



# Probability Management

**2017 Annual Report**

[ProbabilityManagement.org](http://ProbabilityManagement.org)

# A letter from our Executive Director

The Flaw of Averages is a term I coined in 2000 to describe the systematic errors that occur when single numbers, usually averages, are substituted for uncertainties. The discipline of probability management helps cure this problem by communicating and calculating uncertainties as auditable data. ProbabilityManagement.org is a 501(c)(3) nonprofit, devoted to furthering this effort through education, best practices, and standards, and 2016 has been another exciting year.

- The leading technology firm Gartner Inc. has recognized the discipline of probability management as “Transformational,” and our organization has been cited in the Wall Street Journal. This visibility enhances our credibility and facilitates the acceptance of our approach.
- This year we have greatly increased the capability of our free SIPmath tools based on a new random number generator of Doug Hubbard’s. This is a game changer that puts powerful simulation in the hands of virtually anyone with access to Microsoft Excel. As a result, Lockheed Martin and Chevron are adopting the tools within their organizations. Furthermore, the tools were central to the development of operational risk applications at PG&E as presented in an article in OR/MS Today in December 2016, and posted at our website.
- To fulfill our educational mission, last year we presented four executive workshops on probability management around the country. In 2017, we plan to partner with Hubbard Decision Research and the Government Finance Officers Association to develop a broader set of probability management related webinars and workshops. In addition, I continue to work with Kennan Scott, a West Oakland Middle School teacher, to develop probabilistic concepts appropriate for students, who in the words of Mark Twain, have not yet had their schooling interfere with their education.

We thank our sponsors, partners, and supporters for the opportunity to rethink uncertainty.

Sincerely,

A handwritten signature in blue ink that reads "Sam L. Savage". The signature is written in a cursive style and is set against a light yellow rectangular background.

Sam L. Savage  
Executive Director

# Our Sponsors and Affiliates

Probability  
Management



Thank you to our generous sponsors and affiliates! With their support, 2016 was ProbabilityManagement.org's most active and successful year yet.

## Sponsors



Foundation for Creativity in Dispute Resolution

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## Affiliations



## Research Partner

Government Finance  
Officials Association



## Education Collaborator



## Technology Partner



# 2016 Accomplishments

We had significant accomplishments in 2016 including a wide recognition of our promotion of probabilistic thinking on all levels, further developing important strategic relationships, continuing our mission of outreach and education and enhancing our tools and standards.

## Recognition

ProbabilityManagement.org successfully broadened its scope of influence as highlighted by the media coverage and articles published in 2016.

## Media Coverage

Gartner, Inc, July 2016

The discipline of probability management was recognized by Gartner, a leading technology research firm, in their 2016 Data Science Hype Cycle. <https://www.gartner.com/doc/3388917/hype-cycle-data-science->

Gartner refers to probability management as “transformational.”

“As business people familiarize themselves with the idea of uncertainty and see the impact of improved decisions that take account of uncertainty, Gartner expects to see more interest and adoption in this area by leading companies over the next three to five years,” said the report.

The report goes on to say that “actively capturing and managing the probabilities associated with day-to-day business can improve the quality of decisions and transform industries. Adoption of probability management is likely to begin in the areas with the most uncertainties, which include portfolio management, research and development, oil and gas exploration, and government planning.”

Wall Street Journal: As Forecasts Go, You Can Bet on Monte Carlo, August 13, 2016

An article by Jo Craven McGinty references Dr. Savage and ProbabilityManagement.org.

## Articles

OR/MS Today — Cover Story: Rolling Up Operational Risk at PG&E, December 2016

This article, co-authored by Dr. Savage and engineers from Pacific Gas & Electric, details how the utility has been using the discipline of probability management and the 2016 SIPmath tools to roll up operational risk across a gas pipeline network.

Analytics Magazine: Monte Carlo for the Masses, September 2016

This article by Dr. Savage highlights the greatly improved 2016 SIPmath Modeler Tools.

