

MILESTONES

ORANGE COUNTY CHAPTER OF PMI

1991, 1992, 1993, 1995 & 1997 CHAPTER OF THE YEAR

OCTOBER 1999, Volume 11, Number 9

1999 CHAPTER BOARD

David Jacob, *President*

Doren Associates

Tel. (949) 786-0052 Fax: (949) 522-4033

E-mail: dorend@sorangenet.campuscwix.net

Keith P. Reynolds, *Programs*

Frank P. Reynolds,

Management Consultant

Tel. (714) 963-9240 Fax: (714) 968-5783

E-mail: keith@fprconsulting.com

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RCG Information Technology

Tel. (949) 225-3700 Fax: (949) 225-3790

E-mail: myrna0b@aol.com

Warren S. Nogaki, *PMP*

Professional Development

JPL/CALTECH

Tel. (818) 354 1512

E-mail: wnogaki@pacbell.net

Edward J. Fern, *PMP, Public Relations*

RCG Information Technology

Tel. (949) 225-3700 Fax: (949) 225-3790

E-mail: edfern@time-to-profit.com

Adrienne E. Keane, *PMP, Administration*

Mitsubishi Motors

Tel. (714) 816-3813 Fax: (714) 816-3822

E-mail: akeane@writeme.com

Robert Bazaragan, *Finance*

Caltrans

Tel. (714) 724-2100 Fax: (714) 724-2591

E-mail: bbazargan@dot.ca.gov

Janice Y. Preston, *PMP, Trustee*

Pacifica Companies

Tel. (949) 859-7004 Fax: (949) 587-1022

E-Mail: jypreston@paccos.com

Charles Lopinsky, *PMP, PMI Fellow,*

Trustee

Tel. (310) 371-7495 Fax: (310) 376-3246

Email: lopinsky@AOL.com

October 19th Meeting

RAPID PRODUCT DEVELOPMENT

By Ron Mascitelli, CMC

THE RAPID DEVELOPMENT of hardware and software products, services, and operational processes has become a major factor in the competitiveness of virtually every enterprise. This mandate results from accelerating change in market demand, available technologies, and the business environment itself. The methods described in this course enable dramatic reductions in project cycle time while maintaining effective control over budget, resources, risk, and delivered value. Firms that have embraced these concepts have reported up to 75 percent reduction in project life-cycle, while displaying dramatic improvements in non-recurring cost and customer satisfaction. This intensive, hands-on course explores all aspects of rapid development, including elimination of organizational time barriers, methods for bounding project scope, the continuous-flow development process, practical techniques for product/process co-design, and several advanced strategies for exploiting knowledge reuse and economies of scope on quick-turn projects. Each topic is reinforced by interactive exercises that demonstrate how development teams can strip wasted time from time-sensitive projects.

Ronald Mascitelli, CMC (Certified Management Consultant; MS Solid State Physics, University of California, Los Angeles; BA Physics / Applied Mathematics, California State University, Fullerton) is the Founder and President of Technology Perspectives. Mr. Mascitelli develops and teaches seminars, workshops, and professional education courses in project management, product development, and market strategy. He currently presents seminars internationally for several professional associations, and has been invited to present his programs at a number of leading firms, including Lockheed-Martin, Harris Corporation, GM Delphi, Hughes Electronics, Raytheon Systems Company, Applied Materials, and LSI Logic.

Mr. Mascitelli served as both Senior Scientist and Director of Research and Development for Hughes Electronics and the Santa Barbara Research Center. His industry experience includes management of advanced technology development programs for the Department of Defense, the Advanced Research Projects Agency, Lawrence Livermore Laboratory, NASA, the Army Night Vision Laboratory, and the Department of Energy. He also served as Program Manager and Technical Director on several Strategic Defense Initiative (SDI) programs.

Since founding Technology Perspectives in 1994, Mr. Mascitelli has managed projects for a number of leading commercial firms, including the development of advanced electric vehicles, distributed energy generation components, microwave communications systems, infrared imaging systems, and automated acceptance test equipment. He has published over twenty papers and technical articles in major journals, including the *International Journal of Technology Management* and *The Journal of Product Innovation Management*, and is a contributing author for IEEE's *Technology Management Handbook*. Mr. Mascitelli is also the author of a critically acclaimed book on competitive strategy, entitled *The Growth Warriors: Creating Sustainable Global Advantage for America's Technology Industries*.



