



2019 ANNUAL REPORT

Mile Hi Chapter of the Project Management Institute

Leadership for Project Success In the Digital Economy

Your career. Your network. Your future. Your PMI Mile Hi.

Leadership for the Digital Economy:

Senior Executives Recognize the Need for Skilled Project Leaders

Source: "Pulse of the Profession,
Project Management Institute,
February 2020

In this era of massive shifts in technology, executive leaders from across business, government and nonprofit organizations recognize that success depends on big, bold ideas, led by people with skills and mindset to deliver on those big, bold projects—or risk being left behind.

Change is as relentless as it is pervasive—from the impact of technologies like artificial intelligence to the clamor for greater social accountability to customers' ever-evolving expectations. Organizations that stick with the status quo risk not just treading water, but sinking.

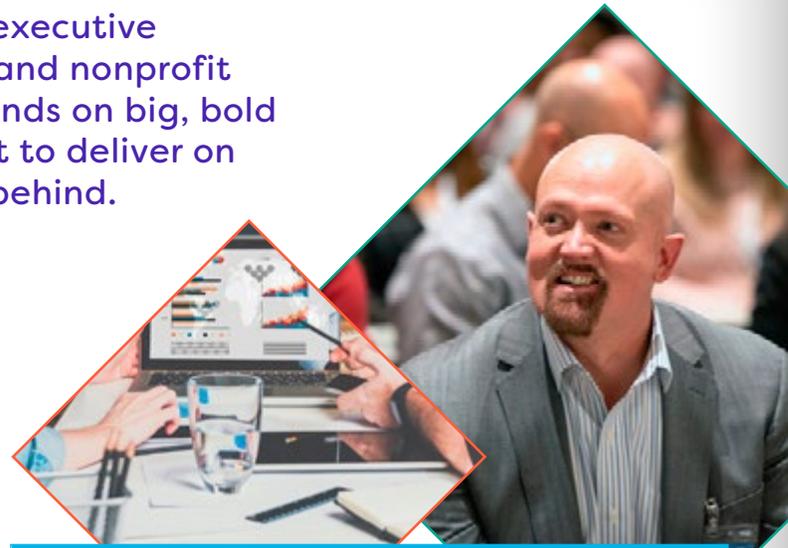
It is now widely recognized that excellence in project management is essential to success, and organizations that undervalue project management report that 11.4% of investment is wasted due to poor project performance, with 67% of their projects failing outright.

In the quest to get ahead, senior executives are increasingly recognizing the need for highly skilled project leaders.

More than two-thirds (69%) of project professionals say their senior leadership highly values project management, and nearly half (46%) of organizations prioritize developing a culture that values project management.

Most executive leaders understand that emerging technologies might be the difference between a breakthrough year and just an okay one. But disruptive technologies like AI and machine learning are only as smart as the people behind them.

For project managers who are equipped with the technological skills, people skills and ability to deliver real benefits to their organizations, for the coming decade and beyond, the future is bright.



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President's Letter

Equipping PMs to Lead in this Era of Technological Disruption

2019 marked yet another year for PMI Mile Hi of its long legacy of leading the project management profession along Colorado's Front Range.

In this challenging and rewarding Era of Technological Disruption, our focus is on preparing practitioners in our area for becoming the Project Managers of the Future, bringing bottom line success to their corporations, organizations and nonprofits.

More than 5,000 members: PMI Mile Hi Chapter is the 9th largest Chapter worldwide and the 5th largest US Chapter of the worldwide Project Management Institute. Our vibrant Chapter serves more than 5,000 members in the Rocky Mountain Region and provides approximately 80 professional education and networking events throughout the year.

Since 1978: After celebrating our 40th Anniversary in 2018, in 2019 PMI Mile Hi joined the Project Management Institute, (www.PMI.org) in commemorating its 50th Anniversary worldwide, which we celebrated at our Fall Chapter meetings.