Government Finance Review: Speaking Uncertainty to Power, April 2016

Shayne Kavanagh of the Government Finance Officers Association and Dr. Savage describe the use of probability management to improve municipal budgeting under uncertainty.

## Strategic Relationships

To fulfill our mission of improving the communication of uncertainty we must maintain strategic relationships with both technical partners and practitioners.

## Microsoft

The discipline of probability management may be performed in many software environments, in particular, native Microsoft Excel. Therefore it is important for ProbabilityManagement.org to maintain a close relationship with Microsoft.

In March of 2016 Dr. Savage and Associate Director Michele Hyndman presented at Microsoft’s 2016 Data Insights Conference and also the Microsoft Research Lab. In addition, they met with the Microsoft Office development team. For their part, Microsoft sent representatives to PM’s 2016 Annual Conference and Stanford Workshop.

## Government Finance Officers Association

Dr. Savage spoke at the annual GFOA conference in Toronto in May 2016 and participated in their forecasting webinar. He continues to work with pilot studies on probabilistic budgeting with three cities, Redmond, WA, Boulder, CO and Sunnyvale, CA. In addition, Dr. Savage met with the CFO of the city of Redmond, WA, Mike Bailey to discuss potential educational programs.



## Conferences, Lectures, Webinars and Presentations

To fulfill our educational mission, we offered a diverse range of programs including lectures, webinars and presentations.

We had a successful annual conference in San Diego. We hosted a summer lecture series in Palo Alto (Stanford), Orlando, Houston, Dallas and DC as well as a series of webinars about the discipline of probability management and the new SIPmath Modeler Tools. Presenters for the webinars included: Dr. Savage; Jordan Alen, Technology Coordinator; and Brian Putt, Consultant. Dr. Savage also gave several presentations this year. In March, he presented to The Venture Capital Roundtable in Palo Alto and gave two presentations at the Annual Meeting of the Canadian Operations Research Society in June. He was also invited to a meeting on communicating risk at the Max Planck Institute in Berlin in December.

## Secondary Education

Since 2014, Dr. Savage has been teaching probabilistic concepts in middle schools using the methods of probability management.

Project Lead The Way - PLTW.org

In 2016, Dr. Savage continued teaching in West Oakland Middle School with K-12 STEM teacher Kennan Scott. Subsequently, Kennan and Dr. Savage presented their work at the annual PLTW CA conference in January 2016. This has been an exciting relationship which resulted in NBC Bay Area News coverage at <http://bit.ly/bap0420>.

## Tools and Standards

### SIPmath Modeler Tools

SIPmath Modeler Tools 3.0

In 2016, Doug Hubbard of Hubbard Decision Research began developing a family of auditable random number generators, which may be implemented using straightforward Excel formulas. By incorporating one of these generators into our tools, we have been able to support a wide array of probability distributions.

The free SIPmath Modeler Tools are now unique in providing a full Monte Carlo solution, which creates interactive simulations in Excel that do not require the tools themselves to run.

They have been adopted extensively at Lockheed Martin and Chevron, served as the basis for work that Dr. Savage has done at PG&E, and described in an article in OR/MS Today in December 2016.

### SIPmath Standard

Marc Thibault, Chair of the SIPmath Standards committee, added extensions to the standard to support JSON and database formats.

## Accounting

June Klein, 2015 Silicon Valley Nonprofit CFO of the Year, became the CFO of ProbabilityManagement.org in June. Melissa Kirmse, Director of Operations, spearheaded our effort to implement a new categorization system to reflect the nature of our nonprofit work and the 2015 and 2016 financials were updated.

# 2017 Proposed Activities

In 2017, ProbabilityManagement.org will continue to improve the communication and calculation of uncertainty through education, best practices, and our open SIPmath™ standard.

