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Project Management Institute  
San Francisco Bay Area Chapter

# Annual Report 2009



Website: [www.pmi-sfbac.org](http://www.pmi-sfbac.org)

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## President's Message

2009 was a remarkable year for the Chapter on so very many different levels. We made tremendous strides along the path of our Strategic Plan, with a host of volunteers stepping up to assist the leadership with bringing new and more robust opportunities to you, our members. The Chapter has been fiscally sound for a number of years, allowing the Board of Directors to turn its attention to growing the volunteer base and educating these volunteers on best practices associated with managing a volunteer-based professional non-profit organization. We have also made strides making your Board more strategic and innovative in nature, as opposed to focusing on more tactical and operational issues, leaving those activities to the deputies and directors of the Chapter.

I am particularly pleased with the inroads we have made with other organizations, presenting on project management topics before a number of entities, including the Department of Veteran Affairs and Mills College. We have also crafted processes, policies, and procedures for a large number of Chapter operations, to better assist with tracking and monitoring, transition activities, and trend analyses. After all, we are an organization dedicated to advancing the art and science of project management and we know the value of doing things correctly. It serves the Board's needs as much as it serves yours as we strive to make your experience with the Chapter a world-class one.

We have also made tremendous advances in providing more robust offerings to you, our members, including advancing not just career and personal professional development opportunities but also job seeking and support options, including our first ever Career Fair where we brought recruiters with real-time project management openings in front of those Chapter members actively seeking new engagements. Further, we have put into place a robust set of social media tools for our members to leverage in networking, keeping abreast of Chapter activities, and answering questions they may have.

This past year we have put into place a few new things that will serve to benefit you:

- A. We crafted a portfolio of all operational and strategic projects and activities that will allow the Board of Directors to manage itself in a significantly improved fashion by having a very clear understanding of what is on the planning horizon.
- B. We drafted a volunteer structure that helps with transition and redundancy planning and associated learning opportunities with that structure that serves to both underpin a volunteer "career path" as well as ensure the volunteers are being properly supported and trained for the intense activities for which they are responsible.
- C. We developed metrics through which we can establish success measures for the Chapter's goals and functions and to provide a mechanism through which we can track trends and adjust our course as appropriate.
- D. We formed a nominations committee to ensure that the highest caliber of prospective candidates was brought before you for consideration in the annual elections process.
- E. We succeeded in changing the bylaws through a formal process of legal review, PMI Global Operations Center vetting, and a vote by the members. The bylaws adjustment resolved a number of minor issues that have been outstanding for a year or two and also allows the Advisory Committee to be composed of non-Chapter members that will allow us to gain unique insights into the governance of a professional non-profit regionally-oriented organization and help us better identify market trends and needs that affect the project management community in the Bay Area.



The 2010/2011 Board of Directors has been provided with a robust tool set and extensive training to ensure that we continue to provide you with more and increasingly better opportunities as we continue to serve you, our constituency. I look forward to continuing to work with the Board in the capacity of Past President and want to sincerely thank every volunteer who has worked so very hard to ensure that we consistently provide you with a quality Chapter experience.

Sincerely,

**Tony Appleby, PMP, SCPM**  
**President**



# 1 Portfolio Reports

## 1.1 Past President's Report

A period of reflection is always good for an organization or as an individual. The annual report is a great moment for the chapter to look back and see what has been achieved in the past year. This past year we have implemented a few new items that will serve to benefit you:

- A. We crafted a portfolio of all operational and strategic projects and activities that will allow the Board of Directors to focus its resources (financial and volunteers) more effectively and to better understanding of what is on the planning horizon. This is in line with our objective to run the chapter more like a business.
- B. We drafted a new volunteer structure that improved our ability to plan transitions and implement redundancy. Integrated in the new structure are also learning opportunities this supports a volunteer "career path" as well as ensures the volunteers are properly supported and trained for the intense activities for which they are responsible.
- C. We developed metrics through which we can establish success measures for the Chapter's goals and functions and to provide a mechanism through which we can track trends and adjust our course as appropriate.
- D. We transformed the nominations committee and implemented an objective evaluation process to ensure that the highest caliber of prospective candidates will be on the nomination slate for you to choose from in the annual elections process.
- E. We succeeded in changing the bylaws through a formal process of legal review, PMI Global Operations Center vetting, and a vote by the members. The bylaws adjustment resolved a number of minor issues that have been outstanding for a year or two and also allows the Advisory Committee to be composed of non-Chapter members that will allow us to gain unique insights into the governance of a professional non-profit regionally-oriented organization and help us better identify market trends and needs that affect the project management community in the Bay Area.