Professional development: In this era of change, senior executives recognize the value that excellence in project management brings to the bottom line, and PMI Mile Hi is here to equip project managers with the skills to succeed. Our Professional Development Department recorded another year of success, highlighted by our 4th Annual Women In Project Management Leadership Conference and our PMP®/CAPM® Exam Prep course to prepare members to test for coveted PMI credentials. We also expanded our Academic Outreach, partnering with colleges and universities in Colorado.

21st Annual Rocky Mountain Project Management Symposium: Best-selling author & internationally renowned thought leader, Daniel Pink keynoted the event on "Leadership & New Principles of Influence," with Neen James, MBA, CSP, closing the conference on "Attention Pays: How to Drive Profitability, Increase Productivity & Boost Accountability." Upwards of 1,550 project practitioners attended the event, which is consistently one of the largest PMI Professional Development Days in the US. It was an amazing day of learning, networking & earning PDUs.

Member Programs: In 2019, our Membership team continued to reach out to members, nonmembers, the business community and nonprofit community with outstanding programs, such as 1-On-1 Mentoring & the 2nd Annual Project Management Day of Service (PMDoS). Additionally, Membership offered casual get-togethers for members such as the Annual Family Picnic, PMI Mile Hi Day at the Colorado Rockies, Job Search Skills Camp, Volunteer Fairs and Volunteer Networking.

Best Practices: Throughout the year, our support functions such as Marketing, Technology and Finance continued to offer improvements and best practices to support the Chapter and enhance the positive experience and success of our members.

PMI Mile Hi exists to advance the profession. We are thankful for each of our members, and it is our mission to continue to bring you value as you grow in your profession and as individuals. We invite you to join us in moving forward in this exciting future for you and for our profession!



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Leadership

Leadership: Growing our leaders, students & practitioners

PMI Mile Hi is recognized worldwide for its inventive service and future-forward leadership in the project management industry.

Over the course of our 41 years of serving the Rocky Mountain Region, we have been honored by the Project Management Institute's global operations with numerous awards for excellence in professional development, excellence in community development, and even a worldwide "Best of the Best" Chapter of the Year Award.

Yet, what is most critical to our Chapter is that we continue to initiate programs and services that anticipate the emerging needs our membership and prepare our members for leadership in the local to international community. Such as:

- **Outreach to students & colleges/universities:** Our commitment to the leaders of the future is evident in our long-standing college scholarship at Colorado State University, our outreach to partnering with colleges & universities and partnering with the mentoring and scholarship efforts of the Denver Metro Project Management Education Foundation, (501c3).
- **4th Annual Women In PM Leadership Conference:** An engaging and ever-growing outreach to the business community, this conference offers the expertise and experience of premier women leaders to our local market for information, insights and connections within this vibrant audience.
- **PMI Global Conference/Region 6:** In 2019, we continued our practice of taking PMI Mile Hi Board and other Chapter leaders to the annual Global Conference activities. We invest in these Chapter leaders by providing them this 3-day leadership event, with the latest in world-class speakers and new technologies.
- **Project Management Office Conference:** In 2019, PMI's PMO Conference was in Denver, and our Chapter sent a delegation of present and past Chapter leaders to this event, bringing back to the Chapter new best practices.



Winner of PMI Mile Hi's Annual Scholarship is Colorado State University student, Jesse, with (left) Chuck Knezevich, MBA, PMP and Krishna M. Anantharaju, PMP, PMI-ACP



Networking at Women in PM Leadership Conference

Professional Development



Developing PMs for success: Building connections & community

In 2019, our Professional Development was characterized by a combination of courses on the latest project management technologies, accompanied by the people skills for leading projects and teams.

