

Join Us in  
Golden Colorado  
for the 46th  
SDA National Convention



**Society for Design  
Administration**

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**EDSymposium15**

Excellence in  
Design Firm Management **SDA**

# President's Invitation



Please join us for the SDA National Convention – EDSymposium15 and the one-day BusinessTrak workshop in Golden, Colorado. For those of us who manage, market, advance, streamline, protect, and regulate firms in the A/E/C industry, this conference is for you.

Starting off the conference is the BusinessTrak workshop developed for emerging professionals who need to advance their business skills in addition to their technical skills. It is also a great opportunity for new administrative staff in the A/E/C industry to learn how firms run.

That evening is the Networking & Welcome Party hosted by the Denver Chapter. Hope you will join our hosts, guests and Business Partners and connect with other attendees as we kick off EDS15.

The educational sessions, networking, and learning opportunities that our dynamic Executive Director has assembled will send you home and back to the office motivated, revitalized, and ready to . . . Make a Difference!

With its warm western hospitality, Golden is ideal for bonding, relaxing and learning something new with its cultural scene, rugged outdoors and historic downtown where you'll find quaint shops, gourmet foods, clothing, souvenirs, antiques, jewelry, wine, fine art, and more. The backdrop for your stay lies along Clear Creek and the base of the Front Range of the Rocky Mountains which was founded in June 1859 during the Pike's Peak Gold Rush.

The weather may be hot right now but in October it can get cold in Colorado (brrrr)... so remember to pack accordingly.

Hope to meet you all in Golden, Colorado – Where the West Lives.

**YOU!** Make a Difference

A handwritten signature in blue ink that reads "Natalie".

Natalie Newman  
2015-2016 National President



**SDA** ..where **YOU!** Make a Difference!

# SCHEDULE AT-A-GLANCE

## Wednesday, October 7 2015

4:00 pm - 6:00 pm Registration Desk Open

## Thursday, October 8, 2015

7:00 am - 5:00 pm Registration Desk Open

8:00 am - 5:00 pm BusinessTrak Workshop (Separate Registration)

3:00 pm - 5:00 pm CDFA Exam

6:00 pm - 8:00 pm Networking & Welcome Party Hosted by the SDA Denver Chapter at Anderson Hallas Architects

## Friday, October 9, 2015

6:45 am - 7:30 am SDA Morning Walk/Run

7:00 am - 5:00 pm Registration Desk Open

8:00 am - 8:30 am EDSymposium15 Welcome & Introductions

8:30 am - 9:30 am Keynote Breakfast—Making Golden “Golden” Again with Marcie Miller and Steve Glueck

9:30 am - 10:15 am Break with Business Partners

10:15 am - 11:15 am Cyber Security with Mike Bobbit

11:30 pm - 1:00 pm Your Application Matters - How to Influence Premiums for the Better with Eric Moore  
(Lunch Sponsored by a/e ProNet)

1:15 pm - 2:45 pm Building Powerful Relationships with Stacy Stout

2:45 pm - 3:30 pm Break with Business Partners

3:30 pm - 4:30 pm 3 Steps to Increase Your Fees Now with LeAnn Nowak

5:00 pm - 7:00 pm Rock Wall Climbing (*optional*)

6:00 pm—??? Dinner Dine Arouds (*optional*)

## Saturday, October 10, 2015

6:45 am - 7:30 am SDA Morning Walk/Run

7:30 am - 2:00 pm Registration Desk Opens

7:30 am Register for Head Shot Photos

8:00 am - 9:00 am Mugshots & Muffins Breakfast Buffet and  
CEA Best Practices Presentation by SDA Chapters

9:15 am - 10:45 am Savvy Hiring: Improving Your Organization Through  
More Effective Hiring Practices with Gary Truman

11:00 am - 12:00 pm The Future of SDA and You!

