

## HOW TO GET THE MOST OUT OF YOUR ASQ MEMBERSHIP

Everyone is unique. We all have different needs, we learn differently, we prefer different styles of training and communications. Not everyone is going to agree about the value of a particular training session, meeting, webinar, topic, etc.

This is just one of the reasons why our ASQ Pacific Region is offering at least two virtual meetings every month, hosted by sections in our region. There are currently 20 sections in our region, and most are offering virtual or in-person events on a regular basis. Information about these and other ASQ section and division meetings and webinars can be found on the [ASQ Events Calendar](#), or through the individual myASQ Communities (sections) online. Participation in these events earns RU credits toward recertification.

Here are some other ways to get the most from your ASQ membership:

1. Attend, participate and network at ASQ meetings – virtual and/or in person
2. Pursue certifications and new experiences
3. Be curious - explore the vast resources available in the Quality Body of Knowledge
4. Volunteer to serve as a member leader in your section
5. Share your knowledge and experience with others
6. Present at ASQ meetings, workshops or conferences
7. Upgrade to Senior membership (if you meet the criteria)
8. Join ASQ Divisions and Committees
9. Pursue ASQ leadership and governance positions
10. Nominate others for awards and recognition

If you have questions about your membership, or about where to find quality resources on the ASQ website, contact any of our section's leadership team members, or email ASQ's [customer care group](#).

## Will You Pass the Grocery Store Test in 2023?

by Patrick Leddin

Years ago, a friend told me she wasn't one to burn bridges. If she ever bumps into a customer or colleague at the grocery store, she doesn't want them to try to avoid her.

I've tried to take her idea to heart. I envision a future day, 15 or 20 years down the road, when I'm pushing a cart down the cereal aisle, and I spot a former business acquaintance selecting a box of Cap'n Crunch from the shelf.

The person then sees me and, instead of spinning on her heels or simply giving me a head nod "hello," a smile appears on her face. She approaches my cart and engages me in a bit of small talk. I leave feeling better about myself, glad I took my friend's advice all those years earlier. Content that I hadn't burned a bridge.

I've learned that the difference between burning bridges and shutting doors involves more than just how nicely I deliver the 'no.' While burning bridges leaves relationships in tatters and opportunities destroyed, closing doors merely says, "I appreciate the opportunity, but the fit isn't great right now. But let's keep the conversation moving if possible."

The surprising thing is that although my mind shifted from burning bridges to shutting doors, I've realized that effectively closing a door involves a strong understanding of my priorities and the perspective of the person who offered the open door in the first place. If I want to maintain that relationship, I need to do more than say, "thanks but no thanks."

Saying 'no' to an opportunity brings baggage with it. The other person may be offended; no matter how gracious I am, they are still dealing with rejection. Processing rejection takes time, and I need to allow the person to do so. I may have said 'no,' but they still need their issues addressed.

One of the best ways to turn a potentially burned bridge into a nicely shut door is to help the other person find someone who can meet their needs. By doing so, we are holding it open for someone else instead of closing the door completely.

*Patrick Leddin, PhD, is a speaker, global leadership consultant, and a bestselling author of *The Five-Week Leadership Challenge*. He is an Associate Professor at Vanderbilt University with a thriving leadership blog and podcast, and 25+ years of leadership experience. Patrick offers an unparalleled mix of academic rigor and real-world experience. Check out his LeddinGroup [website](#).*

# Invitation from ASQ Palomar Section March 8, 2023 Virtual Meeting

**DATE:**

Wednesday,  
March 8, 2023

## Quality in Integrated Product Development using APQP

This is a virtual/Zoom  
meeting.

**Time:**

6:30 pm – 8:00 pm PST

(opens for networking at  
6:00 pm)

(check website to confirm times)

**Cost: Free for ASQ members  
and non-members**

Join Zoom Meeting:

<https://us06web.zoom.us/j/84021012798>

Meeting ID: 840 2101 2798

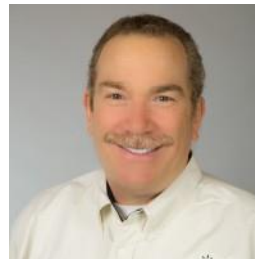
Any questions? Send an [email](#)

**Attendance at this meeting  
earns RUs toward ASQ  
recertification.**

NOTE: Be sure to enter your  
name and email address in the  
chat when you join the meeting  
to receive the RUs.

For more information about  
Palomar ASQ Section 708, click  
[here](#).