It has been an honor serving the Chapter these past several years and I am pleased to advise you that I will continue to volunteer with PMI at the global level as an advisor with the Leadership Institute Advisory Group which assists with the oversight and needs management of our volunteer leadership community including the yearly volunteer leadership meetings that proceed the PMI Congress.

As always, the chapter loves your input, advice, and ideas! In addition, there are many fun and challenging volunteer positions available, please reach out to Tony at [pastpresident@pmi-sfbac.org](mailto:pastpresident@pmi-sfbac.org) if you are interested.

See you at one of the events!!



**Nathalie Udo, PMP**  
**Past President**

## 1.2 Secretarial Report

### Operations Manual

Several years ago the Chapter had a comprehensive Operations Manual. At some point, however, it had been disassembled and several sections were removed from the online records. In 2008 an effort was made to determine which components should be reassembled to create a single, easy-to-use manual for future Boards of Directors and supporting volunteers. A comprehensive Operations Manual template was produced by the regional mentor mid-year with assistance from the Secretary, one of the Chapter's past presidents currently serving on with our advisory group, and input from other Chapters. Using this additional resource, work began on the Chapter's new manual which is currently scheduled for completion in 2009.

### Board Minutes

Board meeting minutes were expanded this year to accommodate all Board level decisions and votes. Additionally, individual deliverables and assigned tasks were added and tracked throughout the year. All Board minutes have been maintained for use by future Boards in the event they need to examine earlier decisions and discussion records. To assist with maintaining the minutes, as well as some of the other routine administrative needs of the Board, the Board voted to hire a paid administrative assistant. Copies of the 2008 meeting minutes are available on the Chapter web site.

### Annual Banking Authorizations

As the Board of Directors change at the end of the year, the Chapter's banking records need to be updated with a new set of officers who are assigned to our checking accounts. The 2009 Board changes have been officially communicated to the bank.

I am pleased to be handing over the 2010/2011 Board Secretary responsibilities to Natalia Boyadjiev, the incoming Vice President of Operations which position serves as the Board Secretary.

### Dhiraj Dogra, PMP Secretary



## 1.3 Professional Development Report

In 2008, we continued to provide you with inspiring and informative programs. Excellent speakers from various areas of project management and different industries shared their knowledge and skills.

### Monthly Recurring Meetings

#### Dinner Meetings

The monthly dinner topics include a number of different industries including the film, IT and the Space industries as well as a number of Project Management areas such as Sponsorship, Leadership, Capability Maturity Model Integration (CMMI), Communications, and Accountability.

One of this year's highlights was Captain Daniel Bursch's presentation regarding his experiences on the International Space Station with a team that consisted of members from the US, Canada, and Russia. Captain Daniel shared with 150 attendees his teams' challenges and achievements related to meshing together cultures, standards, and equipment requirements before, during, and after the mission.

Date	Location	Title	Speaker	PDU
Jan 16	San Francisco	<i>PMI Specific Interest Groups (SIGs) and Local Education Providers Night</i>	SIGs & University Representatives	1
Feb 21	Walnut Creek	<i>Managing Project Sponsorship</i>	Randy Englund, NPDP, CBM	1
Mar 14	San Francisco	<i>PMI-SFBAC Examines the Film Industry</i>	Dov S-S Simens	1
Apr 17	Emeryville	<i>From Idea to a Final Product: A Simple Approach to Project Management</i>	Richard Hemingway	1
May 21	San Francisco	<i>Building IT &amp; Business Partnerships ... through effective Portfolio Management</i>	Jason Price	
June 13	San Francisco	<i>Giants vs. A's Baseball Game (Battle of the Bay)</i>		0
July 29	Burlingame	<i>Joint meeting with Silicon Valley Chapter Emotional, Cultural and Working environments in the International Space Station and Technology Leadership for Non- Technical Leaders</i>	Captain Daniel Bursch and Anoop Grover	2
Aug 20	San Francisco	<i>Leveraging CMMI to Implement Earned Value Management (EVM)</i>	Joan M. Ugljesa	1
Oct 22	San Francisco	<i>ProjectPRO Process PMI Presentation</i>	Peter Lenn	1
Nov 20	Walnut Creek	<i>A Modest PMBOK® Proposal: Project Blame Management</i>	Payson Hall	1
Dec 10	San Francisco	<i>Holiday Celebration / Volunteer Recognition</i>		0

#### Breakfast Roundtables

Breakfast Roundtables are informal monthly gatherings of 10 to 15 project managers to facilitate discussion of current professionally relevant topics. These meetings also provide members an additional way to participate and gain benefit from their membership. We continued to hold monthly breakfast roundtables in six different locations throughout the Bay Area *each month* for our members' benefit.

