SDA Hampton Roads Chapter
invites you to

BizTrak 2021 SESSIONS

Dollars and Cents
Project (PM) & Practice (PcM) Management

Tuesdays
Sep14-Oct19 2021
8:30-10:30 am
Online meeting via Zoom

Register today at:

https://www.sdanational.org/page/BizTrakHR2021

Course Description

This is a six-week course split into two sessions each day, one Practice Management and one Project Management. This will allow the attendee to learn concepts and start working on a project that will last the five weeks. The project is optional — there will also be a case study, but your own project will give you the opportunity to start a dialogue with the appropriate managers in your firm and apply the lessons learned to a real project. The information in each session will interlink, shake it up a little, and show the interdependence of the two sides of management.

September 14

Practice Management: Marketing: Go/No-Go Process & Managing Client Relationships

Project Management: Client Selection, Project Delivery Methods, Fee Types, Top Down | Bottom Up Fee Preparation, Contract Management Principles

How does your firm choose the projects it pursues? What is the role of the project manager not only in marketing, but more importantly in the management of client relationships. On the flipside we will discuss client selection, the appropriate fee type given the work, and the parts of the RFP and contract the PM is ultimately responsible for.

September 21

Practice Management: Principles & Basics of Accounting, Indirect vs Direct Expenses, Overhead

Project Management: Unpacking the negotiated fee into a budget, Work breakdown structure, Scope| Fee | Scheduling, Critical Path Method Scheduling Basics

We'll go back to the basics and do an overview of the principles and codes the accounting and management worlds live by and the crucial concept of indirect and direct expenses and how they serve as the basis for bill rates, fees, and which ones the PM has control over.

September 28

Practice Management: Financial Statements: Balance Sheet, Profit & Loss, Overhead Statement

Project Management: Monitoring the Budget, Working with Consultants, Earned Value Management, KPIs

We'll delve into the Financial Statements and understand how they are interconnected and how to read them. On the PM side we'll move the project into the working phase and what's available to help you monitor it, — like the lowly timesheet.

October 5

Practice Management: Cash flow, Working Capital, Financial Metrics, Risk & Conflict Management

Project Management: (Guest Speaker) Professional Liability Insurance

Cash is king — here's why. We're discussing Risk Management from both sides — practice and project management.

October 12

Practice Management: Business Entities, Banking, General Insurance, Working with the Government

Project Management: Budget results, Reports, Variances, How to improve outcomes

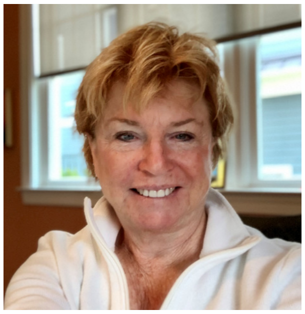
General Practice Management topics you shouldn't be without if you're going to start your own firm or show you're ready to move into management. On the project side we'll work on outcomes — successes & failures — and the reasons like staffing and scope creep.

October 19

Bonus session: **Ownership – Why or Why not?** What you need to look at in any firm you may buy into. What's the long view of working in a professional services firm and whether ownership may or may not be for you.

With case studies and the requisite horror stories included, we talk about why firms must always be thinking about the value of their firm, for the long-term ownership transition as well as the near-term recruiting and employee engagement. Why you should be thinking about Ownership – or not – now. Plus the 10 Value Drivers the firm needs to be working on now.

Discussion Questions for Conversations with your Principal
Practice Questions



Your Facilitator:

Deborah A Gill, CPA FSDA, Hon. AIAHRC has 45 years experience in both large and small A/E and land surveying firms in all aspects of finance, operations, and strategy. Currently President of Profit by Design, bringing finance and practice management consulting exclusively to the A/E industry, she was CFO and CSO at Precision Measurements, Inc., and Controller then Director of Business Operations at Clark Nexsen, Inc.

She has worked on her vision of improving practice management skills of architects, engineers and A/E business professionals throughout her career.

She has provided seminars for AIA, NSPE, ACEC, IFMA, NSPS, VAS, and SDA and has just completed ***The Financial Manager's Essential Guide to A/E Accounting and Finance***, an accounting and practice management book for the A/E industry.

She has been the chair of Canstruction® in the Hampton Roads community for 21 years and the national treasurer of Canstruction®, Inc. for 25 years.

She served as AIAHRC's finance director for 17 years, received the chapter's 1st Presidential award, and is an honorary AIAHRC member.

Course Cost: $300 for 12 hours of face-to-face class time, BizTrak toolkit (see last page), practice questions, and a case study of financial statements.