For more information about our  
local Columbia Basin ASQ  
section and future upcoming  
events: [www.asq614.org/](http://www.asq614.org/)



### Eliot Dratch Quality Practice Lead California Manufacturing Technology Consulting

Advanced product quality planning (APQP) is a process developed in the late 1980s by a commission of experts who gathered around the 'Big Three' of the U.S. automobile industry: Ford, GM, and Chrysler. Representatives from the three automotive original equipment manufacturers and the Automotive Division of the American Society for Quality Control (ASQC at the time) created the Supplier Quality Requirement Task Force to develop a common understanding on topics of mutual interest within the automotive industry.

This commission worked for five years to analyze the then-current automotive development and production status in the U.S., Europe, and especially in Japan, because they were so successful in the market. APQP then spread to the aerospace industry because it assures that the needs of the customer are clearly understood and translated into clear technical requirements.

Join us on March 8 to discuss APQP. This is a structured, stage-gate process aimed at ensuring customer satisfaction for new products being developed. Because it is a highly proactive product development process, it also ensures that companies fully integrate their design, development, and manufacturing processes from concept to product use, service, and customer feedback.

*About the speaker: Eliot Dratch is the Lead for CMTC's Quality Practice, specializing in quality, lean, and safety improvements for medical and aerospace companies. He applies 25 years of industrial manufacturing experience to add value to an organization's P&L. Eliot has deep technical experience in many sectors and with several manufacturing processes, including electronics, fiberglass, welding, metal stamping, painting, and chemical adhesives. He regularly assists companies with their continuous improvement and safety programs.*

*Over the last decade, Eliot has trained hundreds of employees from local companies for ASQ and is a co-author of the ASQ Certified Quality Manager Handbook. He is also an OSHA-certified safety trainer.*

# Invitation from ASQ Columbia Basin Section March 15, 2023 Virtual Meeting

**DATE:**

Wednesday,  
March 15, 2023

This is a virtual/online (MS Teams) meeting. Log-in information will be provided on the registration confirmation email.

**Time:**

6:00 pm – 7:30 pm PDT

Welcome & Introductions will begin at 6:00 pm, followed by the presentation and Q&A

**Cost: Free for ASQ members and non-members**

**To register for this online/virtual meeting, please RSVP with your name, email, ASQ affiliation (member and section, or non-member), to [Denise](#) by March 13 for planning purposes and to receive RU credit following the meeting.**

**Attendance at this meeting earns RUs toward ASQ recertification.**

For more information about our local Columbia Basin ASQ section and future upcoming events: [www.asq614.org/](http://www.asq614.org/)

## Transition to Advanced Clean Energy Generation Starts with Nuclear ...and Nuclear Starts with Quality



**Dave McCormack**  
CEO, Clean Energy Supplier Alliance

National attention to energy security, clean energy, and decarbonization of our economy is immense. The Pacific Northwest is already a national leader in clean energy through our existing all-of-the-above energy generation mix. We are now uniquely poised to extend this leadership through the addition of next generation nuclear technology as an essential part of our sustainable clean energy strategy.

Nuclear quality management expertise must be reestablished and strengthened for the U.S. nuclear supply chain industry to grow and diversify as next generation nuclear plants are developed, demonstrated, and deployed. Establishment and execution of nuclear quality assurance programs is essential to continue safe, reliable, and efficient utilization of nuclear energy.

The Clean Energy Supplier Alliance is an industry-led nonprofit with business and labor members collaborating to drive innovation and address supply chain challenges. To provide expertise, guidance, and resources for existing and aspiring suppliers, we propose to establish a Northwest Nuclear Quality Management Center of Excellence that provides:

- Community of practice for Nuclear Quality Professionals
- Leadership for innovation and updated implementation of NQA-1
- Resources for current and aspiring suppliers
- Mentoring for next generation workforce

Join us on March 15 to learn more about next generation nuclear technology, plans for a Northwest Nuclear Quality Management Center of Excellence, and what this can mean for all of us.

***About the speaker:** Dave McCormack is CEO of the Clean Energy Supplier Alliance (Alliance), a Tri-Cities based association of business and labor members working to establish the supply chain and workforce necessary for deployment of advanced nuclear clean energy generation. The Alliance was formed by the Tri Cities Local Business Association, where Dave served as executive director since 2019, in partnership with the Port of Benton. Dave has 45+ years technical, management and executive experience, with 30 years in the Tri Cities, developing business and providing services to government and commercial clients. Previously, as President of Dade Moeller & Associates, Dave provided executive leadership and direction for all aspects of the company's operations.*

## FREE RESOURCES EVERY MONTH FOR ASQ MEMBERS

Check out the free ASQ Member Gifts for the month of March!