## Professional Development Events

Continuing our efforts to promote Project Management and increase our membership skill levels, the chapter offered a balanced portfolio of Professional Development events. The events were in three main categories: 1) in-person - chapter organized events and co-sponsored events; 2) online - webinars [many free for members]; and 3) Symposiums and Conferences. These events are geared towards enabling every member to participate based on their needs, interests, time, and budget.

### Chapter-Organized Events

Date	Location	Title	Speaker	PDU
May 9	San Francisco	<i>No-Nonsense Advice for Successful Projects</i>	Neal Whitten, PMP	7
June 6	San Francisco	<i>Leadership thru Effective Relationships (SDI)</i>	Aileen Ellis, PMP, PgMP	7
Oct 10	San Francisco	<i>Career Development Series - Crafting a Resume</i>	Janet Morimoto	0
Oct 17	San Francisco	<i>Career Development Series - Setting up Network Meetings</i>	Janet Morimoto	0

### Co-Sponsored Events

Date	Location	Title	Speaker	PDU
Feb 13 - 14	San Francisco	<i>Establishing a Project Management Foundation using Microsoft Office Project 2007</i>	Dale Howard, MVP	14
Mar 18 - 21	San Francisco	<i>Certified in Risk Management</i>	Dr. Johnathan Mun	30
Mar 24 - 25	San Francisco	<i>Writing and Managing Requirements Documents</i>	IIL	14
Apr 4	Alamo	<i>A Tool belt for Requirements Capture</i>	Greg Githens	8
Apr 5	San Francisco	<i>Panel of Bay Area PM Experts in a Project Management Community Building Event</i>	USF	0
Apr 24	San Francisco	<i>Microsoft Office Project &amp; SharePoint - Learning Series</i>	Microsoft	0
May 7	San Francisco	<i>Better Together: Get More Work Done Today with Microsoft Office Project 2007 and Microsoft SharePoint 2007</i>	Microsoft	0
Jul 10 - 11	San Francisco	<i>Leading &amp; Implementing Change Without Pain</i>	Mr. Eric Abrahamson	14
Jul 25	San Francisco	<i>Project Management Professional Development Seminar</i>	Keller Graduate School of Mgmt	1
Aug 14	Alamo	<i>Earned Value Seminar</i>	Lee R. Lambert, PMP	8
Sep 3 - 4	Palo Alto	<i>PMI NorCal Symposium 2008</i>	Various	14
Sep 29 - Oct 28	Millbrae	<i>Brainstorm San Francisco</i>	Various	Up to 30
Oct 13 - 16	Palo Alto	<i>Project Summit &amp; Business Analyst World</i>	Various	Up to 25
Nov 13	Alamo	<i>Conflict Resolution for PMs: Resolve Your Conflicts without Waiting for a Mediator</i>	Lee R. Lambert, PMP	8

### Webinars

Date	Title	Speaker	PDU
Feb 7	<i>A Mental Map of Work States</i>	Saul H. Ackovitz	1
Apr 10	<i>How to Influence the Influencers: Executive Support for Your Portfolio Management Effort</i>	Samantha Dunbar	1
Jun 12	<i>Managing the Gray Areas, Leading with Humanity</i>	Jerry Manas	1
Aug 14	<i>The Project Charter: Selling Your Project</i>	Dr. Alex S. Brown	1

### Certification Classes

As a service to our membership and as a core mission of our chapter to promote Project Management, we organized several PMP Certification Prep courses throughout the year. The participation was enthusiastic and the pass rate was extremely high. As a result we welcomed many new PMPs to our chapter and profession.

Date	Location	Title	Organization
Jan 18 - 20	San Francisco	<i>PMP Certification Exam Preparation Course</i>	Pervasive Learning Solutions
Oct 10 - 12	San Francisco	<i>PMP Certification Exam Preparation Course</i>	Pervasive Learning Solutions

I am indebted to the Professional Development Committee (Sonja Stewart, Cindy Muscio, Kathy Watson, Blake Denison, Candace O'Bryan, Parvinder Thapar, Paulo Bernardino, and many others who helped them) for the smooth running of all the events. My thanks to them for all the preparation and execution they did prior to, during, and after each event.

### **Cindy Muscio, PMP VP of Professional Development**





## 1.4 Community Relations

Community Relations grew to an eight member volunteer team that took on new initiatives that expanded our outreach and brand recognition beyond the Chapter and within PMI starting in April 2009. Coming off of the 35<sup>th</sup> Anniversary Celebration in March we had core members that transferred their energy and Lessons Learned directly onto the Region 7 Project Committee hosting a full weekend of activities and knowledge sharing with seventeen chapters.

