

July 3, 2013

To whom it may concern;

Gary J. Palmer has made significant contributions to the Supply Chain Management (SCM) Department of the Regional Municipality of Wood Buffalo. Gary's role evolved from initially providing a consulting role as the municipality prepared for a re-implementation of SAP software to the Director-level role responsible for all aspects of departmental operations.

Gary served as a change agent addressing the changes necessary for the department to better support the complexities of supply chain activities in a growing organization. In addition to providing valuable SAP insight, policies, procedures and metrics were all contributions that Gary made in a very short period of time. Gary re-branded the Procurement Services Department to become Supply Chain Management to better represent the contributions of the department.

Gary lead significant change and I can confidently state that his contributions have been invaluable. The reputation and support for the Supply Chain Management Department have been heightened, setting the stage for his incumbent to begin maintaining and enhancing the base that Gary's leadership created.

Gary excels as a change agent and exhibited the qualities necessary such as:

- Possessing a clear vision for the SCM Department
- Persistence in communicating required change
- Asking the difficult questions
- Being knowledgeable in his field

I wish Gary success in all his future endeavors.



Elsie Hutton, CMA  
Chief Financial Officer