



Portico

SDA Seattle Wins Prestigious Chapter Excellence Award!



Jury Comments About Seattle Chapter

- ✓ Great fundraising with Jobline.
- ✓ Exceptional programs with a focus on education; joint webinars with Portland Chapter is a great way for both chapters to get continuing education.
- ✓ Portico is miraculous.
- ✓ Organized and professional in communicating with members and, when it comes to communicating with individuals, personal and welcoming (hand written notes).
- ✓ All chapters should take note of SDA Seattle's mentoring aspects and their focus on education.

In This Edition:

President's Message	2
President's Message	3
Chapter Excellence	
Award Press Release	4
Controlling Write-Offs	4
Streamlining Billing	4
Clip-n-Save Formulas	5
Clip-n-Save Terms	6
Chapter News	7
Upcoming Events	7
Test Your Finance IQ	8
Sound Bite	8
Question of Quarter	9
Our Sponsors	10

Focus on Finance

The content of this edition of Portico focuses on Finance and includes a handy "Clip and Save" page with formulas for Key Performance Indicators and ratios on one side and finance terminology on the other. We also feature tips on controlling write-offs, streamlining billing, and having an outstanding collections process.

Chapter news can be found on page 7 along with upcoming events. You can Test Your Finance IQ on page 8, and see the answers to the Questions of the Quarter are on page 9.

Also included throughout this edition are our usual Sound Bite and Quick Tips features.

Outgoing President's Message

By the time you read this, we will have finished our 2014-2015 chapter board term. I distinctly remember the day the Nominating Committee called me, to ask if I would run for chapter president. My internal reaction was, "OMG! It's been many years since I've served as chapter president. I don't know if I know how to do that role any more." My second reaction was to ask questions.

It ultimately came down to me holding this internal dialogue:

Q: As a long-time member of SDA, what's my responsibility to an organization that has given me the means to strengthen my leadership skills, grow my networking circle, and provide design-firm skills and knowledge?

A: I need to say "Yes" to the Nominating Committee.

So I agreed to run for chapter president, and I can say now . . . it's been a wonderful ride. What made it so wonderful, and easier than I thought it would be, and challenging as I knew it would be? It was having six other leaders serving on the board at the same time, with the same goals, and the drive and the passion to push our chapter in new directions. Shannon Soady, Stacy Rowland, Carrie Thompson, Cathy Comstock, Pakalana Patterson, and Gretchen Renz took their roles and responsibilities to heart and made things happen. It wasn't a leader-follower team; it was a leader-leader team.

It was having Lois Diemert and Twila Wittmann support the board by serving on committees. It was having so many chapter members and guests attend our business practice events. It was welcoming new members Andrew Gilbert, Marjorie Nelch, Kathy Milano, Gena Aiello, Kurt Wong, Carol Wanda Spradlin, Meredith Ida, and Stephanie Zabel.

And just when we thought it couldn't get any better, we won the prestigious 2015 Chapter Excellence Award.

Yes, it's been a wonderful ride: knowledge-sharing, new members, networking, and new practices. I hope you are looking forward to the coming year as I am. We are in good hands with Seattle Chapter President Shannon Soady.

Judy Beebe, CDFA



Thank you, Judy, for your incredible leadership as Chapter President. You took us to new places and it was awesome!



Incoming President's Speech *(Delivered at May 21, 2015 Board Installation Ceremony)*

Thank you, Stacy, for such a nice swearing in. You add such a thoughtful, personal style to this event. And thank you to everyone for being here tonight, whether in person or on screen. Even five years ago, we wouldn't have had these opportunities to include everyone near and very far in a Seattle chapter meeting.

A year ago when I was on the Nominating Committee, I spoke with every member about possibly serving on the Chapter Board. It was a shorter list than it was this year due to the fantastic membership increases we've seen under our outgoing Board. As I spoke with everyone, I realized it had been 10 years since I'd served on the Board. As we know, SDA is an organization composed of administrative professionals who freely give their personal time to better the organization and themselves. I realized that I'd enjoyed the benefits of membership but hadn't given back as much as I could, so I threw my hat in the ring and here I am today along with my peers who apparently came to the same conclusion and have volunteered their time, and been sworn in tonight, to be your Board for the coming year.