12:15 pm - 1:30 pm Awards Recognition Luncheon

2:00 pm - 4:00 pm Downtown Golden Architectural Walking Tour (*optional*)

6:00 pm Group Networking Dinner (*optional*)

# BusinessTRAK Workshop

Thursday, October 8, 2015

Separate Registration Fee

Now more than ever, rising architects and engineers need to develop their business skills in addition to their technical skills. This program will guide you through the cycle of Project Delivery and see the key to firm success is: Marketing the Project, Executing the Project in a Profitable Way while managing risk, and, Understanding the financial and business underpinnings that holds the firm together.

BusinessTRAK is designed for emerging professionals looking to demonstrate their knowledge in practice management and anyone interested in advancing their career into firm management.

## **8:00—9:30 am Firm Marketing**

In our discussion about Project Marketing, we will highlight key elements of AEC marketing practices such as research, planning, client development, proposals and qualifications, and promotional activity.

## **9:30 am—10:00 am Break with Business Partners**

## **10:00 am – 12:00pm Project Management**

This session will take you through the life cycle of a project from generating the proposal, negotiation and creating your budget, execution and analysis, and how to use lessons learned to propose on the next project. Key elements: Calculating bill rates, defining overhead, top-down and bottom-up budgeting, value based pricing, the benefits of lump-sum and hourly work and when to use each, result analysis of two essential KPIs: chargeability and project multiplier.

## **12:00 pm – 1:00 pm Networking Lunch**

Connect with other attendees to share what you're learning and the issues that you are currently facing in your office.

## **1:00 pm – 3:00 pm Financial Management**

This session will explain the key financial statements, Balance Sheet, Income Statement, and Overhead Statement, and the beyond-the-bottom-line concerns of cash flow. It will also cover key financial and performance indicators (KPIs) to understand the key industry metrics you want to use to compare your firm to the industry

## **3:00 pm—3:30 pm Break with Business Partners**

## **3:30 – 5pm Practice Management Business Overview**

This session will cover topics including business entities and organizational structures, the importance of developing a banking relationship and establishing a line of credit. We will also cover the importance of your insurance broker and the difference between general liability and professional liability insurance.

## **On-Site Program Bonus: SDA Business Toolkit**

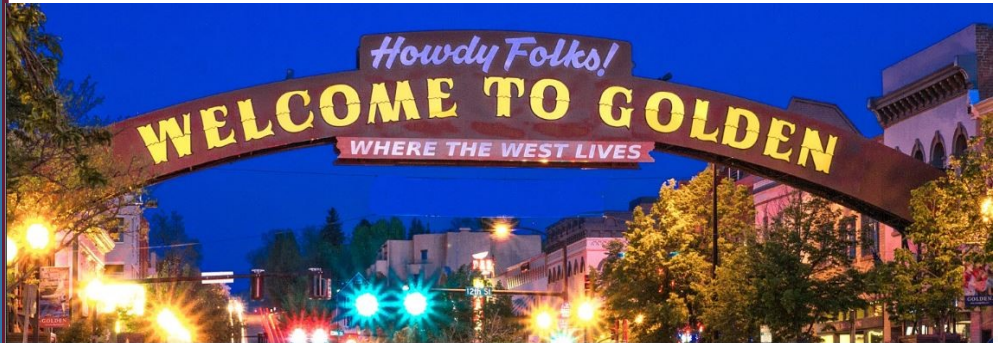
- ◆ Industry Key Performance Indicators (KPIs) — How to Calculate and Industry Benchmarks
- ◆ Business Entities — Comparison table of all types (C Corp, S Corp, Limited Liability Co. [LLC] Partnership)
- ◆ Sample financial statements — Balance Sheet, Income Statement, Overhead Statement
- ◆ Worksheets on top--down and bottom-up budgeting, calculating daily wage rates, average man-hour rates, and overhead.

# Networking & Welcome Party

Thursday, October 8, 2015

For the A/E/C Professionals who attend SDA's BusinessTRAK Workshop here are a few lessons that you will come away with at the end of the day:

- Learn the nuances of business development and marketing in the A/E/C industry and the difference between the two.
- Understand why you earn \$37.50/hour and the firm bills you out at \$125/hour and that's not just alright, but good for the firm and you.
- Know why high utilization is good, but not the only piece of the puzzle, and why high utilization on a team doesn't guarantee profitability. Why we don't just dump hours on a project.
- Understand the cycle always begins with getting the next project and how to accomplish that.
- Whether firm ownership within your firm or outside is for you.
- Know whether you want to pursue a pure design path in your career or want to pursue a management one.