## Outreach

### Workshops

We plan to partner with Hubbard Decision Research to offer a series of workshops on probability management topics. Workshops will be offered in various locations and hosted by our sponsors, Lockheed Martin and Chevron, and other organizations. Currently we have workshops planned in Crystal City, VA, and Houston, TX.

### Conferences and Presentations

The following presentations have either been delivered or are planned for 2017.

- Dr. Savage gave a presentation on probability management to the Silicon Valley branch of Financial Executives International in April.
- Dr. Savage gave a presentation presentation at University of San Francisco Business School in April.
- Dr. Savage and Marc Thibault will present at the annual meeting of The Open Group in Ottawa in July.
- Dr. Savage has been invited to present to the Bank Administration Institute in Chicago, date to be determined.

### Webinars

- Dr Savage delivered a webinar to DOW Chemical in May.
- We continue to schedule webinars in the following areas:
  - Fundamentals of Probability Management
  - SIPmath Tools Training
  - Best Practices

### Publications

This year Dr. Savage plans to finish the second edition of his book, *The Flaw of Averages - Why We Underestimate Risk in the Face of Uncertainty*. This is the book that started the probability management revolution and the new edition will reflect the great advances of the past few years.

## SIPmath Tools and Standards

- We now offer a more convenient way to deliver the SIPmath tools to our corporate sponsors.
- We will add Tom Keelin's Metalog distributions, which can effectively represent a wide range of distribution shapes, even multi-modal.
- Dr. Savage and Tom Keelin have developed a method for using Metalog distributions to model the sums of independent, identically distributed sums of random variables.
- The tools have become so powerful that we are planning to license the technology to a simulation software vendor. Any proceeds from such licensing will be used exclusively to support our mission of promoting education, best practices and standards in probability management.
- We are exploring a relationship with The Open Group to have them further promote the SIPmath Standard.

# Board of Directors



**Sam L. Savage**  
**Executive Director and**  
**Chairman of the Board**

Sam L. Savage led the development of the open SIPmath standard for storing probability distributions as auditable data. Sam is also the author of *The Flaw of Averages: Why We Underestimate Risk in the Face of Uncertainty*, and is a Consulting Professor at Stanford University.



After receiving his Ph.D. in computational complexity from Yale University in 1973, Sam spent a year in the Mathematics Department at General Motors Research Laboratory, and then joined the Management Science faculty of the University of Chicago Graduate School of Business. Here he discovered that an Algebraic Curtain separated the bulk of his management students from management science. In 1985, Dr. Savage led the development of software called What'sBest!®, which coupled Linear Programming to Lotus 1-2-3. The package won PC Magazine's Technical Excellence Award in 1986. Since then, Sam has continued working to bring analytical tools to managers in an algebra-free environment. In 1990, Sam moved to Stanford, where he teaches Management Science in the Engineering School. He has been a Visiting Professor at Northwestern University's Kellogg School of Business and the Naval Postgraduate School in Monterey, and is a Fellow of the Judge Business School at the University of Cambridge.

Dr. Savage consults and lectures extensively to business and government agencies through his consulting firm, SIPmath Group, an AnalyCorp venture, and serves as an expert witness.

**Michele Hyndman**  
**Associate Director and Board**  
**Member**

Michele Hyndman has over 15 years of public relations and communications experience. She has worked in broadcast television, at a public relations firm and was the public relations manager at Stanford University Medical School Blood Center for over 10 years. Michele works effectively and cooperatively with people at all levels of an organization,



media and industry contacts, and vendors to achieve successful branding, media, marketing, advertising and communications plans. In 2012, she launched MMH Communications to leverage her experience and industry contacts to help other nonprofits and small businesses thrive in a highly competitive landscape. Michele is inspired by organizations that help to improve the lives of others.

As Associate Director, Michele manages communication and marketing strategies, coordinates outreach to corporate sponsors and partners, and oversees Probability Management conferences and events.

Michele holds a Bachelor of Arts (BA) in Communication and Media Studies from California State University, Sacramento.