I daresay many if not most of us didn't go to college planning on being an administrator in the design field. I was a history major (not the most highly-sought after degree by employers). But I made a very good decision 15 years ago to enter the design field, and became involved, through Stacy's recommendation, with SDA. Last year, I served on the Historical Records Committee. Going through our records was a revelatory treat for me, seeing how SDA has evolved through the years. It reinforced my belief that we stand on the shoulders of those who have gone before us. Reading newsletter articles about proper business attire AND make-up, and seeing newspaper captions where our members were identified as Mrs. (insert husband's name) brought home for me how far we've advanced. But none of us operates in a vacuum—at least not for long. Our successes are due in some part to those who paved the way before us, who were willing to share and document their knowledge and experiences with the up and coming among us.

Last year, our outgoing president, Judy Beebe, promised to "shake things up." And with the help of the Board and membership, she did! We won the highly coveted, and very hard to earn, Chapter Excellence award. While it represented the work the last two Boards did, I feel it was the reward for years of building, and with the recession, rebuilding the Seattle chapter. We dared to really analyze where we were, and where we wanted to go, as a chapter, and made strategic plans to get there with a 5-year plan. When the annual report comes out, you'll see how successful we've been. But I hope you feel it, too, on a more daily level with our robust communication avenues, strong educational offerings, and more.

I invite every member to attend our annual planning session which this year will be Saturday, June 6 at DLR Group's office. Your input is valuable in helping the Board plan the coming year, so all are welcome, or if you're unable to attend, please feel free to email me with your thoughts and suggestions.

We're one year into our 5-year plan, and with your help and support, and the work of our incoming Board, we'll continue to build on the successes of the past, stand on the shoulders of previous leaders, and continue to groom future leaders who will enhance the legacy of SDA – THE preeminent professional organization for design firm administrators.

Thank you.

Shannon Soady, CDFA

About Shannon Soady, CDFA

Shannon Soady, CDFA started her career in the design field with DLR Group in 2000 as a project administrator. While still having those project responsibilities for the Asia sector, she is also office manager and supervises seven administrators. Shannon was honored with promotion to Associate in 2002, and Senior Associate in 2006, and earned the CDFA designation in 2007.

An SDA member since 2002, she has served SDA at the chapter and national levels on a number of committees, and in various Board roles, including Chapter President in 2005 and President-elect last year.

As President, she looks forward to continuing to build on the very successful 2014-2015 initiatives by exploring new directions to grow membership, reinforcing the value of SDA membership, and helping members to grow professionally – all of which will support our chapter vision: By 2019, grow chapter membership by 100% to enhance our dynamic, Northwest professional community of A/E/C administrators and managers by creating opportunities for career growth through education and peer interaction.



Society for Design Administration announces the Seattle Chapter has received the 2015 Chapter Excellence Award

Cincinnati, April 3, 2015: The Society for Design Administration (SDA) announced today that the Seattle Chapter has won the prestigious 2015 Chapter Excellence Award.

The Chapter Excellence Award (CEA) was developed to recognize a chapter's excellence in promoting SDA's Mission, to "advance management and administrative professionals in the A/E/C industry through education, networking, and resources." The CEA is a comprehensive recognition program based on exceptional merit demonstrated in six categories: best practices, leadership/professional development, membership, communication, education and chapter governance. The point based system serves as a resource to help submitting SDA Chapters identify their strengths and inspire future growth. This award also provides a platform by which SDA Chapters can share their successes with other SDA Members and Chapters. The CEA becomes a platform for facilitating the innovation of new and creative ideas and concepts, thereby, enhancing and/or improving activities among other Chapters and SDA Members.