## Networking & Welcome Party 5:00—8:00pm

Join us for some  
**Warm Southwestern Hospitality  
and Magnificent Rocky Mountain Scenery**

Whether you're wanting to unwind after a long day of learning at the SDA BusinessTRAK workshop or you just landed and you're ready to party... join our guests and Business Partners and connect with other attendees as we kick off EDSymposium15!

Hosted by the SDA Denver Chapter at:  
Anderson Hallas Architects  
715 Fourteenth Street  
Golden, CO 80401

Directions: 10 minute walk / 4 blocks  
Head southwest on 10th Street.  
Turn LEFT on Washington Ave.  
Turn LEFT onto 14th Street  
Destination will be on your right.



# EDSymposium15

Friday, October 10, 2015

- 6:45 am - 7:30 am**     **SDA Morning Walk/Run**  
**Meet in the hotel lobby before 6:45am.**
- 7:00 am - 5:00 pm**     **Registration Desk Open**
- 8:00 am - 8:30 am**     **EDSymposium15 Welcome and Introductions**  
**Presented by Natalie Newman**  
**SDA National President**
- 8:30 am - 9:30 am**     **Keynote Breakfast—Making Golden “Golden” Again**

The downtown area of the City of Golden, Colorado has experienced a dramatic transformation over the past twenty-five years from a sleepy, dying small town core to a vibrant environment where residents, businesses, and visitors enjoy delightful public spaces, a blend of historic and recent architecture, and community activities. City representatives will trace the transformation and the public/private investments and strategies that brought it about.

## **Presented by...**

Steve Glueck is the Director of Community and Economic Development for the City of Golden, Colorado. During his tenure with the City, Steve has participated in the dramatic revitalization of the downtown core, a substantial investment in parks, trails, open space purchases, and general community investment. Steve oversaw the award winning Golden Vision 2030 process, whereby the Golden community has defined and articulated its long term values to guide future planning and policy decisions. Steve also works as an international volunteer trainer bringing local economic development principles and practices to new audiences in emerging countries.



Marcie Miller is a Council Women for the City of Golden where she has served since 2011. As business owner in the area for many years, she has seen the changes in the community from many facets. Marcie also serves as the Executive Director of the Golden Civic Foundation. The Golden Civic Foundation was founded in 1970 to raise funds, primarily from private sources, and to use them for the betterment of Golden. Since then, it has contributed over \$5 million to charitable, cultural, and civic projects in the Golden community.

# EDSymposium15

Friday, October 10, 2015

## 9:30 am - 10:15 am Break with Business Partners

**Sponsors are an important part of SDA.** This is the best opportunity to network face-to-face with our sponsors who provide your company's hardware, software, and service offerings.

## 10:15 am - 11:15 am Cyber Security and Your Firm

In this session, attendees will learn about criminal and national security threats that the United States faces, as well as an overview of what the FBI is doing to combat those threats. In addition, our speaker will present what employers can/should be aware of regarding cyber threats that they could be facing and what should be done in their companies to help raise awareness and preparedness, as well as what to do in the event of a cyber-security intrusion.

### Presented by...

Michael Bobbitt, Special Agent Bobbitt Supervisory Special Agent, FBI Denver Division entered duty with the FBI in February 1998. After assignment to the Houston Division, Special Agent Bobbitt primarily investigated Colombian drug cartels and terrorism. Prior to arriving to Colorado, he developed and led operational task forces in Eastern Europe and Southeast Asia which focused on organized crime matters. Special Agent Bobbitt's investigative squad is responsible for all criminal and national security cyber intrusions and the FBI's InfraGard information sharing initiatives in Colorado and Wyoming.