NEW MEMBERS

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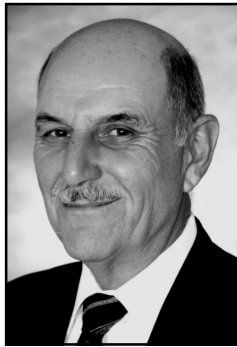
Chris Fujinami

WHAT IS PMI?

THE PROJECT MANAGEMENT

INSTITUTE is a non-profit professional organization dedicated to advancing the state-of-the-art in project management. Anyone involved or interested in project management, regardless of industry or discipline, is encouraged to attend the monthly meeting to find out more about PMI and the Orange County Chapter.

THE PRESIDENT'S COLUMN



IN THE LAST COUPLE OF ISSUES I addressed all sorts of philosophical concepts germane to our profession of project management. This time I'd like use the opportunity to bring you up to speed on some of terrific things going on with our chapter. So here goes:

✓ **Membership:** As of last month we have now passed the 500-members mark. PMI, at the international level, has over 50,000 members. What is astounding is that most of this growth has occurred in just the last two years. The implication of these numbers, although extremely pleasant, places greater demands on our chapter to provide more services to meet the needs of our professional community.

✓ **PMP Exam Workshop:** One of these demands is being addressed right now. Because both the LA and our chapter respectively experienced an over subscription of our annual PMP Exam Workshop, we decided — as a joint venture of both chapters — to host an additional workshop in the early part of next year. Warren Nogaki, our tireless and proficient VP, Professional Development, is spearheading the effort from our end, with Charlie Lopinsky as co-chairman, who is also handling the liaison between our chapters. Charlie, a PMI Fellow, is a member and trustee on the boards of both chapters. We welcome his sage advice and expertise. The serious planning has begun and the e-mail correspondence is hot and heavy. I'm sure Warren would welcome my urging our membership at large to offer their help. Remember, this is a volunteer endeavor and, not only do we need qualified instructors, but others who would be willing to handle various administrative tasks. Interested in helping your chapter? Contact Warren at <wnogaki@pacbell.net>?

✓ **Revised Chapter Constitution:** After a tremendous amount of hard effort, expertly drafted by two stalwarts on our board, Adrienne Keane, VP, Administration and Janice Preston, Trustee, we finally "banged out" and agreed to the final version of a new constitution. This was accomplished during the board meeting held in July. All of you have since received a copy with a ballot to confirm or not to confirm. The ballots were counted at the September board meeting. With a clear majority in favor, we will have a new constitution, which will take effect in next year. Hooray!!

✓ **Strategic Planning Meeting:** Members of the board and the Strategic Advisory Council convened for a breakfast meeting on Saturday, September 25. The meeting, which is a biannual event, was effectively organized by Adrienne Keane and skillfully facilitated by Frank Reynolds. We were able to develop draft versions of a *Vision Statement* and a *Mission Statement*. Three days later, at the September board meeting we finalized and agreed upon these statements. You will find these statements documented elsewhere in this issue.

✓ **A Final Note:** Janice Preston and I will be attending the Association of Chapter Presidents (ACP) meeting in Philadelphia on October 7 and will be joined later by Warren Nogaki to continue into the PMI '99 Symposium. I'm certain I will be energized by participating in both events and report back to you, my observations and thoughts, in the next issue of this newsletter.

Dave Jacob

ARTICLE I – NAME

This organization shall be called the Project Management Institute, Orange County Chapter (hereinafter “the Chapter”). This organization is a local Chapter chartered by the International Project Management Institute (hereinafter “the PMI”).

ARTICLE II – CHAPTER PURPOSE

Section A: The purpose of the Chapter is to educate its members, share and exchange information with other project management professionals, and assist in carrying out the objectives of, and provide support to, the PMI.

ARTICLE III - AUTHORITY

Section A: Authority and rules governing formation and operation of the Chapter are vested in the PMI Constitution and By-laws as originally written or subsequently amended.

Section B: International PMI Constitution – The Constitution of the Chapter shall be in conformance with the intent of the PMI. If the Constitution of the PMI is amended, applicable changes will be in effect for the Chapter, and the membership of the Chapter will act to amend this Constitution accordingly. The PMI Constitution shall take precedence over the Chapter Constitution, which shall, in turn, take precedence over the Chapter By-laws.

Section C: The Chapter charter shall continue subject to cancellation or withdrawal by the PMI International Board of Directors (hereinafter “PMI Board”) for cause.