**Harry Markowitz**  
**Board Member**

Dr. Markowitz has applied computer and mathematical techniques to various practical decision making areas. In finance: in an article in 1952 and a book in 1959, he presented what is now referred to as MPT, "modern portfolio theory."

This has become a standard topic in college courses and texts on investments, and is widely used by institutional investors and financial advisors for asset allocation, risk control and attribution analysis. In other areas: Dr. Markowitz developed "sparse matrix" techniques for solving very large mathematical optimization problems. These techniques are now standard in production software for optimization programs. Dr. Markowitz also designed and supervised the development of the SIMSCRIPT programming language. SIMSCRIPT has been widely used for programming computer simulations of systems like factories, transportation systems and communication networks.

In 1989 Dr. Markowitz received The John von Neumann Award from the Operations Research Society of America for his work in portfolio theory, sparse matrix techniques and SIMSCRIPT. In 1990 he shared The Nobel Prize in Economics for his work on portfolio theory. Dr. Markowitz is the principal of Harry Markowitz Company. He is also an adjunct professor at the Rady School of Management, UCSD.



# Our Team

## **June Klein** **Chief Financial Officer**

June Klein attended University of California, Santa Barbara, where she obtained her bachelor's degree in Business Economics in 1980, and was selected as the Outstanding Graduating Senior in Economics. June became a Certified Public Accountant in California in 1983. She was awarded an MBA focusing on Management of Technology from the Walter A. Haas School of Business at U.C. Berkeley in 1988. In 2010, June received her Doctorate in Education at Fielding Graduate University through their Educational Leadership and Change program, focusing on intercultural competence and global leadership in higher education.



Her professional memberships include the American Institute of Certified Public Accountants, and affiliations with many community groups. June is active in community service, lending her expertise in finance and business planning to her positions on the boards of the Palo Alto Family YMCA and the Kiwanis Club of Palo Alto, where she heads up fundraising/major gifts in both organizations and is very involved in their international/diversity programs. In 2017, June was appointed to the Santa Clara County Behavioral Health Board by Supervisor Joe Simitian.

June received the Andrew Carpendale Award for outstanding international achievement and the Distinguished Service Award for service and leadership in 2008 from the Palo Alto Family YMCA.

## **Melissa Kirmse** **Director of Operations**

Melissa Kirmse has over 20 years of project coordination, administrative, and technical writing experience. She has worked for various tech companies including Microsoft and TiVo. Together with Dr. Sam Savage, she coauthored the article "Probability Management 2.0," which appeared in the October 2014 issue of *OR/MS Today*. Melissa was promoted to Director of Operations at ProbabilityManagement.org in 2014. She set up an accounting system for the company and manages the day-to-day accounting. She coordinates PM's presence at



various trade shows and conferences throughout the year and manages corporate communications and logistics. Melissa graduated summa cum laude from the University of Maryland with a degree in Communication Studies.

## **Dave Empey** **Director of Software Development**

Dave Empey has more than 20 years of experience with Monte Carlo simulation. He has worked with Dr. Sam Savage since the early 1990's, and developed Monte Carlo and decision tree software for Anadarko Petroleum Corporation, the Bessemer Trust, the NSA, Royal Dutch Shell, and Lockheed Martin, among others. With Dr. Savage, Dave has developed software for creating and manipulating Stochastic Information Packets (SIPs), and a compressed form of SIP representation called Distribution Strings.



## **Jordan Alen** **Technology Coordinator**

Jordan Alen is responsible for the implementation and management of the website. Jordan has worked closely with Sam on projects ranging from the DARPA proposal abstract to the events scheduled at conferences. His interests include astrophysics and Toastmasters meetings.



## **Mary Claire Meijer** **Executive Administrator**

Mary Claire Meijer supports the Executive Director and other team members by managing internal and external communications, coordinating travel, and organizing speaking and meeting schedules that are essential for the company to promote its mission. She has a background in senior care housing, and while raising her family was actively involved in numerous volunteer efforts including multiple years of directing a large volunteer team for a 200+ member high school cross country and track program. Mary Claire graduated with a Bachelor of Arts Degree in Health and Society from Brown University.