There is a different quality focus/topic each month, and the gifts include a variety of valuable resources.

You can also earn Recertification Units (RUs) for watching ASQ webinars and videos, reading e-books, etc. Be sure to [access](#) this month's free gifts before March 31.



## ASQ CERTIFICATION EXAMS

Did you know that In 2022 five of ASQ's certification programs achieved ISO 17024 Accreditation through the ANSI National Accreditation Board (ANAB)? ANAB is the largest multi-disciplinary accreditation body in the western hemisphere, with more

than 2,500 organizations accredited in approximately 80 countries. Federal, state, and local authorities rely on ANAB accreditation to demonstrate value and assure competency for important public priorities.

ASQ Certifications are recognized as a mark of quality excellence in many industries. It is important to understand that certification is not a license or registration. It is peer recognition that an individual has demonstrated proficiency in, and comprehension of, a particular quality area at a specific point in time.

ASQ certification is awarded to those who meet the three criteria below:

- 1) Have a specified level of education and/or experience
- 2) Provide proof of professionalism
- 3) Pass a standardized exam in the certification area

Applications are now being accepted for ASQ Certification exams scheduled May 1-31, 2023. The application deadline is April 9 for the following certifications:

- CQT (Quality Technician)
- CQI (Quality Inspector)
- CRE (Reliability Engineer)
- CFSQA (Food Safety and Quality Auditor)
- CMDA (Medical Device Auditor)
- CMQ/OE (Manager of Quality/Organizational Excellence)
- CSSBB (Six Sigma Black Belt)
- CSSYB (Six Sigma Yellow Belt)
- CSQP (Supplier Quality Professional)

You can apply [online](#) or you can download an exam application for mailing or faxing. You will need your resumé and credit card to complete the application. For more details about ASQ certifications (there are 18 different certifications offered), click [here](#).

## ASQ TRAINING AND OTHER RESOURCES

Are you yearnin' for some learnin'? ASQ is here for you!

Several online courses are available, and members receive discounts on pricing. Here are just a few to consider:

**Specialized Credentials:** Learn about Risk Management or Lean and demonstrate your knowledge by passing an exam.

**Soft Skills:** Focus on essential leadership skills and other soft skills like communication, organization, and problem-solving.

**Six Sigma:** Learn at all Six Sigma levels and apply improvements to your industry, from complete beginner to advanced.

*"The beautiful thing about learning is nobody can take it away from you."* – B.B. King

## BECOME AN ASQ SENIOR MEMBER

Leadership and professional achievement do not go unnoticed by ASQ. Senior membership is for current Professional ASQ members who have demonstrated a long-term commitment to quality. As a Senior member, you'll have even more opportunities to expand your network, increase your knowledge and advance your quality expertise. ASQ Senior membership also rewards members with enhanced benefit selections.

You may apply for Senior membership status if you meet the following criteria:

1. Have 10 years of active professional experience. (Up to four years of this vocational requirement may be satisfied by graduation from an accredited college, university, or similar institution.)
2. Be an ASQ Professional member in good standing for at least one year prior to the date of application for advancement.
3. Have qualified in one of the following ways described below:
  - A. Conducting quality-related engineering, inspection or audit, or statistical work, or applying the methods and principles of quality on the job for at least two (2) years
  - B. Teaching quality or related arts or sciences at an accredited institution for at least two (2) years
  - C. Being a Senior member or comparable grade in an American Society of Association Executives' list of recognized organizations
  - D. Currently holding an ASQ certification that requires recertification.

**Benefits:** A choice of either an ASQ journal or an additional section membership is included with Senior member dues.

If you meet the criteria noted above, you can [upgrade](#) to Senior membership right now.

## SCOPE CREEP IN THE ENGINEERING CONSTRUCTION INDUSTRY

### PMI-CRB Hybrid Meeting

March 7 from 5:30 pm to 7:30 pm PST

The March meeting of the local Project Management Institute (PMI) chapter features Dr. Melissa Slater. She will share information about scope creep in the engineering construction industry. For more about the meeting and to register, click [here](#).

This is a hybrid meeting, with options for either virtual (no charge) or in-person attendance (\$30).

## FACT-CHECKING JOURNALISM AND FACT CHECKING TO IMPROVE INFORMATION QUALITY

### ASQ Government Division Virtual Webinar

March 8 from 9:00 am to 10:00 am PST

Would you like to gain insight to the world of journalism and learn some of the methods used to combat misinformation?