### Sponsors

Relationships with external partners started to flourish through months of careful and personal cultivation. A never before offering was realized through Elaine Law's introduction of annual sponsorships from UC Berkeley Extension and cPrime that will be realized in 2010 and beyond. These are uniquely customized to the exact type of advertisement and promotion desired by each organization from media placement at Dinner Meetings, Special Events, Newsletters, Web site and even Social Media. She also worked with Management Concepts in developing individual marketing campaigns and was instrumental in acquiring four sponsors for the July, joint Silicon Valley Chapter. Through our team's network of professional contacts we were able to secure noted speakers and trainers such as Frank Saladis who conducted seminars in addition to sharing his presentations.

### Partnerships

Bill Dominguez had envisioned a collaborative partnership with the Bay Area Agile Project Leadership Network (BayAPLN) for many years. He tested the waters with a World Café that sold out and expanded that with Dinner Meeting sponsorships and presentations with Chris Sims of Agile Learning Labs. Ainsley Nies, of PMI Agile Community of Practice and Chris facilitated another sold out Agile Open Space event in February 2010. The Agile community has further expanded as BayAPLN members Pat Reed and Ainsley have entered into an educational delivery agreement with UC Berkeley Extension brought together by the PMI SFBAC. Ainsley is developing an Agile Project Management program and Pat is designing Agile Management and Leadership, Innovation and Lean Management programs.

### Outreach

Multiple project management presentations were requested and delivered by the SFBAC Community Relations to such companies as Clorox, Robert Half International, Thoratec and the Port Of Oakland. The Orange County Chapter also benefitted from a session on Board Succession Planning as delivered by Kimi Ziemski. This was based on a team presentation first introduced to the component leaders at the November 2009, Leadership Institute Meeting in Orlando by Kimi, Bill and Ray. As mementos of the occasion highly sought after SFBAC lapel pins produced by Community Relations were eagerly traded by the event attendees. Direct contacts were made with PMI CEO, Greg Ballestrero and Global Congress decision makers to put San Francisco as a candidate for the upcoming North American host city in the 2012 time frame.

### Community

With a reserve of funds in 2009 the Board voted to make charitable donations to seven deserving organizations which included five locally and two affiliated with PMI services. In the SF Bay area we made a difference to the communities served by the American Red Cross, Habitat for Humanity, HandsOn Bay Area, Philanthropic Ventures and Taproot Foundation. We continue to work with these agencies to further provide support with our members being placed as volunteers, consultants, and instructors. The PMI organizations that donations went to are the Educational Foundation and Members Disaster Relief. An article was published to tell about this story in the February 2010 issue of PMI Today reaching a global reader population of over 300,000.

### Career Fair

Another ground-breaking event that raised the bar on member value was the joint Professional Development and Community Relations, San Francisco Career Fair event held in December 2009. Over



100 members attended and were interviewed by 14 different recruitment, corporate, government and international agencies. Resume critiques in addition to face-to-face discussions occurred by employers and their representatives with real jobs. The interviewers commented on the unusually high caliber of qualified talent that night. Another similar event is being planned for our East Bay members in May 2010.

### **Opportunities**

The Community Relations Team is extremely excited at all the new opportunities and potential that the coming twelve months holds for all of us. Additional volunteer leaders have joined the team bringing their talents of VIP Concierge, Public Relations, Marcom, Event Planning, Customer Relationship Management and Telemarketing. One of the more innovative programs you'll be hearing about shortly is our initiative on becoming the first PMI "Green and Sustainable" Chapter. Let's bring back the fun and involvement of project management by becoming an active participant instead of standing on the sidelines as an observer. Contact [communityrelations@pmi-sfbac.org](mailto:communityrelations@pmi-sfbac.org) to get you started and engaged..

### **Ray Ju, PMP Vice President of Community Relations**





## 1.5 Communications Report

Over the course of the year, there were eleven (11) volunteers participating on the communications committee. There were two new teams formed: Social Media and Google Analytics. Previously there were only two different groups in the communications team: Newsletters and Web Site / Email.

### Newsletter

There were ten (10) issues of the newsletter that were distributed in 2009 via email in PDF format and stored on the website as an archive accessible to the Chapter's members.

### Website

The website continues to be maintained in a distributed fashion, with each functional area editing pages and managing site capabilities such as online payments and program and event management. Much of the work was done by a paid webmaster that is part of the staff.

We have added new sections to the Chapter's website: the PMI LIG (Local Interest Group), the Sister Chapter Initiative, HandsOn Bay Area, Taproot Foundation, and Press Releases. An initiative to put all volunteers' names and bios on the website has been started and is in progress. We have also added site search functionality to the website home page and have improved the website search engine optimization by enabling all pages titles to be shown in the browser.