# Committee Chairs



**John Marc Thibault**  
**Chair, Standards**  
**Committee**

John Marc Thibault is an independent consultant with a twenty-year practice focused on technical analysis, design and planning. His clients have included a large fraction of the Canadian federal government's departments and a variety of high-tech companies. His earlier experience includes over a decade of marketing and technology roles at Xerox, and senior management in two high-tech startups. He has a physics degree from Loyola College in Montreal.



Author of the "Art of the Plan" blog at [goodplan.ca](http://goodplan.ca), he is developing software and operational techniques to fix the Flaw of Averages in project planning, and to correct the systemic errors that result in high-risk plans and unattainable targets.

**Doug Hubbard**  
**Chair, Decisions and**  
**Measurements**

Mr. Hubbard is the inventor of the Applied Information Economics (AIE) method and founder of Hubbard Decision Research (HDR). He is the author of one of the best-selling business statistics books of all time, *How to Measure Anything: Finding the Value of Intangibles in Business*. He is also the author of *The Failure of Risk Management: Why It's Broken and How to Fix It*, and *Pulse: The New Science of Harnessing Internet Buzz to Track Threats and Opportunities*. He has sold over 100,000 copies of his books in five different languages and his books are used in courses in over a dozen major universities.



Mr. Hubbard's career has focused on the application of AIE to solve current business issues facing today's corporations. Mr. Hubbard has completed over 95 risk/return analyses of large, critical projects, investments and other management decisions in the last 20 years. AIE is the practical application of several fields of quantitative analysis including Bayesian analysis, Monte Carlo simulations, and many others. Mr. Hubbard's consulting experience and financial analysis totals over 27 years and spans many industries including pharmaceuticals,

insurance, banking, utilities, cyber security, interventions in developing economies, mining, federal and state government, entertainment media, military logistics, and manufacturing.

**Steve Roerman**  
**Chair, Best Modeling Practices**

Steven D. Roerman is Chief Executive Officer at Lone Star Analysis. He has served on the boards of a number of corporations, authored dozens of papers on technology and management, and he holds patents in the defense, telecommunications and energy sectors. Much of his work deals with large, complex systems, whether human institutions, computer systems, networks, or systems of systems.



He holds a degree in Applied Mathematics with post graduate studies in mathematics, business, telecommunications and signal processing. He is a Senior Member of the IEEE, a Life Member of the NDIA, and a member of the SPE.

# Committee Chairs

## **Lieutenant Commander McLemore Chair, National Security Applications**



Lieutenant Commander Connor S. McLemore is a designated E-2C Naval Flight Officer. He was deployed to the Persian Gulf, flying in support of Operations Southern Watch, Iraqi Freedom and Enduring Freedom, and to the Indian Ocean and Western Pacific in support of the humanitarian Operation Unified Assistance and was the lead Navy Air Officer in the Joint Task Force Headquarters in support of Philippine Typhoon relief, Operation Damayan.

Lieutenant Commander McLemore graduated from the U.S. Naval Academy with a Bachelor of Science in Mechanical Engineering. He completed an Operations Research Masters Degree at the Naval Postgraduate School in Monterey, California. His NPS thesis was awarded the Military Operations Research Society Stephen A. Tisdale Graduate Research Award. He also completed a National Security and Strategic Studies Masters Degree, awarded with distinction, from the Naval War College in Newport, Rhode Island. He is a graduate of the Navy Fighter Weapons School (Topgun) and Naval Strike and Air Warfare Center's Advanced Mission Commander Course (AMCC).

Lieutenant Commander McLemore is a Military Assistant Professor of Operations Research and the Operations Research Program Officer at the Naval Postgraduate School.