This webinar features Angie Drobnic Holan, PolitiFact editor-in-chief, who will talk about fact-checking journalism as an antidote to misinformation and conspiracy theories. She will give an overview of the latest work of fact-checkers in the United States and around the world and how fact-checkers use evidence gathering techniques to debunk false information. Angie will also discuss strategies for non-journalists to support more accurate and informative communications.

There is no charge for this webinar. Click [here](#) to register.

## BUILDING HIGHLY EFFECTIVE COMMUNICATION PROGRAMS THROUGH AUDITS

### PRSA Mid-Columbia Webinar

March 16 from 12 noon to 1:00 pm PDT

Are your communication efforts meeting the needs of your stakeholders? Is there alignment between current efforts and your organization's goals?

Whether you have previously conducted a communications audit, or if you are looking to implement a strategic, data-driven initiative, this live webinar hosted by the Mid-Columbia Chapter of the Public Relations Society of America (PRSA), may be of interest. You will learn new ideas and processes to implement right away, including how and why to use focus groups, analytics, and more.

Cost is \$10 for non-PRSA members. Click [here](#) for more information and to register.

## ONE BILLION NEW MACHINES, THE INFLATION REDUCTION ACT, AND FIVE TEAMS TO FIGHT CLIMATE CHANGE

### Delaware ASQ Virtual Webinar

March 16 from 3:30 pm to 5:00 pm PDT

We have the technology to slow climate change, such as wind turbines, solar panels, smart grids, heat pumps, and electric vehicles. But the transition from fossil fuels to renewable energy will require us to build one billion new machines. We would have to replace everyone's home gas (methane) furnace with an electric heat pump, replace all gas guzzler cars with electric vehicles, and replace other climate-killing machines with green machines.

Presenter David M. Saunders will describe how the Inflation Reduction Act (IRA) of 2022 will force this transition and the implications for various industries. There will also be discussion about five teams to fight climate change in your organization.

There is no charge for this webinar. For more information and to register, click [here](#).

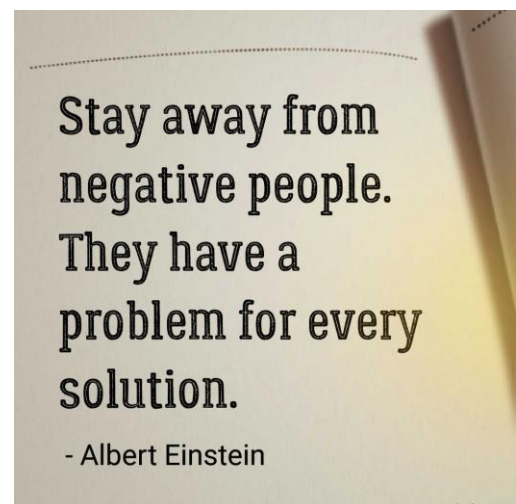
## BUILDING BRIDGES – NETWORKING EVENT

March 16 from 5:30 pm to 7:30 pm PDT in Benton City

The Three Rivers Alliance of Chambers is hosting a networking event at Blankslate in Benton City on March 16. This is part of a community effort by the Benton City, West Richland, Pasco, and Tri-Cities Hispanic Chambers of Commerce. The event is open to everyone, and it is a great way to meet and make connections with other professionals in the area.

There is no charge to participate. Bring your business card. Bring a friend. Complimentary refreshments and appetizers will be provided. For more information and to RSVP, click [here](#) or check the Benton City Chamber [website](#).

## QUOTE OF THE MONTH



## APPLYING INTENTIONAL CREATIVITY TO QUALITY MANAGEMENT

### ASQ Montreal Virtual Meeting

March 22 from 3:30 pm to 6:00 pm PDT

When we think of quality management, we often think about compliance with standards. W. Edwards Deming said, "The most valuable 'currency' of any organization is the initiative and creativity of its members. Every leader has the solemn moral responsibility to develop these to the maximum in all his people."

Without creativity, there can be no continuous improvement. We need to intentionally find ways to think differently, change our mindset, or tap into our innate creativity. At the same time, we can learn to enable creativity in others.

In this workshop, speaker Ruth Stanley will discuss quality tools and how they can be used for creative insights. There will also be time for exercises to help you practice ways of thinking differently.

To register for this free event, click [here](#).