- **4th Annual Women in PM Leadership Conference:** An original half day event from PMI Mile Hi, offering the latest learning from experienced women leaders and ingenious ways to facilitate networking, PMI Mile Hi's 4th Annual Women in Project Management Leadership event continued to grow in popularity with women leaders in project management and general business. Our 5th Annual event is slated for June, 2020.
- **PMP®/CAPM® Exam Prep:** More than half (51%) of organizations now require project professionals to hold some type of certification for their role, with PMI certifications being the most coveted. In 2019, many students completed our low cost, intensive four day Exam Prep course and moved on to getting certified.
- **5th Annual PM Week:** An example of PMI Mile Hi's thrust for reaching out with engaging, mostly 2-hour events for connecting with practitioners and enjoying learning in a casual environment, our 5th Annual PM Week was held in various areas of the Denver metro. Over the years, it has featured fun events such as touring a brewery and a medical marijuana dispensary to events such as Saturday morning workshops and Speed Mentoring.
- **Monthly Chapter meetings:** With meetings spanning locations in the DTC, Boulder and Loveland, plus our popular virtual meetings, more than 1,000 people attended over our 10 months of the year.
- **Convenient, cost effective education:** In 2019, approximately 3,000 PDUs were awarded to PMI Mile Hi members, which equates to approximately \$200,000 in professional development savings. For extra convenience, we added more meetings and new programs for project leaders in North Denver and Loveland, CO.

Attendee Becky Vander Hoeven, MBA, noted, *"One of the key topics I took away from the Women in PM Leadership event was the reminder that you need to surround yourself with all different types of support both personally and professionally. Often times we forget to find support and our champions in a professional environment. I took personal action from this."*



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Symposium

Leadership Trends & Relevance: Networking & PDUs

New leadership trends in influence and relevance, plus an emphasis on offering more networking time and the opportunity to earn more PDUs were the focus of the 21st Annual Rocky Mountain Project Management Symposium from PMI Mile Hi, Friday, April 19, at the Colorado Convention Center, Denver.

Value add: A significant value-add from the event, the popular After Event Benefits package, was back for the third year. Surveys that the Symposium conducts after each event revealed that while PDUs continue to rank as the #1 attendee benefit, there is an expressed need for more networking time. After Event Benefits allow attendees to skip a session(s) to keep a conversation going, and then claim additional PDUs post-Symposium by accessing selected recorded sessions from the day.

Project Management Day in Denver: Project management in Colorado was honored, with PMI Pikes Peak Regional joining the event as an exhibitor and Mayor Michael B. Hancock recognizing the event by officially proclaiming April 19 "Project Management Day in Denver." Colorado Governor Jared Polis issued an official welcome to the upwards of 1,550 registered attendees.

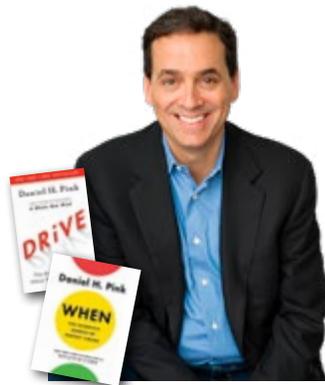
Leading & Influencing: Bestselling author Daniel Pink was the morning keynote on leadership & influence, and leadership coach Neen James, MBA, CSP, closed the day with a high energy presentation on driving profitability, productivity and accountability.

"Selfie of the Day": A "Selfie of the Day" contest with attendees teaming up with an "accountability partner" for the day got the networking and the fun off to a start during the morning session. To continue facilitating connecting with attendees and sponsors, the popular Mobile App was back for the third year, with a whopping 87% of attendees downloading the app. That was up from almost 80% in 2018 and 50% in 2017, an unusually high participation rate each year.

"In this one day at Symposium, there are literally so many opportunities for learning, contemplation and socializing that I try not to miss it. When you add the ability to continue learning and earning PDUs after the event due to the magic of technology, the Symposium's benefits just keep adding up," noted Joseph J. Komperda, Sr., PMP, ITIL v3.

"The 2019 PMI Symposium was an awesome training and networking opportunity, and our team attended as a group. We appreciate the great discounts."