We have started a comprehensive website redesign project that is planned to be completed in the summer of 2010.

### Broadcast Email

We send approximately six broadcast emails per month to Chapter members, communicating program events, dinner meetings, breakfast roundtables, webinars, notices regarding Chapter elections, survey requests, and other items of professional interest to our members. All e-mails were sent according to an established schedule.

### Non-Member Email List

The Chapter also maintains a non-member email list that is intended primarily for people that are not Chapter members but have an interest in receiving email information regarding events that the Chapter hosts or promotes, such as dinner meetings and professional development activities. The monthly event e-mail is distributed to this list.

Individuals may request to be added/removed to/from this list either automatically via our website or manually via an email request to [communications@pmi-sfbac.org](mailto:communications@pmi-sfbac.org).

### Social Media

In response to the latest trends in communications and e-marketing, the Social Media function was added to the Communications Committee. The Chapter presence was established on three social media channels: LinkedIn, Twitter, and Facebook, and the links to these channels were added to the Chapter website home page. The LinkedIn group is available only to current Chapters members. All Chapters events and announcements were communicated by these channels. A dedicated e-mail explaining the initiative was also sent to the members. We have created a strategy for the Chapter leadership to become more actively involved in this new method of communication. Posting of announcements, initiating discussions, and similar content creation is conducted by multiple volunteers and is managed by the Social Media group.

### Adwords Campaign

We have introduced a new way of advertising the Chapter's events by using the Google tool Adwords. The pilot implementation was very successful and in combination with other advertising means assisted

with making the pilot event sold out. The board has agreed that this tool will be used for future advertising opportunities as appropriate.

### **Quality Assurance**

To improve the quality of the website and the creation of e-mail blasts, a new function within the team was created, that of Managers of Quality Assurance. The goal is to have the group manage all quality related issues.

### **Google Analytics**

To better understand the Chapter's website audience and its behavior, the Google Analytics tool was introduced to the website. To learn how to use the tool and manage reports, a new function was created, that of Google Analytics Manager. Monthly reports were produced and stored on the Chapter's collaborative site Basecamp.

### **Internal Volunteers Communications and Collaboration**

A new web-based project management and collaboration tool for the internal volunteer's communications and collaborations were introduced to the Chapter: Basecamp. The tool contains multiple functionalities, including to-do lists, file management, messaging, scheduling, and milestones. It was tested as a pilot implementation by the Communications Committee and rolled out to the rest of the teams. The strategy for the tool use is that of collaborative development. We have provided training to the President and a group of volunteer administrators. Additional training is planned.

### **Chapter History Blog**

The Chapter history blog was started to capture the past 35 years of our Chapter's activities and events. Postings to the blog are periodic and initially based on materials provided by Marjorie L. Dean, PMI-SFBAC President in 2000. The goal is to recover missing information from members by letting them to comment on the blogs postings and ensure the rich history of the Chapter is retained.

### **Membership Survey**

The Communications Committee had a significantly large section in the yearly membership survey with questions regarding the website, email blasts, and newsletters. Feedback from the survey were analyzed and incorporated into the strategy for the website and newsletters redesign.

## **Natalia Boyadjiev Director of Communications**



## 1.6 Membership Report

The year saw a continued drop in Chapter membership growth. The Chapter decreased from 2,536 members at the end of 2008 to 2,431 at the end of 2009. This 4.2 percent decrease moved us from the thirteenth largest PMI Chapter in the world to the eighteenth largest Chapter globally. Nearly two-thirds of our Chapter membership had earned a PMI credential designation at the end of 2009, up nearly eight percentile points from the previous year.

The drop in membership growth, which had steadily been rising for quite some time, may be in large part due to economic constraints. An annual membership survey was put before the Chapter's members at the end of the year and the results validated that those with PMPs were holding onto their jobs longer than those without jobs. This might explain the growth of PMPs as a percentage of the population as a whole.

### Chapter Membership Overview

Year	Year-end Members	New Members	Attrition	Certified	Percent Change
2009	2,431	783	1095	1,572 <sup>1</sup>	-4.2%
2008	2,536	852	1,123	1,489	-2.8%
2007	2,610	1,018	847	1,398	6.9%
2006	2,441	1,057	823	1,237	10.2%
2005	2,216	1,053	573	1,036	30.2%
2004	1,702	741	381	615	23.2%

<sup>1</sup> In 2009 we recognize 28 CAPMs, 7 PgMPs, and 3 PMI-SPs. Prior year numbers are PMPs only.

As a result of the economic climate, the Membership team undertook the first Membership Orientation Meeting at the end of 2008 in response to numerous enquiries received in a variety of formats as to the benefits of being a Chapter member. The first orientation session was so very popular that it has become a bi-monthly (and depending on demand, a monthly) activity for the Chapter to perform concurrent with its dinner meetings.