For additional information or registration, go to our webpage https://www.sdanational.org/page/BizTrakHR2021 . For questions, contact your facilitator, Deborah Gill, debig400@gmail.com or 757.373.9886, and

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SDA's Seminars earn you up to 12 hours of AIA LUs and/or 12 PDHs.

Who Should Attend?

Now more than ever, rising architects and engineers need to develop their business skills in addition to their technical skills. Cyclical upswings and downturns in the economy illustrate the need to know how a firm keeps running even in downtimes and why some succeed and others don't. This program will guide you through the

- Marketing Cycle — Getting Projects and Maintaining Clients. 21% of the design team's time is business development. (BD) 61% of a PM's time is BD.
- Project Delivery Cycle — Understanding the key to firm success is: negotiating the appropriate Scope and Fee for every project,
- Executing the Project in a Profitable Way while managing risk, and,
- Understanding the financial and business underpinnings that hold the firm together.

Architects | Engineers who want to :

- Pass the Practice and Project Management section of the ARE 5.0 exam.
- Improve financial management skills.
- Learn the art of project management from a financial perspective — estimating, negotiations, budgets, results, & scheduling.
- Avoid the pitfalls when starting a firm — or buying into a company.

Business Professionals **new to the A/E industry and/or who want to be certified as CDFAs and want an overview of the**

- Project delivery system in the A/E industry,
- The nuances of A/E finances, and
- The watch-points in a firm delivering professional services.

The SDA's mission is to pursue excellence in A/E Practice Management. It understands that educating rising design and business professionals in business management aids the individual on their career path and benefits their firm.

Optimize your Operations

Connecting the professional and the firm to A/E business expertise and resources

The Firm. If your firm has ever wanted to improve its business practices, hire and retain business professionals with industry specific skills and experience, and find solutions to advance your design firm, SDA can facilitate that goal.

- SDA's career center can help you find credentialed and accomplished business professionals who will positively impact your firm.
- SDA's education programs instill best practices throughout the entire firm. Designed to keep staff in step with the current best practices in our industry, they can apply them on the job to improve workflow at your firm.

Education

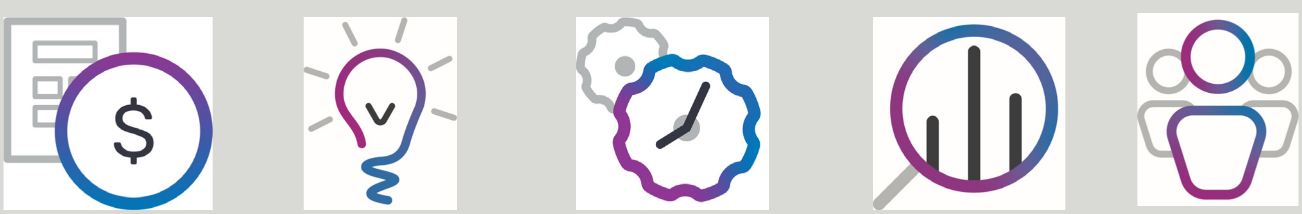
EDSymposium — a 3-day conference that provides upwards of 20 hours of continuing education, tours, networking and enrichment opportunities

EDConnect — a multiple-day virtual conference to participate in from your desk to provide the entire office with 20 hours of educational topics specific to the management of the A/E firm

Webinars — Monthly webinars with nationally renowned A/E and other practice management experts

Certification for the Business Professional

CDFA program — The Certification in Design Firm Administration credential is an excellent way A/E business professionals to learn the basic knowledge needed to manage an A/E firm in all of the focus areas: Office Administration, Project Management, Finance, Human Resources, Marketing and Leadership. It also sets the individual apart from other administrators, demonstrating a commitment to design firm management and the A/E industry.



Finance | Administration | Project Mgmt | Marketing | HR

BizTrak® Toolkit:

- ✓ Industry Key Performance Indicators (KPIs) — 10 year Comparison
- ✓ Business Entities — Comparison table of all types (C Corp, S Corp, LLC, & Partnership)
- ✓ Business Insurance — Common A/E/C insurances with definitions
- ✓ Case Study — Financial statements: Balance Sheet, Income Statement, Overhead Statement, Cashflow Statement, Trial Balance, and Statement of Retained Earnings
- ✓ Worksheets, Templates, and Guidelines on
  - Top-down and Bottom-up Estimating, Negotiating, and Budgeting
  - Calculation of daily wage rates & average man-hour rates — Add more value to your pricing
  - Overhead calculations — Low overhead doesn't mean high profits
  - Working Capital Calculation — Managing Cash Flow
  - Project Management Scheduling Tool