Section D: The Chapter Board of Directors (hereinafter “the Board” [See Article V.]) is final authority for interpretation of the Chapter Constitution and Chapter By-laws.

ARTICLE IV – MEMBERSHIP

Section A: Eligibility – Membership in the Chapter shall be open to any person interested in furthering the purpose of the Chapter who is in good standing with the PMI. An applicant shall become a member upon approval of his/her application and receipt of Chapter dues by the Chapter VP Finance or the PMI. Chapter membership shall continue as long as the member maintains active annual membership and remains in good standing with the PMI and the Chapter.

Section B: Good Standing – The Board shall have the right to determine criteria for maintaining good standing in the Chapter; said criteria shall include that a member be current in paying PMI and Chapter dues. Loss of good standing in the PMI shall automatically cause loss of good standing in the Chapter. Individuals who are denied membership by loss of good standing may request reinstatement by the PMI Board which shall define its own rules and procedures for granting or denying such requests.

Section C: Classification of Members – The Chapter shall have two classes of members, each with rights and privileges as hereinafter provided:

(1) Member – Any person who meets the general membership eligibility qualifications and who is actively pursuing the application of Project Management techniques, is engaged in the teaching of the techniques, or is conducting research directed towards the improvement or development of techniques. Members in good standing shall have voting rights.

(2) Student Members – Any individual registered in an accredited educational institution on a full-time (12 units or more) basis is qualified for student membership. A student member shall not have voting rights and may not hold any elected office in the Chapter.

Section D: Resignation – A member or student member may at any time submit their resignation in writing to the VP Membership. Resignations shall not be cause for refund of dues or other Chapter fees.

ARTICLE V – BOARD OF DIRECTORS

Section A: Governing Body – The governing body of the Chapter shall be a Board of Directors (hereinafter “the Board”) consisting of the elected officers as specified in the Chapter By-laws, and in addition shall include the most recent past President who acts in an advisory capacity, unless elected to the Board. The President of the Chapter shall act as Chairman of the Board of Directors.

Section B: Chapter Management – The sole responsibility for management of the chapter rests with the Board.

Section C: Chapter Officers – All Board officers shall be PMI members in good standing. Provisions for the nomination, election, tenure of office, recall of officers, and filling vacancies are set forth in the Chapter By-laws.

ARTICLE VI - FINANCIAL

Section A: Fiscal Year – The fiscal year shall extend from January 1 through December 31 of the given year.

Section B: Chapter Dues – The Chapter shall set local dues as provided in the Chapter By-laws.

Section C: Financial Control – Financial control shall be as set forth in the Chapter By-laws. Should the Chapter be dissolved for any reason, its assets shall, after payment of all just debts, be turned over, without restriction, to the PMI. The Chapter shall set and arrange for collection of local dues as per PMI centralized billing procedures.

ARTICLE VII – BY-LAWS

Section A: The Chapter shall adopt and maintain By-laws to define:

- (1) The composition and responsibilities of the Board; and
- (2) Procedures for conducting Chapter affairs, including, but not limited to, procedures for business and professional meetings, election of officers, and financing of Chapter activities

Section B: The Chapter By-laws may be amended or otherwise modified only by an accepted proposal which is approved by the affirmative ballot vote of at least a majority of all members voting, provided ballots are received by more than a majority of the members eligible to vote. Procedures for amending By-laws are set forth in Articles V and VIII of the By-laws.

Section C: Any additions or changes in the By-laws shall be communicated to the membership by the VP Operations.

Section D: A copy of the Chapter By-laws and subsequent amendments shall be filed with the PMI.

ARTICLE VIII – AMENDMENTS

Amendments to this Constitution may be made only by the PMI Board. The Chapter may petition the PMI Board to consider amendments. Changes to the Constitution may be proposed by the affirmative ballot vote of at least a majority of Chapter members voting, provided ballots are received from at least a majority of the members eligible to vote. Procedures for amending the Constitution are set forth in Articles V and VIII of the By-laws.

ARTICLE IX – LIMITATIONS

No member of the Chapter shall receive any pecuniary gain or profit, incidental or otherwise, from its activities, except that the Chapter shall be authorized to pay reasonable compensation for services rendered, and make payments in furtherance of the purposes set forth in this Constitution. All Chapter activities shall abide by the laws of the respective locality, state and county within which it operates.