As mentioned, we continued our Annual Membership Survey which was sent to all Chapter Members in December and we received roughly 250 responses, or just about 10 percent of the Chapter responding. 89% of respondents found their experience with the Chapter to be either "Good" or "Excellent," which is an incredible achievement! Additional questions solicited member's interests, satisfaction with benefits, perceptions of trends, levels of participation within the Chapter, preferences, and general demographics. This information continues to be used to assist the Board with developing substantive offerings that match the membership's interests and needs.

I am pleased to be handing over the 2010 Director of Membership responsibilities to Neal Cronin, the incoming director. It's been a great year getting to serve you all!

**Candice Thompson, MBA, PMP**  
**Director of Membership**  
*[No picture available]*



## 1.7 Finance Report

In 2009 the Finance committee supported a tremendous number of high-quality member services while continuing to strengthen our financial position and operational programs for the future. By listening and responding to member’s needs, the chapter focused on enhancing its offerings by underwriting exciting courses and seminars in traditional project management disciplines while also delivering new courses on resume writing, interviewing, networking, and self-marketing techniques. Together these efforts equipped chapter members to address the demands of the profession especially given the challenging economic and employment marketplace.

All told, the chapter spent over \$235k in 2009 to provide professional training events, conferences, monthly dinner meetings and other educational and networking opportunities. This represents an increase of 15% from 2008, truly highlights the chapter’s commitment to seeking ways to increase member value.

Simultaneously, the chapter experienced an *increase* in net assets of \$10.8k, which contrasts with a (\$7.8k) reduction in net assets the year before.

The 2009 year-end summary would not be complete without mentioning two very important chapter event highlights.

- In March the chapter sponsored its “35th Anniversary” educational event that included speakers from significant Bay Area corporations including Chevron, AAA, & Gap, Inc., PMI corporate leadership including CEO and chief project management ambassador Gregory Balestrero and Deanna Landers from PMI’s Board of Directors. In addition, the chapter was fortunate to have participation from key corporate sponsors Microsoft, Keller Graduate School of Management, and UC Berkeley Extension, and important vendors TechProse and EPMLive. The event covered topics ranging from strategic and agile execution, to portfolio management, to green initiatives, and corporate social responsibility.
- The following month in April the chapter hosted the ‘Region 7’ PMI leadership summit organized for all chapter leadership teams representing California, Nevada, Hawaii, Arizona and New Mexico. The conference enabled chapter leaders to learn and develop PMI best-practices that continue to improve our professional development offerings and our operational efficiencies.

Looking forward to 2010, the chapter’s Finance committee and Board of Directors will continue to exercise prudent financial management to ensure the ongoing financial viability of the chapter. We look forward to providing financial resources for valuable member services in 2010 and the years ahead.

### Revenue:

Total revenue earned in 2009 was \$327,153. The top three sources of revenue were:

Conferences and Trainings	\$ 208,569
Membership Dues	\$ 74,280
Dinner Meetings	\$ 35,331

*Conferences and Trainings* revenue consists of attendee registration fees and corporate sponsorships. 35% of the 2009 income in this category was for the popular PMP exam preparation series. Other popular courses were led by Agile Learning Labs (Chris Sims) focusing on Agile/Scrum techniques. Both courses were offered throughout the year and were regularly sold-out. Note that chapter income earned from this category tends to fluctuate annually depending on the number of training events offered.



\* PMI SFBAC will host again the Northern California Symposium in 2011 which will again provide a major source of income at that time, both from conference fees and corporate sponsorships.

*Membership Dues* from new members or renewing members was fairly consistent with that received in years past, dropping only 1.9% despite the challenging 2008-09 economic climate. With this slight decrease, the chapter will continue to devote resources towards sustaining its member base while continuing to add member value.

*Dinner Meeting* revenue depends on the number of dinner meetings conducted per year and on actual attendance at the meetings. Attendance at these meetings typically attracts less than five percent of total chapter membership. To attend monthly dinner meetings, regardless of the venue, attendees are charged the following rates: “early-bird” registration fees of \$30 for members and \$35 for non-members and regular registration fees of \$35 for members and \$40 for non-members.

Total expenses paid for 2009 were \$316,339. The two main expense components were:

Programs	\$ 228,765
Travel	\$ 59,250

*Program* fees may be divided into two main categories: the fees paid to hotels/venues for the event facilities and food service, and speaker fees associated with the courses themselves. Together they accounted for \$114.5k of the total Programs expense figure.