## **Kennan Scott, Chair, Secondary Education**



Kennan Scott was born and raised loving transportation and the New York City Subway. After receiving his Bachelors of Science in Civil Engineering from Northeastern University he bolted for the west coast and the allure of automated public transit. Shortly after arriving in the Bay Area he found work with BART, the automated transit system he coveted and began designing transit

infrastructure. It was during his time working with BART on the eBART extension that he was able to reconnect with and seek out his own emotional and social connections with transportation. In order to better serve riders, Kennan received a Masters in Urban and Regional Planning from San Jose State University with a focus on transportation management. The son of a long tenured special education teacher, Kennan always held education in high regard. When given the opportunity to change fields and teach engineering in West Oakland, he saw this as a chance to make a difference in the black community. Kennan Scott is passionate about creating healthy communities, advancing the field of education through interdisciplinary approaches that merge planning, engineering, advocacy, and coalition building.



## Statement of Operations

For the years ended December 31, 2016 and 2015

	2016	2015
	Unrestricted	Unrestricted
<b>Income</b>		
Corporate Contributions	80,500.00	125,604.70
Individual Contributions	1,730.00	2,587.52
Matching Gifts	2,575.00	4,099.00
Program Service Fees	47,652.21	38,232.84
Other Income	2.24	36.24
<b>Total Income</b>	<b>132,459.45</b>	<b>170,560.30</b>
<b>Expenses</b>		
Program Services		
Education & Outreach	80,943.29	135,547.41
Standards	0.00	0.00
Tools	26,416.50	17,886.35
Program Service Support		
General & Administrative	16,182.83	18,452.31
IT	3,499.61	4,129.80
Facilities	86.00	357.00
<b>Total Expenses</b>	<b>127,128.23</b>	<b>176,372.87</b>
<b>Change in Net Assets</b>	<b>5,331.22</b>	<b>(5,812.57)</b>

## Statement of Cash Flows

For the years ended December 31,

	2016	2015
<b>Cash Flows from Operating Activities</b>		
Change in net assets	\$5,331.22	(\$5,812.57)
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Accounts Receivable	\$0.00	\$1,000.00
Accounts Payable	(\$2,302.25)	\$2,245.04
Prepaid Expenses	\$2,965.95	\$89.05
Unearned or Deferred Revenue	(\$24,391.62)	\$11,819.02
Net cash provided by Operating Activities	(\$20,916.49)	\$9,340.54
<b>Cash Flows from Investment Activities</b>		
Purchase of property and equipment	\$184.44	\$184.44
Net cash provided by Investing Activities	\$184.44	\$184.44
<b>Net Change in Cash and Cash Equivalents</b>	<b>(20,732.05)</b>	<b>\$9,524.98</b>
<b>Cash and Cash Equivalents</b> at the beginning of the period	<b>\$43,596.85</b>	<b>\$34,071.87</b>
<b>Cash and Cash Equivalents</b> at the end of the period	<b>\$22,864.80</b>	<b>\$43,596.85</b>

# Financials

## Statement of Financial Position

<i>December 31,</i>	2016	2015
<b>Assets</b>		
Current Assets		
Cash and cash equivalents	22,864.80	43,596.85
Prepaid expenses and other assets	911.68	3,877.63
Total Current Assets	23,776.48	47,474.48
Property and Equipment	76.69	261.13
Total Assets	23,853.17	47,735.61
<b>Liabilities and Net Assets</b>		
<b>Liabilities</b>		
Accounts payable and accrued expenses	2,259.25	7,081.29
Unearned or deferred revenue	0.00	24,391.62
Total Liabilities	4,518.50	38,554.20
<b>Net Assets</b>		
Opening Balance Equity	2,431.25	2,431.25
Unrestricted Net Assets	13,831.45	19,644.02
Net Income	5,331.22	(5,812.57)
Total Net Assets	21,593.92	16,262.70
Total Liabilities and Net Assets	26,112.42	54,816.90