SDA Seattle's focus on education is impressive, offering over 18 hours of continuing education credits covering all the professional emphasis groups, such as On the FAR Side of Government Contracting...Social Media 101 - LinkedIn and Facebook...Employee Engagement...Dump It, Save it, Archive It...Lean Principles for Lean Times."

Their newsletter, Portico, delivers both relevant industry and chapter news to each of its members. Through their newsletter and website www.sda-seattle.org, the chapter shares news and ideas with other chapters. They use Facebook, LinkedIn and Twitter as additional means of communication with their members and the community at large. The chapter regularly uses Skype for their monthly board meetings.

SDA Seattle has grown their membership by 24% in the past year. They altered delivery methods for their education events, offering morning, noon and evening events. They created a five year chapter mission statement, by 2019 to "grow chapter membership by 100% and enhance our dynamic, Northwest professional community of A/E/C administrators and managers by creating opportunity for career growth through education and peer interaction."

"If what they have accomplished to date is any indication, SDA Seattle will meet and no doubt exceed their goals for 2019," wrote the jury.

Six Ways to Monitor and Control Write-Offs

- Have your accounting department monitor and keep track of the amounts being written off before billing. Know the magnitude of your problem.
- Encourage prompt billing. Write-offs go up as billing is delayed.
- Insist upon careful budget preparation and monitoring. Write-offs result from exceeding expenditures authorized by the client.
- Communicate the project scope of work to the team. Write-offs result when work is performed beyond authorized scopes. Secure immediate approval for extras and changes.
- Have project managers explain in writing any write-off beyond a specified amount. Keep track of those who report consistently high write-offs.
- When in doubt, bill the full amount. The door is then at least open for negotiating payments from the client. After all, services are provided to clients and successful firms get a return on all services provided.

Five Methods for Streamlining Project Billing

- Standardize the process. Establish procedures which result in bills being prepared automatically rather than by specific request.
- Standardize formats. Establish two or three standard formats for invoices.
- Computerize. Use your computer system to prepare your invoices.
- Spread the billing. Consider spreading your billing process over the entire month rather than concentrating it in one week. Projects can be assigned to varying weeks of a month for invoicing. This will allow you to balance the workload in the billing area.
- Establish negative approval systems. Many firms require that project managers approve invoices before they are sent, causing delays in billing. Establish the rule that bills are sent out automatically three days after they are left with the PM unless the accounting department is otherwise instructed.

Source: PSMJ Resources Professional Services Management Journal

Clip-and-Save: Formulas for Useful Key Performance Indicators and Ratios

Net Labor Multiplier:

$$\frac{\text{Net Revenue}}{\text{Direct Labor}}$$

Utilization Rate (Dollars):

$$\frac{\text{Cost of Labor Charged to Projects}}{\text{Total Labor Cost of Firm}}$$

Total Payroll Multiplier:

$$\frac{\text{Total Labor}}{\text{Net Revenue}}$$

Net Revenue Per Employee (including Principals):

$$\frac{\text{Net Revenue}}{\text{Total Average Staff}}$$

Average Receivables:

$$\frac{\text{Beginning Receivables} + \text{Ending Receivables}}{2}$$

Receivable Turnover:

$$\frac{\text{Sales}}{\text{Average Receivables}}$$

Average Collection Days:

$$\frac{\text{Average Receivables} \times 365 \text{ days}}{\text{Sales}}$$

Current Ratio (measures ability to pay short-term debt):

$$\frac{\text{Current Assets}}{\text{Current Liabilities}}$$

Acid-Test (Quick) Ratio:

$$\frac{\text{Cash} + \text{Marketable Securities} + \text{Receivables}}{\text{Current Liabilities}}$$

Return on Assets:

$$\frac{\text{Net Income}}{\text{Total Assets}}$$

Average Equity:

$$\frac{\text{Beginning Equity} + \text{Ending Equity}}{2}$$

Return on Equity:

$$\frac{\text{Net Profit}}{\text{Average Equity}}$$

Clip-and-Save: Financial Terminology

Average Collection Days: The average number of days it takes to collect receivables from your clients from the time of billing to the time the payment is received.

