, multiple company attendees, and APICS members.

## APICS Education Update

### **APICS has just released the New Lean Enterprise Workshop Series to local chapters.**

The APICS Lean Enterprise Workshop Series is organized to enable you to approach the lean transformation process systematically. Using scenarios from a fictitious company, Murphy's Toys, you will be tasked with finding lean solutions to a myriad of challenges. This method will provide you with the flexibility to immediately customize what you've learned and implement it at your own organization.

Workshops include:

- Introduction
- Lean Culture
- Value Stream Mapping
- Stability and Process Improvements
- Just-in-Time
- Measuring
- Sustaining

### **APICS is releasing the New Global Sourcing Workshop Series to local chapters on September 15<sup>th</sup>.**

Workshops include:

- Global Sourcing Executive Overview
- Cultural Relationships
- International Supplies
- Logistical Partners

If you are interested in either of these Workshops, please contact Mike Manchester, VP of Education, at [education@apicsswmi.com](mailto:education@apicsswmi.com) or [micheal.w.manchester@pfizer.com](mailto:micheal.w.manchester@pfizer.com).

## APICS Education Update

### Certification Maintenance

The APICS Certification Maintenance Program is available to keep APICS CPIM, APICS CFPIM, and APICS CSCP designees at the top of their game. The program incorporates a variety of professional development opportunities for APICS certification designees to stay current and continue reaping the benefits of the APICS community.

#### Maintaining your APICS certification through professional development points

The APICS Certification Maintenance Program uses professional development points as a simple way for you to keep track of your APICS certification maintenance activities. Once you earn your APICS certification, most operations management-related activities will help you earn points toward maintaining that certification.

APICS CPIM and APICS CSCP designees must earn a total of 75 professional development points within five years of receiving their designation. APICS CFPIM designees must earn a total of 100 professional development points in the same span of time.

#### Activities that help you earn APICS Certification Maintenance Points

- [APICS Membership](#) (6 points per year)
- [APICS Conference & Exposition](#) (24 points for full conference registration and attendance)
- [APICS Webinars](#) (1 point per instructional hour)
- [APICS CPIM and CIRM Exams](#) (10 points earned for each exam passed)
- [APICS CSCP Exam](#) (20 points earned for passing the exam)
- [Other operations management-related activities](#) (1 point per instructional hour)

**APICS Certification Maintenance Program Bulletins** While the program is simple, it is essential for you to have all of the details at your fingertips to ensure you are able to maintain your APICS certification with ease. Below are the APICS CPIM/APICS CFPIM and APICS CSCP maintenance bulletins. Please take a moment to download the appropriate bulletin for you.

- [APICS CSCP Certification Maintenance Bulletin](#)
- [APICS CPIM/APICS CFPIM Certification Maintenance Bulletin](#)

**Other helpful downloads**—You will have to submit the [Certification Maintenance Application](#) and the [Professional Development Journal](#), which are also included in your APICS certification maintenance bulletin, and processing fee within five years of receiving your APICS certification..

## Article from APICS e-NEWS Vol. 6, No. 18

### COMMUNITIES OF PRACTICE

#### Focus on Supply Chain Management: Forecasting

##### Forecasting—The Rules of Engagement

"The trouble with [weather] forecasting is that it's right too often for us to ignore it and wrong too often for us to rely on it."

Although he was speaking of the weather, Patrick Young had a point. Mere mention of the word "forecast" has been known to cause stress for planning, operations, and sales people alike. Forecasting is part art, part science, sometimes confusing, and often misunderstood. It does, however, serve an extremely important function in business.

Through forecasting, businesses have the opportunity to build action plans that will enable them to provide the required level of customer service while managing inventory levels and operations plans that optimize costs. Sounds easy, doesn't it? This is where we find that (art + science) x confusion = misunderstood. Just like math, forecasting has a few rules that, when heeded, can alter the equation and result in success.

**Rule #1 is simple.** The forecast is always wrong. Are you thinking, "If the forecast is always wrong, how can it be useful?" More important, what action should we take when the forecast is wrong? There are several options—give up, get angry, and get even, but when we accept that the forecast will always be wrong in some manner, it becomes much easier to focus on developing a forecast that gets better each cycle.