Additionally, the chapter graciously provided charitable donations to seven different organizations in 2009, most notably to Members Disaster Relief, Inc. and the PMI-Education Foundation, giving \$5k to each. The Board of Directors (BoD) believes that the funds provided to these organizations generate tremendous lasting value for PMI members and future members as well. It is not the chapter’s policy to donate to such organizations every year, and donations are typically decided by the BoD in the 4<sup>th</sup> Qtr based on financial results, key objectives, and forecasts through the end of the year.

As in years past, the BoD authorized the chapter to subsidize 50% of the total cost of dinner meetings to provide value-added service to our members. This is therefore a large component of chapter Programs expenses. Specifically, the chapter spent nearly \$30k more than we received in support of our monthly dinner meetings. Though the chapter strongly believes in this service and the value it provides to members, the Finance committee and BoD aim to identify ways to provide the same level of service at a lower cost point in the future, when possible.

Over half of the *Travel* portion of the expenses represents the costs associated with hosting the ‘Region 7’ conference. This conference location rotates annually among the various chapters that make up the region, and will likely not be held in San Francisco for several more years. The majority of the rest comes from BoD participation in annual PMI leadership conferences.

Other expenses not specifically listed above include the following:

- Web site management and maintenance to our site service provider
- Professional services for webmaster, administration, consulting expenses
- Board and volunteer participation in quarterly strategic planning sessions
- Cost of recruiting and managing volunteers



*Note: Because the chapter uses a cash basis accounting methodology, it may be relevant to note roughly \$10,000 in expenses incurred in 2009 will be paid in 2010 due to the timing of expense report / invoice submissions from vendors.*

### **Statement of Financial Position:**

The two primary assets of the chapter are cash in a Bank of America checking account and a Certificate of Deposit. The chapter follows cash basis accounting and does not have any significant equipment or facilities.

Total assets at the end of 2009 were \$245,463. We do not have any liabilities and so the unrestricted net assets at the end of 2009 were also \$245,463.

Please see the *Financial Performance* section of this report for more information.

**JP Zingmark, PMP, MBA  
CFO, PMI-SFBAC**



## 2 Board of Directors

### 2.1 Officer elections

Our 2009/2010 Board of Directors was elected in November 2008 as follows:

Tony Appleby	President
JP Zingmark	CFO
Dhiraj Dogra	Secretary and Vice President of Operations
Ray Ju	Vice President of Community Relations
Sonja Stewart	Vice President of Professional Development <sup>1</sup>

Nathalie Udo, the 2007 to 2009 President, in accordance with the Chapter bylaws, served as Past President on the Board of Directors.

In November 2009 our membership elected the following 2010/2011 PMI-SFBAC Board:

Ray Ju	President
JP Zingmark	CFO
Natalia Boyadjiev	Secretary and Vice President of Operations
Bill Dominguez	Vice President of Community Relations
Cindy Muscio	Vice President of Professional Development <sup>2</sup>

Tony Appleby, the 2009/2010 President, in accordance with the Chapter bylaws, will hold the position of Past President.

The 2009/2010 Deputies and Directors were as follows:

Kiran Darsha	Deputy CFO
Joe Lam	Controller
Cindy Muscio	Deputy VP of Professional Development
Catherine Dupont	Deputy VP of Professional Development
Aisha-Lorraine Williams	Director of Dinner Meetings
Kathleen Watson	Director of Roundtables
Linda Dana	Director of Speakers
LouAnn Conner	Deputy VP of Operations
Natalia Boyadjiev	Director of Communications
Ingrid Linn	Director of Social Media
Candice Thompson	Director of Membership
Aisha Williams	Director of Dinner Meetings
Richa Sharma	Director of Volunteers
Bill Dominguez	Deputy VP of Community Relations
Kimi Ziemski	Director of Public Relations
Elaine Law	Director of Community Relations

<sup>1</sup> Cindy Muscio was elected by the Board of Directors to serve out the remainder of the 2009/2010 term in accordance with Chapter bylaws governing the fulfillment of a mid-term vacancy in the position.

<sup>2</sup> Catherine Dupont was elected by the Board of Directors to serve the 2010/2011 term in accordance with Chapter bylaws governing the fulfillment of a vacancy in the position prior to commencement of the term.

### 3 Corporate Acknowledgements

PMI-SFBAC would like to acknowledge the generous support received through the year from the following organizations:

- Bell Rosenberg & Hughes, LLP ([www.brhlaw.com](http://www.brhlaw.com)) *Pro bono* legal support
- cPrime ([www.cprime.com](http://www.cprime.com)) Corporate sponsor of the Chapter
- University of Berkeley Extension ([www.ucbx.edu](http://www.ucbx.edu)) Corporate sponsor of the Chapter

Their active support is greatly appreciated and without it the activities of the Chapter would be severely restricted. These corporations have provided services to the Chapter that would otherwise be a considerable expense in delivering benefits to our members.