Backlog: The dollar value of anticipated revenues from projects contracted but as yet un-earned. Backlog is reduced by the value of revenue billed and increased by the value of new contracts acquired in a period. Monitoring backlog trends can provide advance notice of staffing surpluses or shortages.

Direct Labor: The dollar amount of wages and salaries directly charged to billable projects priced at raw labor costs (excluding direct personnel expense or overhead).

Direct Personnel Expense (DPE): Costs associated with payroll, including payroll taxes, healthcare, and retirement plans. Sometimes referred to as Payroll Burden.

Direct Project Costs: Reimbursable, or pass-through, project-related expenses, such as consultants, travel or printing.

Distributions: Employee bonuses and owners' share of profit.

General and Administrative (G&A): Expenses not directly related to providing a good or service (rent, office utilities, and salaries of office personnel.)

Gross Revenue: Income from all sources.

Indirect Labor: The dollar amount of wages and salaries not charged to projects, including wages of administrative, technical, and professional employees that are not billed to projects. It also includes all paid leave.

Net Income (aka Profit, The Bottom Line): The difference between a company's gross profit and its total expenses.

Net Labor Multiplier: Net income divided by direct labor.

Net Service Revenue: Revenues generated by in-house labor, excluding non-labor direct expenses such as outside consultants and reimbursables.

Operating Profits: Profits before year-end distributions and taxes. Generally accepted as the profit (or loss) that results from recurring business operations.

Overhead Expense: General office expenses plus indirect labor, plus payroll burden.

Overhead Rate: Total indirect or overhead expense expressed as a percentage of direct labor (not as a percentage of direct personnel expense).

Raw Salary (or Labor) Cost: The actual salary paid to an individual, not including fringe benefits.

Utilization Rate: Direct labor divided by total labor for an individual staff member or for entire firm. Utilization rate can be calculated using either hours or payroll. Sometimes referred to as chargeability.

Sources:

Klein, Rena M. (2010) *The Architect's Guide to Small Firm Management*, (2010) Hoboken: John Wiley & Sons, Inc.
Ajera Learning Center
2013 PSMJ A/E Financial Performance Benchmark Survey Report, (2013) Newton, MA: PSMJ Resources, Inc.

Accounting 101: Find it Online

It's hard to escape needing to know the basics in accounting, no matter what your job. If it's been awhile since you've taken a refresher course, or you skipped it to begin with, check out these sites:

- Cliffs Notes (www.cliffsnotes.com) Explore this site's "More Subjects" section to find a great primer in what the various financial statements are, and how to read them.
- NetMBA (www.netmba.com) Understanding how to use the information in financial statements to determine a company's fiscal health is a matter of knowing how to calculate basic ratios. This site has some plain English explanations.
- Investopedia (www.investopedia.com) Do you long for some easy-to-understand information about investing? This site gives you information in plain language. Look for great information about retirement planning, investing in tech stocks and more.
- AccountingCoach.com (www.accountingcoach.com) AccountingCoach.com was started in 2003 to help people throughout the world learn and refresh their understanding of basic accounting and bookkeeping at no cost. This free website contains explanations of major topics, Q&A, quizzes, and much more.

Chapter News

It has been a busy few months for SDA Seattle. In addition to the big news that we won the **Chapter Excellence Award**, we also had the following announcements and happenings:

Star Award, 2015

All it took was for a chapter member to say something that had not been directly stated before, **“We should be using the technology that is available to us.”**

That statement tipped our chapter in the right direction: We now use Skype and Zoom for chapter events and board meetings. We are using Google Docs for live editing of our master files. We are using Basecamp to house our chapter files, such as meeting minutes, templates, and stationery.

Who said that? Seattle chapter member **Carrie Thompson, CDFA**.

Carrie’s great out-of-the-box thinking, and her enthusiasm and commitment to improving our business practices have brought new life to our chapter.