Angela Simms-Ceja, Senior IT Project Manager for the City of Aurora.



Best-selling author Daniel Pink delivered the morning keynote address.



Upwards of 1,550 attendees came out to learn, network, earn PDUs and celebrate.

SYMPOSIUM CORE TEAM

Jana Axline, PMP, Past President, PMI Mile Hi & Symposium Sponsor

Richard Bateman, PMP, Sponsors & Exhibitors

Tiffany Becker & Bonny Roberts, Group Registration

Bonnie Biafore, PMP, Administration

Jim Escue, PMP, Speakers

Laila Saether-Jacobsen, PMP, Event Logistics

Michael V. McKeel, PMP, Technology

Patricia McLaughlin, Marketing

Carolyn Riggs, CMP, Symposium Director

Annabel Saunders, PMP, Registration

Kimberly Wendelin, PMP, Event Mobile App

Kathy Weyand, PMP, Volunteers

Contact: Symposium@PmiMileHi.org



More than 100 PMI Mile Hi members donated their time and talents in planning and implementing the Chapter's 21st Annual Symposium.

Membership

Innovative Programs & Services Attract Record Growth

In 2019, our focus continued on offering a broad range of programs that provide opportunities for advancing career skills, plus building a strong and enriching community.

Our member community continued strong growth, with membership topping 5,000 a new record, by yearend, making PMI Mile Hi the 9th largest PMI Chapter worldwide.

- **2nd Annual Project Management Day of Service (PMDoS):** This innovative outreach offered a FREE day of project management consulting from members of PMI Mile Hi to the nonprofits around the Denver metro. This inventive event brought together 52 PMI Mile Hi project managers and 14 nonprofits with our members offering their expertise on nonprofit projects.
- **1-on-1 Mentoring:** Introduced in 2018, this valuable program, offered at no charge to PMI Mile Hi members, grew in participation by mentors and mentees in 2019. For 2020, planning is in progress for adding Speed Mentoring venues.
- **Networking Events:** Highlights included a member outing to a Colorado Rockies game, our 3rd Annual PMI Mile Hi Family Picnic, our 3rd Annual Holiday Celebration, and Volunteer Fairs. Members at the Holiday Celebration continued their tradition of donating generously to a local charity.
- **Member Discounts & New Member Orientations:** In 2019, quarterly member orientations, with 20 to 30 members at each, were offered to provide information on member benefits, such as our broad array of Member Discounts.
- **Job Search Skills Camp:** A member only service, in 2019, the Job Search Skills Camp featured even more recruiters than before to discuss jobs, resume reviews, interview critiques and teaching on maximizing LinkedIn.
- **Job Board Listing:** A valuable service for members, the Jobs Listing continues to grow, with PMI Mile Hi's new website making it even more user friendly.
- **Military Veterans:** Helping veterans transition back to the workforce is a passion for our team. One of the valuable services we offer is a special discount on our PMP/CAPM training course.



MEMBERSHIP TEAM



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2019 Project Management Day of Service

Volunteers

600 Volunteers Strong & Growing: Giving back to the community & learning new skills



Thank you, Volunteers!

More than 600 PMI Mile Hi members donated their time generously to various projects and events throughout 2019.

Individuals recognize volunteering as an opportunity to demonstrate their passion for the profession and develop key business contacts, expand their sense of community within the local Chapter, stretch themselves to try out new skills in a safe, encouraging environment, and earn PDUs based on hours contributed.

PMI Mile Hi is known locally to internationally for its strong corps of volunteers and abundance of volunteer opportunities. Many of our members who started as volunteers have progressed to major leadership positions in corporations and to the PMI Global board.



Congrats Liz Muscia! Volunteer Leader of the Year 2019

By vote of the membership, Liz Muscia is Volunteer Leader of the Year for her extraordinary service for PMI Mile Hi.