In measuring the performance of the forecast, we can determine how wrong the forecast is and develop action plans to run the business effectively and efficiently. Therein lies the lesson of Rule #1—it is more important to focus on continuous forecast improvement than creation of the perfect forecast.

**Rule #2 is more complicated.** The higher the level of aggregation, the more accurate the forecast becomes. This is the wordsmith's way of saying that the forecast looks better at the top than it does at the bottom. When building a forecast from the ground up, we are able to use small details if they are useful to the business. By rolling each of these details into levels of aggregation, forecast misses begin to cancel each other out as we roll upward and create a more accurate aggregate number.

Each business should determine what levels of forecast are truly useful to the business and focus on improving those areas. This brings us to the lesson of Rule #2—building the perfect forecast sometimes costs more than the gains you receive from having the perfect forecast. Focus on the levels that are most useful to the business.

**Rule #3 where logic prevails.** The further out into the planning horizon we forecast, the less accurate the forecast will be. This is because more information about demand is made available as the demand period draws closer. This new information can be used to improve the quality of the forecast, thereby making the forecast more accurate in the nearer horizon. New information is the key to the lesson of Rule #3. Regular review and revision of the forecast to include new information is a necessity to create the continuously improving forecast.

**Rule #4.** Last, but not least, we have this lesser-known rule. All forecasts are not alike. Not all markets behave in the same manner, and within markets, some products have additional variability. New product start-ups, promotional products, and substitute products are difficult to forecast accurately because they have little or no history, conservative market expectations, or other unknown factors beyond our control. Those who expect a new product forecast to be as accurate as a long-term stable product will likely be disappointed, but they should not give up.

Understanding the performance of the forecast through forecast error measurement gives businesses the ability to develop action plans for servicing the demand in which they are reasonably certain. Lesson of Rule #4: be aware that operational flexibility is necessary when working with less forecastable products.

By using these brief rules as a guideline to creating the best forecast possible at a given point in time, we can change the earlier calculation to (art + science) x new information = continuously improving forecast.

—Malaina Hudson, senior demand planning analyst, CHEP USA, can be reached at (407) 226-4356 or via e-mail at [malaina.hudson@chep.com](mailto:malaina.hudson@chep.com).

## How Well Do You Know APICS?

### Learn and Network

#### ***Introducing the Operations Management Body of Knowledge (OMBOK) Framework***

Gain access to the body of knowledge that defines your work. Understand the language, best practices, and techniques that help you succeed. APICS members receive a FREE electronic copy of the OMBOK. Visit [apics.org/ombok](http://apics.org/ombok) to access your complimentary PDF now

### See What's New in 2009 from the E&R Foundation

**The *Production and Inventory Management Journal (P&IMJ)*** will launch during the first quarter of 2009. The *P&IMJ* publishes original manuscripts relevant to operations and supply chain management professionals. [Learn more](#). The *P&IMJ* is currently accepting author submissions. For criteria and requirements, visit [http://www.apics.org/Resources/pandimj\\_submit.htm](http://www.apics.org/Resources/pandimj_submit.htm).

### Connect and Contribute

#### **Congratulations 2008 APICS Corporate Awards of Excellence Recipients**

The APICS Corporate Awards of Excellence were presented at the 2008 APICS International Conference & Expo in Kansas City, Missouri, in September to recognize companies for significant contributions and performance excellence in the fields of operations management and supply chain management.

#### **APICS Education Award of Excellence**

##### **Pfizer, Inc.**

Pfizer demonstrated commitment to APICS globally supporting APICS membership and APICS CPIM and APICS CSCP as the foundation for its supply chain management education strategy within the Global Manufacturing Organization.

### Enhance Your Earning Power

#### ***GPS for Your Supply Chain: The APICS Global Sourcing Workshop Series***

Master the critical tasks and challenges associated with sourcing and procurement internationally. The new Global Sourcing Workshop Series will help you navigate the key issues and complexities of the global environment.