The Seattle Chapter is pleased to present the Star Award to Carrie Thompson, CDFA.



Welcome New Members

A warm SDA Seattle welcome to new members **Meredith Ida** of ZGF, **Stephanie Zabel** of BHC Consultants, and **Lynn Henshaw** of DCI Engineers. We look forward to getting to know you.

EdConnect Scholarship Winners

The Seattle Chapter offered three EdConnect 2015 scholarships of \$75 each to its members to encourage attendance at the national SDA EdConnect 2015 conference. Winners agreed to attend at least one EdConnect session and share what they learned with the chapter by either writing an article for Portico, leading a roundtable discussion or presenting a webinar. Scholarship winners this year were **Renea Howard, CDFA** and **Judy Beebe, CDFA**. Look for their Portico articles in an upcoming issue.



Renea Howard, CDFA



Judy Beebe, CDFA

New Chapter Board Installed

The 2015 - 2016 chapter Board of Directors was installed by outgoing Vice President and Education Chair, **Stacy Rowland, CDFA**, at the May 21, 2015, Business Practice Dinner. The new Board members are:

- President: Shannon Soady, CDFA
DLR Group
- President-Elect: Carrie Thompson, CDFA
Studio Meng Strazzara
- Vice-President: Judy Beebe, CDFA
Parsons Brinckerhoff
- Secretary: Kathy Milano
DLR Group
- Treasurer: Renea Howard, CDFA
Watching the Bottom Line, Inc.
- Directors: Crystal Ray
Pennell Consulting, Inc.
Gretchen Renz, CDFA
Bernardo-Wills Arch.

Many thank to our outgoing Board members for your service to SDA. **Stacy Rowland, CDFA, Cathy Comstock, CDFA, and Pakalana Patterson, CDFA**, we will miss your leadership and insights on the Board.

Congratulations also to **Carrie Thompson** who was recognized at the SDA Annual Meeting for receiving her CDFA Certification this year.



Upcoming Events

JUNE						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

June 6, 9:00a - 1:00p: Board of Directors Planning Retreat at DLR Group.

June 16, 11:00a - 12:00p: SDA National Webinar - Working with Master Documents in Word. See sdanational.org for registration and details.

JULY						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

July 21, 11:00a - 12:00p: SDA National Webinar - Excel Macros. See sdanational.org for registration and details.

AUGUST						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

August 12, 12:00p - 1:00p: SDA Seattle Webinar - Excel. See sda-seattle.org for more details.

Test Your Finance I.Q.

- Which of the following is considered to be good Cash Management practice?
 - Maintaining an accurate check book.
 - Making daily cash deposits.
 - Preparing monthly bank reconciliations.
 - Preparing cash forecasts.
 - All of the above.
- Which of the following assets is not depreciated?
 - Land
 - Computers
 - Furniture and Fixtures
 - Buildings
 - Equipment
- Which of the following Financial Statements discloses the total amount of fixed assets?
 - Income Statement
 - Statement of Owner's Capital
 - Balance Sheet
 - Cash Flow Statement
- Limited Liability is a characteristic of which form of business ownership?
 - Sole proprietorship
 - Partnership
 - Corporation
 - Joint Proprietorship
- Which of the following is an example of a businessperson making a business decision by analyzing financial data?
 - William asks the staff accountant to prepare the company's profit-and-loss statement for next Tuesday's executive board meeting.
 - After reviewing sales forecasts and income statements, Angela determines that the company has enough money to hire a new employee.
 - Timothy obtains a copy of the business' credit rating report from a credit bureau.
 - So she can prepare the company's tax return, Kate obtains the necessary financial documents and forms.

The above are examples of the types of questions that are covered on the CDFA Certification Exam. From the SDA National website: "CDFA certification recognizes an individual who has met a rigorous standard of experience and expertise in design firm management and administration and who has demonstrated their knowledge of the practice and related disciplines through a thorough examination of management and administrative competencies." Visit www.sdanational.org for more information about CDFA certification. Get certified today!