ARTICLE I – AREA OF OPERATION

The area of operation for the International Project Management Institute, Incorporated (hereinafter “the PMI”), Orange County Chapter (hereinafter “the Chapter”), is Orange County, California.

ARTICLE II – CHARTER

The charter for this Chapter is issued by the PMI.

ARTICLE III – MEETINGS

Section A: Chapter Programs – The Board shall arrange professional meetings as it sees fit to support the purpose of the Chapter. Professional meetings shall be held not less than four (4) times per year on a date and at a place designated by the Board.

Section B: Business Meetings – The Board shall arrange business meetings as it sees fit to facilitate the conduct of the Chapter. A quorum for business meetings shall be a majority of the Board. Meeting locations will be determined by the Board. The VP Operations will be responsible for notifying members of the business meeting. Not less than one business meeting will be held each year between May 31 and December 31 where Board meeting minutes and financial statements will be available for review by the Chapter members. This meeting shall be referred to as the “Annual Business Meeting.”

Section C: Special Meetings – Members or groups of members may meet under the name of the Chapter at any time or place, provided the following conditions are met:

- (1) Prior approval of the meeting is obtained in writing from the Chapter President (hereinafter “the President”).
- (2) Written notification, including time, place, agenda and names of principle speakers is forwarded to the VP Operations for record purposes, prior to the meeting day. Written notification will also be sent to the membership.
- (3) Any printed material used or distributed in connection with the meeting and carrying the name of the Chapter is submitted for approval, and approved by the Board, prior to its distribution or use.
- (4) Within a reasonable time after the close of a special meeting of the Chapter, the sponsor, or sponsoring group, will provide a written report to the VP Operations outlining the activities of the meeting.
- (5) Only announced business may be conducted.

Section D: The President shall have the power and responsibility, including the right to initiate legal action, to prevent the use of the Chapter name in connection with any meeting or activity which does not further the purposes of the Chapter and the PMI.

ARTICLE IV – CHAPTER OFFICERS

Section A: The Chapter shall be governed by a Board of Directors consisting of nine elected officers: President, VP Communications, VP Corporate Relations, VP Finance, VP Membership, VP Operations, VP Professional Development, VP Programs, Trustee.

Section B: Board officers’ nomination, election, tenure, recall and filling of vacant positions is set forth in Article V of these By-laws.

Section C: The Board shall meet at least quarterly, or more frequently, as is necessary in its judgement to satisfactorily perform its assigned duties and responsibilities. Board meetings may be called by the President, or by the President-Elect. No Board meeting may be held unless all Board members have been given reasonable notice of the time, place and proposed agenda.

Section D: Any Board member may request the President to solicit a formal vote on any item at any time. The President shall notify all Board members of the request of any vote taken.

Section E: VP Operations shall assume the President’s duties in the President’s absence; or if the President’s office becomes vacant, shall become President for the remainder of the elected term.

Section F: The duties and responsibilities of Chapter management shall be assigned by the various Chapter Board officers as follows or as defined in Article V of these By-laws:

- (1) The President shall preside at all business meetings programs, and Board meetings of the Chapter. The President shall perform all acts required or authorized by the Chapter Constitution and shall have such other powers and duties as may be assigned by the Board. The President shall be the official custodian of the Chapter Charter.
- (2) The VP Communications shall be responsible for publicizing the activities of the Chapter.
- (3) The VP Corporate Relations will serve the chapter as liaison with corporate organizations.
- (4) The VP Finance shall have charge and custody of all assets and financial records of the Chapter and ensure that all Chapter assets are held in the name of the Chapter. The VP Finance shall be responsible for providing an annual Chapter financial statement to the Chapter membership and a financial statement to the PMI as required.
- (5) The VP Membership shall keep the official list of members, clearly indicating those entitled to vote, and shall actively work to gain new membership for the Chapter. The VP Membership shall be responsible for maintaining an accurate mailing list of current and potential Chapter members, and for production and distribution of materials to individuals on that list.
- (6) The VP Operations shall assist the President by compiling the annual Chapter Operating Plan and recruiting committee volunteers from the chapter membership. The VP Operations shall keep accurate records of all proceedings, actions, and meetings of the Chapter and Board; have custody of the original Constitution and these By-laws, and amendments thereto; and shall have custody of the Chapter Operating Plan.
- (7) The VP Professional Development shall be responsible for encouraging development of Project Management Professionals through development of educational publications and seminars.
- (8) The VP Programs shall be responsible for all arrangements necessary to support Chapter programs.
- (9) The Trustee shall sit on the Board and be designated by the Board President to assist the other officers. The Trustee shall be responsible for certifying the results of all Chapter and Board votes and elections.