## Keynote Lunch Sponsored by a/e ProNet

### 11:30 pm - 1:00 pm Your Application Matters - How to Influence Premiums for the Better

It is important to understand what underwriters and insurance carriers look for when reviewing a professional liability application/submission. In this presentation attendees will learn how to better understand the underwriting process, how information is presented on the application, and improve their understanding of limit and deductible options when making the decision to purchase coverage.

### Presented by...

Eric Moore, CIC, LIC, Vice-President Moore Insurance Services is a Certified Insurance Counselor (CIC) and a Licensed Insurance Counselor (LIC), Eric strives to provide his clients with prompt, personal and professional service every day. Moore Insurance Services provides risk management and insurance services to a full range of commercial and personal clients with a special emphasis on the Design Professional Community including Architects, Engineers, Environmental Consultants and Surveyors.

Eric currently serves as the President of a/e ProNet Board of Directors. a/e ProNet is a network of Insurance Agents & Brokers dedicated to the Insurance Needs of Design Professionals Providing Insurance, Advice, Advocacy, Risk Management and Continuing Education since 1988.



# EDSymposium15

Friday, October 10, 2015

## 1:15 pm - 2:45 pm Building Powerful Relationships

Have you ever said this in the past to a client or colleague: "I fully understand where you're coming from!" But do you really understand their position? Do you fully grasp what their work means to them on a business and personal level? Is it possible to really get them if you haven't walked a mile in their shoes? It's easy to say you get someone's point of view, but to really understand where they're coming from you must get to know them. By putting yourself in your clients or colleagues position, you will get a better understanding of what is driving them. Great relationships are built by going that extra mile to know what really drives the people you work with – internally and externally. This goes beyond "making money." It's about achieving goals in life and honoring all the hard work they put in to getting to this point. How much do you really know about your clients or colleagues? Take the time to "walk a mile" in the shoes of co-workers, consultants, and project stakeholders. People will go the extra mile for you when they know you respect and value their efforts.

### Presented by...

Stacy Stout is the Principal of STOUTStrategies, providing strategic marketing, planning and implementation for small to medium businesses. STOUTStrategies delivers results. As a firm with a solid understanding of the relationship between marketing and sales, our focus is on efficient solutions to impact your bottom line.

STOUTStrategies works in partnership with clients to elevate a firm's market presence and reach through strategic planning, marketing planning and implementation, and leadership training. Our specific expertise in high level marketing for the built environment provides strategic thinking that translates into revenue and strategic priority results.



## 2:45 pm - 3:15 pm Break with Business Partners

**Sponsors are an important part of SDA.** This is the best opportunity to network face-to-face with our sponsors who provide a variety of hardware, software, and service offerings.

### A Big Thank You to our Business Partners

Thanks for being such an important influence on our organization and we truly appreciate having you as a sponsor. With your help, we are able to host great seminars and provide educational scholarship opportunities for our members, which keep our design firm administrators and managers at the forefront of new ideas and changes that the industry faces.

**AIA** Contract Documents®  
THE INDUSTRY STANDARD.





# EDSymposium15

Friday, October 10, 2015

## 3:30 pm - 4:30 pm 3 Steps to Increase Your Fees Now

One of the most pressing issues that firms in the Architecture and Engineering industry face is how to raise fees. While the economy is improving, faster in some sectors and geographies than in others, fees for Architecture and Engineering firms are not increasing across the board. During the recession from 2007 to 2010, most firms saw their average project revenues and multipliers decrease, and corresponding hourly rates. Most of this was caused by competition, a reduction in available projects, and a glut of available experienced talent. Now we face a period of increasing volume of work, a potential shortage of human resources in some areas with resulting growing salaries, yet fees have not increased at the same pace. The average firm fears "not winning" and they sabotage their own success by reducing fees in order to win work. So how do you get out of this vicious cycle?

### Presented by...

Ms. LeAnn Nowak has over 25 years of experience in marketing/business development in the AEC industry. She has spent most of her career in sales and management roles at some of the top software companies that cater to the AEC industry. Her current position is a new and exciting adventure – working as Vice President for a start-up firm that is offering online training curriculum for Project Managers in the industry based on *Find the Lost Dollars: 6 Steps to Increase Profits in Architecture, Engineering and Environmental Firms* authored by their firm President. At AEC Business Solutions she works with hundreds of firms across the country to better their business management practices and processes. LeAnn is a Certified Professional Services Marketer with Society for Marketing Professional Services and is a Past-Chapter President with the Colorado chapter of that society. LeAnn has speaking experience with AIA, SDA, SMPS, and Deltek user meetings.