Answers: 1. e, 2. a, 3. c, 4. c, 5. b

#REF! errors in Excel

Question: My formula suddenly started giving me #REF! errors. What went wrong?

*Answer: If your formula refers to values in another workbook that have been moved to a different location or deleted, a #REF! error will result. One way to start sleuthing the mystery: **Trace Precedents**. With your problem cell selected, on the Formulas tab, Formula Auditing group, click the Trace Precedents button. Doubleclick on the arrow head or line to start navigating to the various components in your formula. If one of your components shows #REF! in the cell reference, it can no longer find the workbook or worksheet that this component referred to. If there's no documentation on this workbook, it may be difficult to determine what it's missing. Use Ctrl+ to reveal all formulas when creating workbooks with links. Then, print it to paper or a PDF and save for reference. You can also refer to the Edit Links, Data tab, Connections group, Edit Links button. The button only appears if your workbook contains external links.*

Answer provided by Melissa Esquibel, Microsoft Certified Trainer and editor of Office Technology Today, www.OfficeTechToday.com.



What's the Opposite of Working From Home?

Working from home may not be the norm at many companies, but almost every employee these days is "homing from work." A new survey says 93% of us take time out of the workday to handle personal business.

Web content provider Captivate found that almost 70% of employees use work computers to conduct personal business, such as online banking, shopping, vacation planning—and searching for a new job. Almost half of those surveyed said they sometimes leave work during the day to run errands, such as going to the bank, shipping packages and picking up dry cleaning.

Sound Bites



"Every dollar you save today buying lower-end office technology means you'll spend five dollars more to repair it twelve months sooner than you otherwise would have had to."

~ Andrew Gilbert, Controller, Schacht|Aslani Architects

Quick Tips

Next time someone asks you “**When can you have this done?**” resist the understandable temptation to blurt out the earliest, and possibly unrealistic date, just to please someone and show your efficiency. Instead, ask “Is time a factor for you?” The answer will give you much more of a sense of the real schedule

Don't let those emails slip through your fingers. If you read an email that requires a task or an action, mark it as ‘Unread’ in your email folder until you've taken care of what needs to be done. That way, it'll be considered a new email each day it lingers, and won't sneak into your archives to be forgotten.

Who picks up the lunch tab?

Have you ever been in the awkward position of eating out for business and wondering who pays? Invisor Consulting Managing Partner, Steve Tobak, offers five tips:

1. The boss should always pay.
2. When someone insists on paying, graciously accept.
3. When no one else picks up the check, you should.
4. The vendor should pay, unless the vendor is from a small company or traveled a long distance to be there—his or her company is benefiting from the transaction.
5. The person receiving a favor should pay. If you are being coached or helped out, pick up the tab.

Questions of the Quarter

What trait do you admire in others?

Honesty. **Faith Brown, MSI Engineers**

Kindness. **Stacy Harris, Bernardo | Wills Architects**

Integrity. **Mila Ruth Charron, The Whiting-Turner Contracting Company**

Honesty, sincerity. **Carla Lancaster, Bernardo | Wills Architects**

Directness (they don't play games and try to hide behind things—I just want them to come out and say what they really want to say; without being intentionally mean or rude, of course.) **Judy A. Beebe, Parsons Brinckerhoff**

The ability to speak quickly and succinctly. **Lois Diemert, Jacobs Engineering Group**

What small acts of kindness around your workplace mean the most to you?