Section G: Delegation of Board Responsibilities and Committees:

- (1) Any officer may designate another officer or a Chapter member to perform or assist with any assigned duties and responsibilities. In no case, however, will such designation relieve the officer of ultimate responsibility for the current or proper execution of such duties and responsibilities.
- (2) The Board may establish and disestablish committees, appoint and remove committee heads, at will, as it sees fit to support the Chapter’s purpose and to assist the Board in the execution of its duties.

ARTICLE V – BOARD OFFICERS NOMINATION, ELECTIONS, TENURE, RECALL AND VACANCIES

Section A: Nominating Committee, Eligibility, and Procedures for Officer Nomination include:

- (1) Each year, the President shall appoint a Nominating Committee, with the approval of the Board, consisting of at least three members, who are members in good standing. No member of the Nominating Committee will be eligible to hold elected Board office during the year serving on the Committee, or one year thereafter. The Nominating Committee shall be responsible for acquiring nominees for the next years' Board offices and supply nominations to the current Board to fill Board and Executive Committee vacancies.
- (2) The Nominating Committee will select its own presiding officer and propose a procedure and a schedule for the nomination process, which shall be approved by a majority of the Board.
- (3) The President will inform the Chapter members of the composition of the Nominating Committee and provide information on how the Committee may be contacted.
- (4) The Nominating Committee will solicit input from Chapter members on potential nominees.
- (5) Eligibility Considerations:
 - a. Nominees must be members in good standing and eligible to vote.
 - b. Officers shall be eligible to serve only two consecutive terms in the same office.
 - c. No past President is eligible to become President for five years after his/her most recently expired term. No member is eligible to serve more than two terms as President within any contiguous five year period. The office of President is open only to Chapter members who have served as an officer in the year when nominations are made. If there are no nominees for President which comply with the above, then the above shall be waived.
 - d. All nominees shall agree in writing to serve if elected.
- (6) The Nominating Committee will provide nominees with officer position descriptions to ensure nominees understand responsibilities involved.
- (7) Nominees will provide a brief biography to the Nominating Committee to be presented to the Chapter members.
- (8) The Nominating Committee will prepare a list containing at least one nominee for each position to be elected. In addition to its own choice or choices, the Nominating Committee shall be required to include any nomination made by a petition signed by 10 members or 5% of the Chapter membership, in good standing, whichever is larger.
- (9) The list of nominees shall be presented at a Chapter meeting. At that time, a Chapter member in good standing may nominate a candidate from the floor. The candidate shall be included on the nominee list upon a majority approval of Chapter members eligible to vote at the meeting, and upon acceptance by the nominee to be considered for the office.

Section B: Election/Balloting:

- (1) Officers shall be elected by majority vote by ballot in accordance with procedures described in Section B (3).

- (2) Officer nominations and elections shall be scheduled so that election results may be announced at the Chapter's Annual Business Meeting, to the extent possible.

(3) Ballot Elections:

- a. Ballot Mailing: A ballot shall be mailed to all members eligible to vote as determined by the VP Membership, at the time of balloting. The timely mailing of a ballot or other notice to each member at the member's last known mailing address shall be deemed and considered adequate notice. It is the responsibility of the member to inform the Chapter of any change in the member's mailing address.
- b. Ballot Counting: Trustee and one other Board officer, or other designee(s) appointed by the President shall count votes. Each member of the Chapter shall be notified of and have the privilege of attending in person the opening and counting of the ballots. Members who wish to may cast a vote in the presence of the Trustee at the time the ballots are counted instead of by mailed ballot.

Section C: Officers' terms shall begin January 1, after and upon the Trustee certification of their election, and shall continue until December 31 of that year or until one of the following occurs:

- (1) The officer submits a written letter of resignation to the Board.
- (2) In the opinion of a majority of the Board, the officer becomes physically incapable of performing the position's duties and responsibilities.
- (3) The officer ceases to be considered a member in good standing.

Section D: In the event an officer is recalled or the office becomes vacated due to reasons set forth in Section C above:

- (1) The VP Operations shall become President if the President's office is vacated.
- (2) Nomination of candidates to fill other vacancies occurring shall be made by the Nominating Committee. The Board shall appoint officers for vacant positions by majority vote of all remaining Board officers.