## 5:00 pm - 7:00 pm Introduction to Rock Wall Climbing (optional)

### Take the Challenge!

As you enter this year's conference location at the American Mountaineering Center, you will see a large climbing wall. Through the cooperation of the Colorado Mountain Club, we are offering an opportunity, in a safe and contained environment, to get the chance to check an item off your bucket list and climb the wall. This program will focus on body mechanics and personal challenge of indoor climbing. Participants also have the opportunity to build cohesion through challenges that encouraging communication and trust. Equipment use and demonstration included.

Participants will need to wear hiking or running shoes and comfortable clothing (more along the work-out clothing, something you can move comfortably in).

Participants will be required to sign an authorization form upon registration and payment fee. Space is limited, so register early. This is one optional event that will fill up fast.



# EDSymposium15

Saturday, October 11, 2015

**6:45 am - 7:30 am**     **SDA Morning Walk/Run**  
Meet in the hotel lobby before 6:45am.

**7:30 am - 2:00 pm**     **Registration Desk Open**

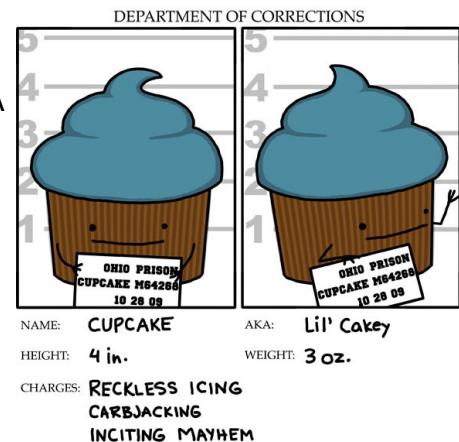
**7:30 am - 9:00 am**     **Mugshots & Muffins Breakfast Buffet and Presentation of CEA Best Practices**

**Presented by... SDA Chapters**

We hear it all the time. "I hate my current picture" or "I don't have a good photograph for my LinkedIn profile, resume or for the SDA National website." Well, we have made arrangements to solve that for you while you are in Golden. Come early for a morning of mugshots and muffins and stay to hear how many of the SDA Chapters worked together on their Chapter Excellence Award submissions.

We will have a photographer available to take professional photos for you + muffins, coffee and juice!

Sign-ups will be available at the beginning of the conference and space will be limited so bring your best smile and your appetite!

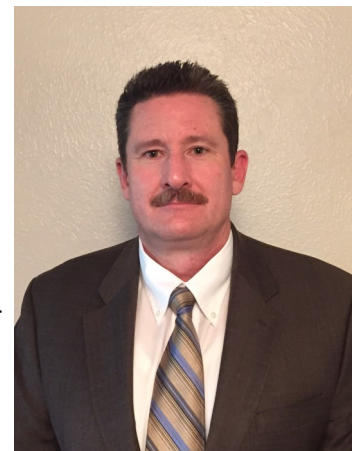


**9:15 am - 10:45 pm**     **Savvy Hiring: Improving Your Organization Through More Effective Hiring Practices**

This presentation will address legal aspects of the employment relationship, focusing on some of the issues often confronted by HR professionals. The discussion will begin with important hiring issues, both legal and practical, such as background checks, "ban the box" laws, effective interviewing, and making better use of applications and resumes. Other topics will include proposed changes to federal regulations on the overtime exemption, and the persistent problem of misclassifying employees as independent contractors.

**Presented by...**

Gary Truman is an employment lawyer in Golden, Colorado. For 22 years he has advised employers on a range of employment law issues, including employment discrimination, sexual harassment, wrongful termination, discipline and discharge, FMLA leave, disability law, employment contracts, reductions in force, employee handbooks, non-compete agreements, wage and hour issues, drug and alcohol testing, union election campaigns and unfair labor practices. He has represented clients in state and federal courts and in administrative proceedings.