Over the past five years, Liz has proven a valuable resource in strengthening programs and rolling out new Chapter initiatives. She began her volunteer efforts in the Professional Development Department, later moving

to Membership where she led the 1-On1 Mentoring Program, assisted in the Job Opportunities area, later serving as Director of Community Involvement.

In 2018, she became Executive Director/Membership, assisting all programs within Membership, including mentoring, job opportunities, new member orientations, volunteering, community involvement and leadership of our Inaugural PM Day of Service (PMDoS).

In 2019, continuing as leader of the 2nd Annual PMDoS, Liz increased participation of nonprofits by a whopping 40%. Congrats, Liz!

2019 Volunteer Leader of the Year Finalists

Jonathan Addair, PMP/Constant Contact Administrator/Marketing

Drew D'Angelo/Compliance Officer/Finance

Jenn Briggs, PMP/Program Director, New Member Orientations

Alex Faltecini, PMP/ Membership Event Lead

Special thanks to **Kayli Barlett**, Director of Volunteers, for her exceptional work on the Volunteer Leader of the Year project.

Marketing



Personalized Marketing: Focusing on the needs of the member

In 2019, we continued to communicate through various channels, including newsletters, social media, website, welcome letters and a variety of special communications throughout the year.

- **Personalized marketing:** In our commitment to providing excellent member service and relevant marketing messages, this past year we placed our focus on personalizing communication based upon each member's needs. We are now able to use new analytic tools to understand better our members.
- **New website:** In 2019, we introduced a new, mobile-friendly Chapter website, using modern technology to help our users find the information that they need quickly. It provides the ability to update our members with new information real time.
- **Email:** Special email event communication garnered over 70% open rate on average.
- **Social media:** Engagement in our social media channels, including LinkedIn, Facebook, Twitter, Google+ and YouTube continued to show double digit gains across all platforms.

MARKETING TEAM



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Outreach

Outreach expands: Building community partnerships

Our goal in 2019 was to expand the Chapter's outreach into the community, from building upon our academic partnerships and sponsor relationships to engaging nonprofits and nonmember project managers.

Based on the success of our Academic Outreach program in prior years, we developed a more robust offering this year for academic partners, including on-campus speakers, student networking and mentoring.

Our academic partners, including Regis University, University of Colorado, Colorado Christian University and University of Denver, provide much-appreciated benefits, such as educational discounts, providing venues, and sponsoring events. We look forward to strengthening these partnerships, reaching out to other universities along the Front Range and encouraging more student to member engagement within the Chapter.

- **Sponsorships:** Building deeper relationships through additional community sponsors with our multi-event sponsorship offering was launched in 2019. It is a key focus for the Outreach team in 2020.
- **Monthly Meetups:** In 2019, the Chapter hosted nearly 50 Meetups along the Front Range, provided professional networking, bringing together nonmember and member project managers for building relationships, exchanging ideas and encouraging career development.
- **Nonprofit Community Outreach:** Giving back is part of our culture at PMI Mile Hi. The PM Impact program completed a pilot project in 2019 with a local nonprofit, providing six months of project mentoring to help them achieve their goals. We are excited to find additional opportunities to serve the nonprofit community.



OUTREACH TEAM



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Community

Investing in the community: Bringing along the next generation of leaders

Dedication to giving back to our community and to the future of our profession characterizes the membership of PMI Mile Hi.

In 2019, our membership followed their hearts in donating literally thousands of hours, foods and gifts in service such as:

- Holiday donations of dollars and toys
- Outreach to US Military Veterans for transitioning to the workforce
- Full day of project management skills donated to 14 area nonprofits through PM Day of Service (PMDoS).



Winners of the Foundation's Projects of the Year Competition from Thomas Jefferson High School and the Cherry Creek Innovation Center

Partnering with the Denver Metro Project Management Education Foundation (501c3)

The only foundation in Colorado dedicated solely to project management education, the Foundation is staffed by volunteers who are experienced and recognized leaders of the project management industry, including Past Presidents of PMI Mile Hi.