## ASK THE EXPERTS: "KEY PERFORMANCE INDICATORS – EXPECTATIONS FOR TEAM ACCOUNTABILITY"

Free Hybrid Workshop March 28  
from 3:00 pm to 4:30 pm PDT

Ask the Experts is a series of monthly workshops aimed at providing insights on crucial business topics. Thanks to the generosity of STCU (a not-for-profit financial cooperative), the programs are free of charge to the entire Tri-Cities business community.

Each session features two to three local professionals who have demonstrated expertise in the featured monthly topic and are willing to share what they have learned, as well as answer questions from participants.

Ask the Experts is offered in hybrid format on the fourth Tuesday of each month from 3:00 pm to 4:30 p.m.: in-person at the Bechtel Board Room at the Tri-City Regional Chamber of Commerce building (with light refreshments), as well as live on Zoom. The sessions are also recorded for later viewing on YouTube. Questions will be fielded and served up to the experts by Paul Casey of Growing Forward Services, who facilitates the sessions.

The March 28 workshop features Erich Bolz, Vice President of Research and District Engagement at the Center for Educational Effectiveness, and Tim Walther, Principal Chair of C12. This session will cover:

- Tracking the right key performance indicators (KPIs)
- Leading or lagging indicators
- Do your KPIs lead to action?
- The dangers of unintended consequences
- Building clarity and accountability with your team

For more information and to register, click [here](#).

## RELATIONSHIPS: VALUABLE ACCOMPLISHMENTS

### Free HRDQ-U Webinar

March 29 from 11:00 am to 12 noon PDT

This webinar, with presenter Dr. Carl Binder, is based on a group exercise conducted at HRDQ's 10<sup>th</sup> annual Performance Thinking Summer Institute.

He will share information about the models and logic of Performance Thinking to human relationships. Participants will identify some of their important relationships; note which are particularly good, and which can be improved; decide what makes them valuable; and consider actions that can be taken to improve them.

For more information and to register, click [here](#).

## FASHION WITH COMPASSION – APRIL 1

### Fundraiser for Domestic Violence Services of Benton & Franklin Counties

The National Coalition Against Domestic Violence reports that one in four women will be a domestic abuse victim of some sort, and that one in nine men will also be a victim of domestic violence. For many women, men, and children in the Tri-Cities area, escape from these dangerous situations is unattainable without the help of crucial community programs and support.

Leadership Tri-Cities (LTC) Class XXVI is joining with Domestic Violence Services of Benton & Franklin Counties (DVSBF) to help launch their new thrift store. It will provide clothing, household goods, jobs, and job training for clients re-starting their lives after escaping domestic violence.

To raise funds for this project as well as general awareness about the store, they are hosting Fashion with Compassion, an evening at the Uptown Theatre in Richland on April 1. There will be a world class social hour with a silent auction and heavy hors d'oeuvres, followed by a full-length fashion show featuring local leaders and local survivors as well as clothing primarily sourced from the store.

Tickets are available now: \$125 for VIP or \$75 for general admission. Click [here](#) for more information.



## ATTENTION STUDENTS: APPLY FOR A TRI-CITIES DIVERSITY & INCLUSION COUNCIL SCHOLARSHIP!

Applications due April 15

Tri Cities Diversity and Inclusion Council is dedicated to fostering a unified community, embracing cultures, and celebrating diversity through education, advocacy; and the promotion of cultural competence and compassion. The Council is a 501c3 nonprofit organization.

The Council will be awarding four scholarships (\$2000+ each) to students this year. To be considered, students must be a high school, college, or trade school student with a GPA of 2.0 or higher.

Click [here](#) for more information and the application process. Applications must be received by April 15.

## ASQ WORLD CONFERENCE ON QUALITY & IMPROVEMENT

May 7 – 10 in Philadelphia

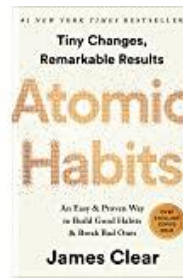
This is ASQ's big conference of the year! You can still get a discount on the registration fee if you sign up by March 21.

Learn new skills. Refresh current skills. Share ideas. Make connections. Celebrate what makes the quality industry great. For more information about the conference, and to register, click [here](#).

Your 2023 WCQI registration provides live, in-person access to:

- 3 keynotes, 60 concurrent sessions, and 6 workshops
- ASQ's Annual Meeting
- 2 networking receptions and 2 lunches
- Dedicated networking and product discovery in the Exhibit Hall
- Online access to concurrent session recordings for 45 days post-event
- 2.5 RUs

ASQ is also offering several public, face-to-face [training courses](#) in Philadelphia prior to the official start of the conference.