# EDSymposium15

**Saturday, October 11, 2015**

## **11:00 am - 12:00 pm Closing Plenary—The Future of SDA and You!**

There are plenty of initiatives happening in SDA. Our closing session will focus on sharing information and listening. Areas to be covered include:

- how to take advantage of all that membership has to offer
- the tools to make your job easier both for the office and as a local volunteer
- what's coming in the future
- and how to get and stay connected

Be sure to stay Saturday evening as the dialogue will continue over dinner and into the evening for those who are interested in sharing ideas with your peers from across the nation and how you can be a voice in shaping the organization as we step into 2016 and beyond. This may be the most important conference session you will attend.

A sign-up sheet will be at the registration desk. Make sure you add your name early so dinner reservations can be made to accommodate everyone.

## **12:15 pm - 1:30 pm Awards Recognition Luncheon**

The Awards Committee has worked enthusiastically to provide a great awards presentation for us... so drop in for this fun event where we will celebrate the achievements of our SDA members including presentation of newly Certified Design Firm Administrators (CDFA), Chapter Excellence Award winners, STAR Awards, Volunteer Recognition, Membership Longevity Awards and the announcement of the prestigious Lifetime Achievement Award recipient.



## **2:00 pm - 4:00 pm Guided Architectural Walking Tour of Downtown Golden (optional)**

Most historic cities were founded near water sources, and Golden is no exception as early settlers relied on Clear Creek for drinking water. Join us for a walking tour of historic downtown Golden.

The tour will depart from the American Mountaineering Conference Center (our conference location) and travel along Washington Avenue. We will be led by local architects who will give us insight and narrative along the way about the many well-preserved 19th Century buildings.

Be sure to take note of the many bronze sculptures along the way which are perfect for snapping some great selfies! We'll see the Colorado School of Mines and Foothills Art Center. Our final stop will be the Golden City Brewery where those who wish can spend some time with fellow colleagues to quench your thirst.



# Hotel Information

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## Room rates start at \$189 per night!

At Table Mountain Inn, ([www.tablemountaininn.com](http://www.tablemountaininn.com)) you'll find the spirit of the West, the splendor of the Rocky Mountains, and warm western hospitality combined in one extraordinary adobe-style boutique hotel. Our traditional southwestern décor and modern amenities provide an ideal home away from home for weary travelers. From the moment you enter your spacious room or suite, you'll feel a sense of home in the beautiful mountain setting. Onsite amenities and services provide numerous spaces for you to stay and relax.

Attendees must make hotel reservations separately from registering for the conference. Hotel reservations may be made by calling Table Mountain Inn at 800.762.9898 and referencing the Society for Design Administration when calling. SDA has secured a small block of rooms has been set aside for October 7–11, 2015 for SDA BusinessTRAK and EDSymposium15 attendees. Rate is based upon availability.

### Reservation Details

- All reservation changes/cancellations must be done directly through the hotel at least 3-days prior to arrival.
- Check-in is 3:00 pm and check-out is 11:00 am.

**Hurry... space is very imited and rates are held only through September 4, 2015. Rate will not be available after cutoff date has passed or upon availability.**