This workshop will enable you to

- Understand the importance of globalization
- Evaluate potential markets in other countries
- Source global suppliers strategically
- Choose logistics partners correctly.

Contact your APICS chapter about the new Global Sourcing Workshop Series.

## New APICS Member Benefits for 2008

APICS is pleased to announce new and enhanced membership benefits to help you gain a competitive advantage. (For detailed information about all your benefits, see [membership categories and benefits](#) and the [2008 Member Benefits Flyer](#) for professional members.)

### Activate Your Complimentary Aberdeen Account

With the Aberdeen Research repository, greater value chain knowledge is at your fingertips. As a member of APICS, you are eligible for a one-year complimentary membership in Aberdeen Access (valid for one year from date of sign-up), a \$995 value. Your membership provides actionable, highly targeted research collateral, such as supply chain, retail, manufacturing, information technology, finance, human resources, and product research and development.

Log on for links to Aberdeen's entire active research repository including:

- Hundreds of Benchmark and Best Practices Reports
- Business Value Research Analysis
- Research Briefs
- Market Perspectives
- Key Performance Indicators

Register to activate your account in just a few clicks:

1. Go to [this link](#) to sign on to the Aberdeen Group Web site
2. Enter your e-mail address and the code **ABPGRPY6DK** to access the research archive
3. Bookmark the site under your "Favorites" so you can find the site in the future

Take advantage of Aberdeen Access, with more than 5,500 research documents and growing daily. Aberdeen's research library helps APICS members discover the priorities of Best-in-Class enterprises.

### Access AMA Business and Management Training

APICS members can now access the professional development and performance-based learning solutions provided by the American Management Association (AMA).

APICS members receive the following member benefits:

- Member pricing on open enrollment seminars
- Savings on AMA on-site seminars customized for delivery at your location
- Special invitations to briefings, forums, and Webinars

You also receive unlimited, free access to the AMA Members' Web site that contains management and business information, research results, and a monthly e-newsletter.

Register in just a few clicks:

1. Go to [this link](#) to register on the AMA Web site
2. Use corporate member number **20083332** when registering for seminars to receive the corporate discount
3. Bookmark the site under your "Favorites" so you can find the site in the future

## APICS SWMI Quality Corner

### Understanding APICS Chapter Benchmarking and Reporting (C-BAR)

The C-BAR program is a Chapter Management Program, consisting of two sections:

*Section 1: Chapter Minimum Standards (CMS) for Chapter Maintenance*

Chapters are required to use the guidelines outlined in Section 1 of the C-BAR Handbook and the Workbook to report their annual compliance with CMS to their District Manager/district staff for evaluation by July 31 of each year.

*Section 2: Chapter Benchmarking and Reporting (C-BAR)*

Chapters electing to participate in C-BAR must be in compliance with the CMS and complete Sections 1 and 2 of the Workbook and submit to their District Manager/district staff for evaluation by July 31 of each year.

This program was streamlined for ease of use by APICS chapters, so our organization's members and customers can experience consistency of APICS products and services.

By participating in C-BAR, chapters can expect the following benefits:

- To easily identify opportunities for growth
- To promote challenges
- To provide an administrative tool
- To demonstrate benefits of continuous improvement
- To help provide meaningful metrics and measurements
- To recognize and share achievements, accomplishments and innovations
- To share best practices
- To establish and raise the BAR!

#### **SECTION 1: Chapter Minimum Standards (CMS) for Chapter Maintenance**

One of the key initiatives of the new APICS strategy is to enhance and develop the association's delivery to better serve our members and end users. The primary purpose of the Chapter Minimum Standards is to enhance the growth, development, and value-added of APICS chapters by evaluating each chapter against a set of criteria that is felt to have a direct and positive impact on chapter performance.

The Chapter Development Committee (CDC) was given the charter to develop criteria for CMS and establish evaluations against those criteria for each and every chapter. This evaluation is to identify those areas upon which a chapter needs to achieve a level of performance to be minimally viable to meet market expectations on APICS Body of Knowledge (BOK) delivery and effectively participate in the delivery network.