Since its founding in 2001, the Foundation has awarded more than \$250,000 in college scholarships to the winners of its Annual High School Projects of the Year Competition. The competition caps off a year of mentoring high school students in project management.

Outreach is to: Colorado High Schools • US Military Veterans
Stem & Robotics • Junior Achievement & DECA

MATCHING GIFT CAMPAIGN

For every dollar you donate to the Foundation, PMI Mile Hi will match it.
All donations are 100% tax deductible.

www.DenverPMFoundation.org
Phone: 303-926-1701



2019 Financial Highlights

With continuing emphasis on the budgeting and spending practices of the Chapter in 2019, we are now better able to track our financial progress and allow the Board of Directors to fulfill its fiduciary responsibility. We continue to build on our past progress and best practices in our financial operations and look to 2020 to continue making groundbreaking strides in our fiscal success.

In 2019, we continued work on processes and procedures to improve Finance Operations within the Chapter, while continuing to ensure Chapter resources are optimized to create member value.

PMI Mile Hi was founded in 1978 and is known for its consistently prudent fiscal management. Our Chapter is a 501(c)(6) non-profit corporation, chartered by the Project Management Institute. The Vice President/Finance of Finance serves as both Treasurer and CFO for the Chapter as a corporation.

- **Accounting & Member Services:** In 2019, we offered a new level of service for members in efficient response to members for help in claiming PDUs, registering for events and receiving refunds (when within published guidelines) and maintenance of best practices in accounting of Chapter finances. Moving forward with this initiative, we hired new contractors to run our Help Desk and perform Chapter Accounting functions.
- **Credit Card Reward Points:** Utilizing untapped benefits such as Credit Card Reward Points, we are able to take advantage of the chapter's purchasing power and return some of that benefit to the membership, especially volunteers.

FINANCE TEAM



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Technology

Advancing Technology In the Digital Economy

In keeping pace with the demands of the Digital Economy, our Technology Team continues to refine their forward progress the last two years. Along with their participation in PMI Mile Hi's new website and the advances in technology for our virtual meetings, the team constantly evaluates the latest technologies for supporting our member programs.

In 2019, we continued to upgrade the video support for our virtual programs that we developed in 2018. A popular option for members traveling or otherwise unable to be at our meetings, the addition of video to these meetings is an excellent enhancement.

TECHNOLOGY TEAM



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Financials

Income	TOTAL
4030 Contributions Income	474.61
4090 Membership Dues	151,110.00
4120 Interest/Misc	
4123 Savings Interest	208.73
Total 4120 Interest/Misc	208.73
4150 Miscellaneous Income	103.00
4200 Education	
4210 Workshops	
4211 Saturday Workshops	1,644.24
4212 Virtual Saturday Workshops	848.56
4213 Career Growth Workshops	2,193.24
4214 North Prof. Dev. Workshops	729.77
Total 4210 Workshops	5,415.81
4220 PMP Prep	35,137.87
Total 4200 Education	40,553.68
4300 Sponsorship	
4310 Event Sponsorship	0.00
Total 4300 Sponsorship	0.00
4500 Material Sales	
4510 Book Sales	3,235.84
Total 4500 Material Sales	3,235.84
4600 Programs	
4610 Chapter Meetings	8,035.00
4611 DTC Meetings	5,651.52
4612 Loveland Meeting	733.16
4613 Virtual Meetings	3,296.12
4614 Satellite Meeting	202.50
Total 4610 Chapter Meetings	17,918.30
Total 4600 Programs	17,918.30
4700 Special Events	
4701 Spring Symposium Income	630,573.75
4703 Job Fair and Career Camp	725.00
4705 PM Week Events	-75.00
4706 Women in PM Leadership	9,793.79
4708 Service/Fee Income	355.29
4709 Dispensary Tour	885.00
4710 Holiday Charity Party	322.11
4711 2020 Symposium Income	170,083.88
Total 4700 Special Events	812,663.82
4999 Uncategorized Income	1,501.25
TOTAL INCOME	\$1,027,769.23