## ATOMIC HABITS: AN EASY & PROVEN WAY TO BUILD GOOD HABITS & BREAK BAD ONES

Book by James Clear

*"Success is the product of daily habits – not once-in-a-lifetime transformations."*

*"There is a version of every habit that can bring you joy and satisfaction. Find it."*

It's a new year, and many of us may be thinking about – and trying to achieve - some new goals. (Let's not call them resolutions, okay?)

If you are having trouble changing your habits, the problem most likely isn't you. The problem is your system. Bad habits repeat themselves again and again, not because you don't want to change, but because you have the wrong system for change. You do not rise to the level of your goals. You fall to the level of your systems.

In *Atomic Habits* you will find a proven system that can take you to new heights. Learn how to:

- make time for new habits (even when life gets crazy)
- overcome a lack of motivation and willpower
- design your environment to make success easier
- get back on track when you fall off course

Cost for the 320-page book is \$14.11. Click [here](#) for more information, and to listen to a sample of the audio edition. A companion Workbook is also available, with questions and exercises to help individuals learn more about themselves as they set goals and work to achieve them.

*James Clear is a writer and speaker focused on habits, decision making, and continuous improvement. He is a regular speaker at Fortune 500 companies and his work has been featured in Time magazine, the New York Times, and the Wall Street Journal.*

Has your email address changed? Help us keep you informed of Columbia Basin ASQ events and information by updating your contact information and email preferences at <http://www.asq.org/>. Log in and click "My Account" to update your membership record. You can add or make email, address, and phone changes in the "Contact" tab, and then click on the "email preferences" tab to be sure you are subscribed to receive future Section communications.

## MAKING MISTAKES AND “FAILING” IS A GOOD THING

by **Andreas von der Heydt**

Making mistakes and “failing” is a good thing. That’s how we learn and progress. Not from textbooks or hearsay. It takes the right mindset and company culture though:

As Arianna Huffington has said, *“We need to accept that we won’t always make the right decisions, that we’ll screw up royally sometimes - understanding that failure is not the opposite of success, it’s part of success.”*

That’s how we embrace failure!

On the other side, there exists in many companies a “blame culture” where mistakes and failure are not allowed. Worse, they’re usually hidden. The fear to be punished makes managers and employees wish for an easier life, a better position where they’ll be less at risk, for less effort. The mantra is, “In case of a failure just blame others instead of trying to help fix things.” As a result, either the initiative dies of lack of momentum, or managers/teams enter into the political game. Unfortunately, being a politician means that they become pretty much useless to organizations that want to perform and succeed.

Then there are leading organizations that consider failures and mistakes as learning opportunities, as a chance to evolve more quickly and in a more innovative way. They encourage failure, rely on thinking outside the box, and allow employees to make mistakes and see what happens. Learning and adapting is the preached mantra. Most importantly, they not only talk about the culture of failure, but they put it every day into practice by creating the right environment, leadership, and systems.

They celebrate contributors who are quick to identify and correct issues because they know that identifying problems helps the business succeed faster. In addition, and that’s a major differentiator to “blame” organizations, they have created processes to follow through in a systematic manner once failures are identified.

A final powerful reminder of thought leader Tom Krause: “There are no failures—just experiences and your reactions to them.”

*Andreas von der Heydt is a business and people leader, providing consulting and coaching to individuals and teams around the world. He is a member of Tchibo’s Executive Board in charge of marketing, online and the company’s international business. Previously, he led high-level teams at Chewy, Amazon, and L’Oréal. Check his website [here](#).*

2023 COLUMBIA BASIN ASQ LEADERSHIP TEAM January 1 - December 31, 2023	
<b>Section Chair</b>	Denise Clements
<b>Secretary</b>	Marcus Aranda
<b>Treasurer</b>	Robert Boykin
<b>Membership Chair</b>	Eric Clements
<b>Nominations Chair</b>	Jo Haberstock
<b>Newsletter Editor</b>	Robert Boykin
<b>Programs Chair</b>	Eric Clements
<b>Publicity Chair</b>	Jo Haberstock
<b>Webmaster</b>	Steve Prevette
<b>Voice of the Customer Chair</b>	Vacant
<b>Social Media Chair</b>	Vacant

### Publication Information

This newsletter is published on a regular basis to inform members and potential members about Columbia Basin ASQ activities and other news/information that may be of value to quality professionals. To be considered for the next newsletter, input must be received by the 28th of the month.