It is mandatory for all chapters to complete this section. This section asks whether chapters have performed the minimum tasks to be considered viable chapters. Chartered chapters must maintain the following standards annually.

#### **SECTION 2: Chapter Benchmarking and Reporting (C-BAR)**

The C-BAR program has three primary purposes:

1. Provide each chapter with a comprehensive set of activities recommended for a successful chapter.
2. Provide an objective process to recognize chapters that meet or exceed the accomplishment of recommended activities.
3. Provide districts, DMC, and association feedback on chapter strengths and weaknesses for the development and implementation of future programs and training needed to assist chapters to better support their customers.

## APICS SWMI Membership Corner

### Membership Update

#### APICS Southwest Michigan Chapter Congratulates our Certified Members

##### CPIM

- Douglas Albee
- Shridhar Bhat
- Kevin Bishop
- Danny Boston
- Mark Breuer
- Suzan Clipfell
- Michael DeWitt
- James Earl
- Lisa Ferworn
- Daniel Fischer
- Fred Flegal
- Kathy Gehron
- Margaret Hunt
- Edmund Huver Jr.
- Brian Jervis
- Christopher Lai
- Micheal Manchester
- Greg Martin
- Andrea McCubbin
- David McDonald
- Douglas Meller
- Dawn Metzger
- Amy Montanye
- Robert Montgomery
- Rachelle Nabozny
- Derek Neufeld
- Kevin Newland
- Larry Patnode
- Michael Petersen
- Perry Piccard
- Jonathon Pierson
- Amy Pisoni
- Viswanathan Rajagopal
- Benjamin Redenius
- Julie Righter
- James Rindler
- Maryann Ruesink
- Christopher Schwartz
- Nancy Shafer
- Paul Sliter
- James Tessar
- Ronald Thomas
- Bradley Walters
- Monty Wood
- Jason Wright

##### CFPIM

- Jon Bingol

##### CIRM

- Mark Breuer

##### CSCP

- Bobby Arrowood
- Jose De Lemos
- Daniel Fischer
- Amy Montanye
- Daniel Roth
- Christopher Schwartz

#### APICS Southwest Michigan Chapter Membership Update September 2008

##### New Members

None

##### Membership Lapsed

- Valerie Dietrich
- Katie Martin

##### Renewing Members

- David Hess
- Gabriela Lara
- Brian Long
- Amy Montanye CPIM, CSCP
- Douglas Meller
- Perry Piccard CPIM

## APICS WMU Student Chapter Membership Update September 2008

### New Members

- Mohammed Alharthy
- Jaquita Kellum

### Membership Lapsed

None

### Current Members

- Mohammed Alharthy
- Craig Anderson
- Scott Barber
- Thomas Bereza
- Andrea Blankers
- Joseph Blessen
- Alison Brubaker
- Marie Chapman
- Joseph Connolly
- Douglas Davidson
- Patrick DesJardins
- Kevin DeVries
- Jeffrey Diegel
- Bryan Dopkins
- Kevin Dyer
- Kurt Ellis
- Heather Ferris
- Kevin Fidler
- Brandon Galeas
- Nicholas Gebben
- Andrew Gohlke
- Tim Graves
- Michael Hankamp
- Rachel Hartwick
- Steve Hedberg
- Matthew Hoogterp
- James Houfley
- Matthew Hughes
- Ryan Ishmael
- Jaquita Kellum
- Todd Kelly
- Patrick Klauer
- Kal Koestner
- Dan Kowalski
- Henry Kwok
- Adam Lagoni
- Derrick Lasecki
- Ryan Lerahan
- James Love
- Daniel Mandeville
- Brandon McCullen
- Marcus McNamara
- Teddy Oberts
- Shane Pett
- David Prince
- Chelsea Resztak
- Lawrence Robling
- Rob Rogalski
- Nathan Rzeppa
- Margo Sakuta
- Joe Salinger
- Benjamin Smith
- Aaron Sunderlin
- Rahul Surapur
- Christopher Szymczyk
- Adam Taylor