We would also like to acknowledge those entities which provided sponsorship during the Chapter's 35th Anniversary Celebration Event in March 2009:

- cPrime ([www.cprime.com](http://www.cprime.com))
- University of Berkeley Extension ([www.ucbx.edu](http://www.ucbx.edu))
- Keller Graduate School of Management ([www.keller.edu](http://www.keller.edu))
- Microsoft Corporation ([www.microsoft.com](http://www.microsoft.com))

Further, the following organizations provided support to the Chapter during the annual PMI Region 7 Summit which was held in San Francisco this year:

- Chronicle Graphics ([www.chroniclegraphics.com](http://www.chroniclegraphics.com))
- AME Group, Inc. ([www.amegroupinc.com](http://www.amegroupinc.com))
- Sciforma Corporation ([www.sciforma.com](http://www.sciforma.com))
- Microsoft Corporation ([www.microsoft.com](http://www.microsoft.com))
- Live Scribe ([www.livescribe.com](http://www.livescribe.com))
- GanttHead ([www.gantthead.com](http://www.gantthead.com))



## 4 Financial Performance

### 4.1 Financial Statements

#### Statement of Financial Position

ASSETS	Year ended December 31:	
	2009	2008
Cash	\$ 20,708	\$ 14,668
Short-term investments	224,755	219,981
<b>TOTAL ASSETS</b>	<b>\$ 245,463</b>	<b>\$ 234,649</b>
<b>TOTAL NET ASSETS, unrestricted</b>	<b>\$ 245,463</b>	<b>\$ 234,649</b>

*The accompanying notes are an integral part of these financial statements.*

#### Statement of Activities

	Year ended December 31:	
	2009	2008
Revenues		
Fees	\$ 208,569	\$ 77,614
Member dues	74,280	77,491
Dinner meetings	35,331	36,017
Other	8,973	8,062
<b>Total revenues</b>	<b>\$327,153</b>	<b>\$199,184</b>
Expenses		
Programs	\$ 228,765	\$ 110,727
Conferences & Symposiums	1,893	52,193
Travel	59,250	27,733
Publicity	4,884	5,703
Administration	7,949	3,506
Other	13,598	7,165
<b>Total expenses</b>	<b>316,339</b>	<b>207,027</b>
Increase/(decrease) in net assets	10,814	(7,843)
Net assets at beginning of year	234,649	242,492
<b>Net assets at end of year</b>	<b>\$ 245,463</b>	<b>\$ 234,649</b>

*The accompanying notes are an integral part of these financial statements.*



### Statement of Cash Flows

	Year ended December 31:	
	2009	2008
Cash flows from operating activities:		
Cash received from members	\$ 293,099	\$ 189,022
Cash received from sponsors	29,280	2,100
Interest received	4,774	8,062
Cash paid to suppliers	(316,339)	(207,027)
Net increase/(decrease) in cash	10,814	(7,843)
Cash at beginning of year	234,649	242,492
Cash at end of year	<u>\$ 245,463</u>	<u>\$ 234,649</u>

*The accompanying notes are an integral part of these financial statements.*



## Notes to the Financial Statements

For The Year Ended 31 December 2009

### 1. INTRODUCTION

The operations and principal activities of PMI SFBAC are training and membership services. The statements are presented in US dollars.

The financial report was authorized for issue by the Board of Directors on March 20, 2010.

### 2. ACCOUNTING POLICIES

#### Basis of Presentation

The financial statements are presented using cash basis of accounting. The preparation of financial statements is in conformity with accounting principles generally accepted in the United States. Revenues and expenses are reported at gross amounts.

#### Short-Term Investments

Short-term investments consist of certificates of deposit with readily determinable fair market values and original maturities in excess of three months. As of December 31, 2009, the short-term investments will mature within one year.

#### Revenue Recognition

Revenues are reported in cash basis. Revenue is presumed to be unrestricted unless donor-imposed restrictions apply, either permanent or temporary. A presumption is made, in the absence of contrary information, that a given expense would use restricted resources first, rather than unrestricted resources.



## 4.2 Opinion of the Board

The financial reports presented herein reflect fairly the financial position of the PMI SFBAC on December 31, 2009, and its performance for the year, ending on that date.

At the time of this statement, there are reasonable grounds to believe that the PMI SFBAC will be able to pay its debts as and when they become due and payable.

This statement is made in accordance with a resolution of the Board and is signed for and on behalf of the Board by:

Tony Appleby, PMP, SCPM  
President

JP Zingmark, PMP, MBA  
CFO

March 31, 2010