ARTICLE VI – FINANCE

Section A: The Chapter finances shall be managed according to the following principles and practices:

- (1) Every reasonable effort will be made to run meetings and activities on a self-supporting basis.
- (2) Chapter financial records will be kept according to the cash basis of accounting.
- (3) The Chapter will attempt to maintain a cash reserve equal to one-half of the prior year's total expenditures.
- (4) In all other respects, generally accepted accounting practices for non-profit organizations as defined by the Financial Accounting Standards Board will be followed.

Section B: The Chapter's Fiscal Year shall be from January 1 through December 31.

Section C: The financial operations of the Chapter shall be conducted under budgetary control. The budget shall be a monthly and annual budget recommended by the VP Finance and approved by the Board. The budget shall be adopted prior to the start of the Fiscal Year, or as soon thereafter as possible.

Section D: Annual dues payable in advance for members shall be as set by the Board. Dues for student members shall be not less than one-third and not more than two-thirds of dues for regular members. The Board shall define billing and collection procedures for dues and amounts.

PMI OC CHAPTER BY-LAWS (CONT.)

Section E: Fees for Chapter sponsored events shall be as set by the Board. The Board shall define billing and collection procedures for fee amounts.

Section F: No disbursement shall be made for unbudgeted items without the express consent of the Board. Disbursements in excess of \$500.00 shall be approved by a majority vote of the Board.

Section G: The Chapter shall not incur any debts in excess of its cash-on-hand without the unanimous consent of the Board. Any debt instrument issued in the name of the Chapter shall require co-signatures from a majority of the Board.

ARTICLE VII – OTHER ELECTIONS

Elections for other than election of officers, shall be consistent with procedures set forth in Article V, Section B of these By-laws.

ARTICLE VIII – AMENDMENTS

Section A: Proposals to amend the Constitution and By-laws must be ratified by ballot vote. Procedures for balloting are set forth in Article V, Section B, of these By-laws.

Section B: Amendments may be proposed by any Chapter member in good standing. Proposed amendments shall be accepted by either of the following means:

- (1) By the majority vote of the members of the Board, taken at a Board meeting; or
- (2) By a petition signed by 20% of the Chapter's members in good standing.


August 15, 1999

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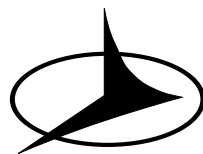
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MONTHLY DINNER MEETING

TUESDAY, OCTOBER 19, 1999

Program: RAPID PRODUCT DEVELOPMENT
Presenter: Ron Mascitelli, CMC

Location: Holiday Inn
2726 Grand Avenue,
Santa Ana
Next to the 55 Freeway next to the Dyer Road Exit. (The Dyer Road exit from the northbound 55 is closed until further notice.)

Time:

5:30 - 6:20	Sign-In and Networking
6:20 - 7:30	Announcements, Dinner
7:30 - 8:50	Speaker
8:50 - 9:00	Closing and Adjournment

Cost:

In Advance	Members	\$25.00
	Non-Members	\$27.50
At the Door		\$30.00

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If you would like to make an E-mail announcement to all PMI members, contact RStein@PTStaffing.com.

ORANGE COUNTY WEB SITE

Visit our web site at: <http://www.pmi-oc.org> to reserve your place at the meeting and to stay informed of events that are important to members and to project management.

Please register online at <http://www.pmi-oc.org>

PLEASE NOTE: PMI of Orange County has a new address:

Or mail your check to:
PMI - Orange County
P. O. Box 15743
Irvine, CA 92623-5743

PMI Orange County MILESTONES

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PMI-Orange County Chapter

MILESTONES is published for the members of the Orange County Chapter of the Project Management Institute for the purpose of notifying members of meetings, Chapter activities, member accomplishments, and to provide information regarding project management in local business and government agencies. Advertising is welcome. However, its publication does not constitute endorsement by the Chapter or the Project Management Institute.

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PMI-Orange County Chapter
Attention: Ed Fern
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P. O. Box 15743
Irvine, CA. 92623-5743
or edfern@time-to-profit.com

COMING EVENTS

OCTOBER 19

RAPID PRODUCT DEVELOPMENT

Ron Mascitelli

NOVEMBER 9

CAPABILITY MATURITY MODEL 2.0 (tentative)

Rick Hefner

DECEMBER 14

HOLIDAY NETWORKING (tentative)

JANUARY 11

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Orange County Chapter

PO Box 8026

Newport Beach CA 92658-8026

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