## Detailed Income and Expenses

For the years ended December 31, 2016 and 2015

	2016		2015	
	Unrestricted	Unrestricted	Unrestricted	Unrestricted
<b>Income</b>				
Contributions				
Corporate Contributions	80,500.00	125,604.70		
Individual Contributions	1,730.00	2,587.52		
Matching Gifts	2,575.00	4,099.00		
Program Income				
Program Service Fees	47,652.21	38,232.84		
Other Income				
Interest Income	2.24	1.26		
Tax Refund	0.00	34.98		
<b>Total Income</b>	<b>132,459.45</b>	<b>170,560.30</b>		
<b>Expenses</b>				
<b>Program Services</b>				
<b>Education &amp; Outreach</b>				
Compensation and Benefits	40,059.08	69,138.84		
Travel Expenses				
Airfare	6,540.58	10,126.15		
Lodging	2,922.27	10,759.61		
Ground Transportation	1,611.67	3,196.58		
Parking	146.18	407.73		
Travel Meals and Entertainment	921.15	2,624.60		
Internet Access	8.99	68.89		
Meals and Entertainment	1.63	317.92		
Marketing and Publicity				
Trade Shows	0.00	8,073.58		
Conferences	25,141.63	16,782.32		
Marketing Collateral	535.05	1,169.96		
Marketing Materials	2,256.94	3,121.13		
K-12 Education	0.00	40.00		
Email Marketing	0.00	5,759.94		
Public Relations	450.00	249.00		
Other Expenses				
Books, Dues, and Subscriptions	348.12	3,674.45		
Office Supplies	0.00	36.71		
<b>Total Education &amp; Outreach</b>	<b>80,943.29</b>	<b>135,547.41</b>		
Standards	0.00	0.00		
Tools				
Compensation and Benefits	26,416.50	17,886.35		
<b>Total Tools</b>	<b>26,416.50</b>	<b>17,886.35</b>		
<b>Total Program Services</b>	<b>107,359.79</b>	<b>153,433.76</b>		

Page 1 of 2

For the years ended December 31, 2016 and 2015

	2016		2015	
	Unrestricted	Unrestricted	Unrestricted	Unrestricted
<b>Program Service Support</b>				
<b>General &amp; Administrative</b>				
Compensation and Benefits	8,200.75	7,677.50		
Office Expenses				
Office Supplies	271.61	440.33		
Postage and Shipping	0.00	127.67		
Business Taxes and Fees	50.00	475.00		
Insurance				
Directors & Officers Insurance	1,485.00	0.00		
Liability Insurance	550.00	550.00		
Professional Services				
Accounting	2,042.00	2,171.00		
Legal Fees	2,810.00	6,765.00		
Banking and Financial				
Bank Fees	157.13	63.05		
Checks	57.51	182.76		
Online Payment Fees	558.83	0.00		
<b>Total General &amp; Administrative</b>	<b>16,182.83</b>	<b>18,452.31</b>		
<b>IT</b>				
Compensation and Benefits	483.33	1,267.65		
Software and Hardware				
Software Site Licenses	1,799.73	2,008.44		
Expensed Software and Hardware	446.59	635.93		
Depreciation and Amortization	184.44	184.44		
Software and Hardware - Other	276.25	0.00		
Website	250.00	33.34		
Meals and Entertainment	59.27	0.00		
<b>Total IT</b>	<b>3,499.61</b>	<b>4,129.80</b>		
<b>Facilities</b>				
Rent Expenses				
Rent - PO Box	86.00	122.00		
Repairs and Maintenance	0.00	235.00		
<b>Total Facilities</b>	<b>86.00</b>	<b>357.00</b>		
<b>Total Program Service Support</b>	<b>19,768.44</b>	<b>22,939.11</b>		
<b>Total Expenses</b>	<b>127,128.23</b>	<b>176,372.87</b>		
<b>Change in Net Assets</b>	<b>5,331.22</b>	<b>(5,812.57)</b>		

Page 2 of 2



# Probability Management

Probability Management  
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