Filling the paper tray when it's empty, filling the paper towel roll, making coffee – all the little things that add up to a lot! **Faith Brown, MSI Engineers**

Offering to help when I'm slammed. **Stacy Harris, Bernardo | Wills Architects**

Knowing someone thought of me – bringing me back a small token to show they thought of me while they were out, e.g., unexpected coffee in the morning or unexpected souvenir for my desk if they go somewhere that they know I like, or texting me about traffic near the office and telling me which entrance to

avoid. **Mila Ruth Charron, The Whiting-Turner Contracting Company**

Those who randomly take the time to tell you “Thank you” for the everyday/routine things that you yourself take for granted. It shows that what you do really does make a difference and others notice. **Carla Lancaster, Bernardo | Wills Architects**

When someone pushes the elevator button because they see I have my hands full. **Judy A. Beebe, Parsons Brinckerhoff**

Tidying up without being asked. **Lois Diemert, Jacobs Engineering Group**

What office supply do you unintentionally hoard?

None – that I know of. **Faith Brown, MSI Engineers**

Highlighters. **Stacy Harris, Bernardo | Wills Architects**

Colored markers and pens. **Mila Ruth Charron, The Whiting-Turner Contracting Company**

Notebooks. **Andrew Gilbert, Schacht | Aslani Architects**

Post-in notes. **Carla Lancaster, Bernardo | Wills Architects**

Small binder clips. **Judy A. Beebe, Parsons Brinckerhoff**

Post-it notes. **Lois Diemert, Jacobs Engineering Group**

Essentials of An Outstanding Collections Process

- Money is essential if you intend to stay in business. Get paid for your work.
- Keep track. Poor record-keeping will lose you more money than bad debts.
- Establish clear payment parameters before starting a project.
- Do credit checks on a client before granting credit with your company.
- YOU ARE NOT THE VILLAIN.
- Listen to the debtors. Solve problems. Do not blame.
- Maintain an open mind and try to put yourself in the debtors' shoes.
- Make sure your invoices are clear, precise and correct before mailing.
- Know when to go to a collection agency or attorney.
- Stay in control by knowing what you can and cannot do.

Source: Rockhurst University Continuing Education Center, Inc.

About SDA

For over 50 years, the Society for Design Administration (SDA) has promoted education and best practices in management and professional standards of design firm administration. SDA membership stretches across the United States and Canada, and is composed of personnel working in the design industry for architectural, engineering, construction, and related industry firms.

Contact SDA Seattle
c/o Shannon Soady, CDFA
DLR Group
51 University Street, Suite 600
Seattle, WA 98101
P: 206-461-9000
E: ssoady@dlrgroup.com
W: sda-seattle.org

Thank you to our Sponsors!



Olympic Range Sponsor

unitedreprographics.com

“Since 1999, United Reprographics has been committed to providing unparalleled reprographic services to hundreds of clients throughout the Puget Sound. Locally owned and operated, our decision-makers are on-site and available, allowing us to offer our clients flexibility that large corporations cannot match.

We attribute our continuing success to the caliber of the staff and team that serve you every day at United. That’s because each and every person at United Reprographics is dedicated to creating a new service standard to ensure your projects are delivered on-time, on-budget and to your complete satisfaction. And we will Bend Over Backwards to prove it to you!

What does our Bend Over Backwards Service Guarantee mean to you? It is our promise that each and every project we work on for you will be put through a 14-step service process that starts from the moment you contact us for a job to the moment it is delivered into your hands.

Since we launched United Reprographics as a minority-owned, community business, the honesty with which we operate and the customer loyalty we’ve earned have been the hallmarks of our business. Our goal is to provide a level of service and support that ensures your project is completed without incident.”



Mt. Baker Sponsor



hssphotos.smugmug.com

Seattle Chapter Board of Directors 2015 - 2016

Shannon Soady, CDFA
President

Carrie Thompson, CDFA
President-Elect

Judy A. Beebe, CDFA
Vice President

Kathy Milano
Secretary

Renae Howard, CDFA
Treasurer

Crystal Ray
Director

Gretchen Renz, CDFA
Director

Let's Get Social

 Like us on Facebook

 Join our group

 Follow us on Twitter

Visit Our Websites

SDA sda-seattle.org

SDA sdanational.org



Portico is published quarterly. Please send comments, suggestions, announcements, and articles to the Editor, Gretchen Renz, at grenz@bwarch.com.