### Room Share

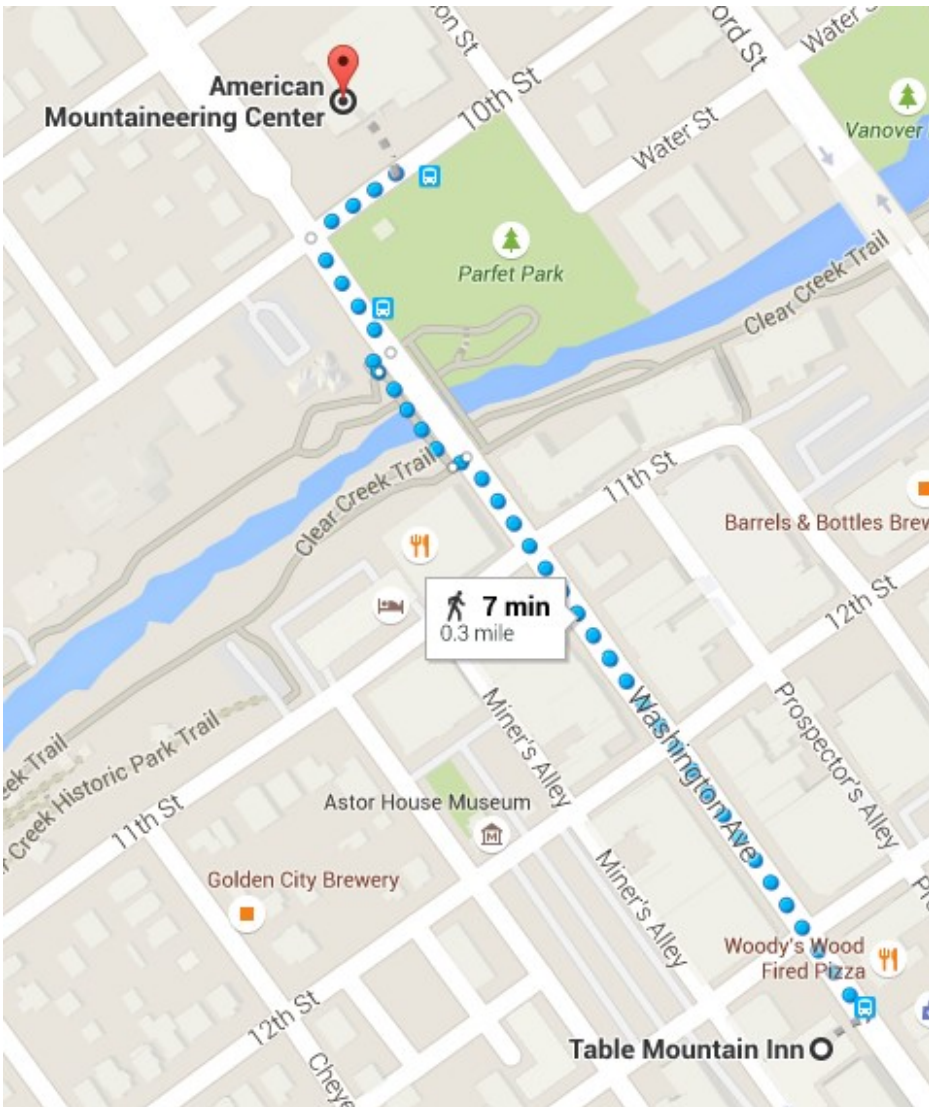
Anyone interested in sharing a room should contact:  
Natalie Newman @ 714.450.1700 ext. 70012 or [nnewman@jensenhughes.com](mailto:nnewman@jensenhughes.com)

# Conference Center



## A M E R I C A N M O U N T A I N E E R I N G C E N T E R

**Most aspects of the conference will take place at this conference center with the exception of the Networking Welcome Party and scheduled Walking Tour.**



The American Mountaineering Center is the nation's premiere facility for education, research, conversation and information about the mountain environment, making it an interesting and unique space for our EDSymposium15 event.

With a state of the art museum and library, conference space, auditorium, climbing wall and spectacular views of North and South Table Mountains, our group is sure to be inspired to new heights! Free parking is available at the conference center for those who will be driving.

**NOTE:** It is approximately a 7-minute walk from Table Mountain Inn Hotel to Conference Center

# General Information

## ADA Needs

Please be sure to list any special requirements or needs when completing your conference registration.

## Special Dietary Needs

Please list any dietary restrictions when completing your conference registration as we will be ordering food in from a local catering company and will not be able to substitute a meal at the last minute.

## Dress

The dress for the educational sessions and awards luncheon is business-casual. Don't forget a jacket or sweater as sometimes the temperatures in the meeting rooms can be difficult to control and evenings in Colorado may be cool. Dress attire for the welcome reception and tour is casual.