Cost of Goods Sold	TOTAL
5000 Cost of Goods Sold	
5050 Audio/Visual Equipment	50,462.23
5100 Awards and Certificates	892.44
5150 Books	11,325.61
5250 Door Prizes	3,230.12
5300 Facility Charges	87,250.86
5320 General Contractor	545.10
5330 Registration Services	64.07
5350 Food Service	203,337.77
5500 Printing	2,360.34
5550 Reg Gifts, Bags & Portfolio	15,547.90
5600 Security	2,056.25
5650 Speaker Expenses	9,196.89
5700 Speaker Fees	143,099.00
5710 Speaker Fees - Workshops	6,857.16
5750 Web Hosting Fees	22,003.59
5850 Website Maintenance	18,128.39
Total 5000 Cost of Goods Sold	576,357.72
Total Cost of Goods Sold	\$576,357.72
GROSS PROFIT	\$451,411.51

Expenses	TOTAL
5300	12,951.50
6020 Advertising	3,500.00
6031 Gifts and Promos	1,724.91
6090 Bank Service Charges	517.88
6091 AMX Fees	1,549.00
6092 CC Processing Fees	29,392.64
6094 Miscellaneous Bank Charges	86.65
Total 6090 Bank Service Charges	31,546.17
6140 Charitable Contributions	10,000.00
6160 Dues and Subscriptions	1,645.77
6170 Equipment Rental	2,240.00
6180 General Business Expenses	201.00
6190 Insurance	
6192 Liability Insurance	1,123.71
6193 Officer Bonding	533.68
Total 6190 Insurance	1,657.39
6230 Miscellaneous	102.42
6250 Postage and Delivery	666.30
6260 Printing and Reproduction	2,708.27
6270 Professional Fees	41,732.60
6271 Accounting	850.00
6273 Bookkeeping and Ops Management	41,374.44
6274 Consulting	44,712.50
6276 Legal Fees	300.00
6277 Media Production (video, audio)	42,816.98
6278 Media Relations (retired, use 6280)	3,750.00
Total 6270 Professional Fees	175,536.52

	TOTAL
6280 Marketing and Public Relations	78,155.85
6290 Rent	
6292 Meeting Space	2,463.98
Total 6290 Rent	2,463.98
6310 Small Software	6,569.54
6320 Small Tools	1,665.50
6330 Taxes	
6331 Occupational Privilege Tax	61.00
6332 Sales Tax	161.02
Total 6330 Taxes	222.02
6350 Travel & Ent	15.75
6351 Entertainment	387.00
6352 Meals	11,261.22
6353 Travel	5,738.26
6354 Lodging and Other	3,990.51
Total 6350 Travel & Ent	21,392.74
6400 Meetings	
6401 PMI Conferences	14,316.10
6402 Other Meetings	8,043.04
Total 6400 Meetings	22,359.14
6500 Membership Events	45.77
6501 Mentoring Meetings	556.16
6502 Networking Meetings	747.90
6503 Volunteer HH and Orientations	2,599.93
6504 New member	661.37
6506 PMDOs	4,883.85
6507 Holiday Party	2,034.46
6508 Job Skills Camp	1,054.60
6509 6509-Rockies Event	2,060.00
Total 6500 Membership Events	14,644.04
6550 Office Supplies	523.49
Uncategorized Expense	1,772.48
Total Expenses	\$394,249.03
NET OPERATING INCOME	\$57,162.48
Other Expenses	
6030 Amortization Expense	1,923.49
Total Other Expenses	\$1,923.49
NET OTHER INCOME	\$ -1,923.49
NET INCOME	\$55,238.99



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