## Cell Phones

We appreciate your understanding so please show respect for your colleagues and speakers by having your cell phones on vibrate or silent during all sessions and luncheons.



## Handouts

We will be providing handouts online for your convenience. You will have the opportunity to print out the handouts prior to the sessions you plan to attend. Handouts will be available by mid-September.

## Certified Design Firm Administrator

If you have been thinking about obtaining your CDFA designation, complete the application and make plans to sit for the examination. Apply by August 21, 2015 and you will be enrolled in CDFA-yoU, our private study group for all exam candidates. CDFA information and application materials are available on the SDA website, [www.sdanational.org](http://www.sdanational.org).

Members of the Certification Committee will be at EDSymposium15. If you have questions about the CDFA exam process, make time to meet with them. Be sure to ask about our CDFA-yoU program which is our newest tool available to help candidates prepare for the exam, connect with others that are studying, and have a place to ask questions throughout your preparation process.

## Tour

This year's tour is of historic downtown Golden, CO. The tour will depart from the American Mountaineering Conference Center (our conference location) and travel along Washington Avenue. We will be led by local architects who will give us insight and narrative along the way about the many well-preserved 19th Century buildings. We'll see the Colorado School of Mines and Foothills Art Center. Our final stop will be the Golden City Brewery. Don't forget your camera!

## Evening Plans?

Golden, CO has plenty of sights to see. If you are looking for things to do in the evenings, there are lots of options. Stop by the SDA registration desk during the conference to see if there are others planning to strike out and join them for an evening of fun. We'll be helping to coordinate groups that want to explore Golden after conference hours.

## Business Partner Tables

Please be sure to stop and visit all of our business partners at the conference. This is the best place to meet and visit with various vendors in the industry. You will get first hand experience of all the new products, technology and innovative tools available for managing today's A/E/C firms. Take advantage of this opportunity to meet with representatives face-to-face.

## Transportation

### Airlines:

Many airlines fly into Denver, CO. These include United Airlines, American Airlines, Frontier, Delta Airlines, Southwest, US Airways, Alaska Airlines, and JetBlue.

### Ground Transportation:

The City of Golden is approximately 40 miles from the Denver airport. If you are staying at the Table Mountain Inn, the Grayline Airport Express provides shuttle service from the airport to the hotel during operating hours. Taxis are also available. For those staying in other hotels in the Golden area, you may wish to rent a car at the airport. Free parking is available at the conference center and many of the hotels in the area.

# Registration

## Conference Registration

Conference registration is available online and by paper form. Visit our **EDSymposium15** homepage on the SDA website to access the registration forms. Registration will not be processed without payment.

## Early Bird Registration

The deadline for Early Bird Registration is **August 28, 2015**. To take advantage of the discount, your payment must be postmarked **no later than August 28, 2015**.

## Payment

Accepted forms of payment are Visa, MasterCard, American Express or check. If you are completing the online registration form but wish to pay by check, please print out your completed online form to use as an invoice and mail with your check to:  
SDA Headquarters, 8190-A Beechmont Avenue, #276, Cincinnati, OH 45255-6117.

## REGISTRATION FEES

	<b>Early Bird Through August 28</b>	<b>After August 28</b>	<b>BusinessTRAK (Separate Fee)</b>
<b>Full Conference</b>	\$300—Member \$500—Non-Member	\$375—Member \$575—Non-Member	Add \$100/Member (if registered for full conference)
<b>Single-Day</b>	\$200—Member \$300—Non-Member	\$250—Member \$350—Non-Member	\$175—Member \$250—Non-Member

### (Optional Activities)

#### Friday Evening Climbing Wall

Introduction to Rock Wall Climbing - \$30/person

#### Saturday Afternoon Tour

Downtown Golden, CO Walking Tour - \$25/person

## Registration Cancellation

All registration cancellations are considered official on the date they are received at SDA Headquarters. SDA will refund the entire registration fee minus a \$75 processing charge for cancellations made prior to September 15, 2015.

Refunds will not be processed until after the conference. There will be no refunds for cancellations received after September 15, 2015.

In addition, refunds will NOT be provided for no-shows.

