



# FINANCIAL DEVELOPMENT SERIES (FDS)

FOR SERVICE AND CONSTRUCTION INDUSTRY

Leah Gutmann



**Mechanical Contractors Association of America, Inc.**

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## Financial Development Series (FDS) Seminars

Through a series of questions about the audience, area of focus, market, organizational structure and depth of required knowledge, Leah will create a workshop or series of

workshops specifically addressing desired objectives and application of construction and service financial knowledge. Workshops address foundational, intermediate, or advanced topics for your identified group and will include direct application and practice to relevant projects, service work, and company financials.

### **FDS 100: 4 hours in-person | 2 hours virtual Mechanical Service Financial Management**

**Course Description:** During this session, participants will explore the mechanical service business from a financial perspective. The group will focus on how the whole service team impacts the bottom line of the business and analyze what is needed to keep a service business financially healthy and sound. We will dive into the real cost of service and what the team should be looking for and managing from both the revenue and cost sides of the business. Upon completion, students will have a full understanding of service financials and be able to correlate their work directly to the bottom line of the financial statements.

**Who should attend:** All service mechanical contractor employees

#### **Objectives:**

- Understand different financial models used in service divisions vs. construction.
- Review key benchmarks used in mechanical service and how key performance indicators are used to measure the health of an organization.
- Review the financial impacts the service team has on the bottom line.
- Learn about the real cost of an hour of service labor.
- Discuss the critical factors in keeping the service bottom line healthy.

### **FDS 101: 4 hours in-person | 2 hours virtual Financial Management for The Project Manager – The Basics**

**Course Description:** This course is designed for Project Managers needing foundational financial management skills. During this session the group will learn about critical cost elements at the project and company level and how they impact financial statements. The group will explore margin, markup, and why revenue is earned using percent complete methodology. Students will explore billing strategies and how best to communicate financial information to the accounting team. The group will also gain an understanding about how small differences in project management strategies can have a big impact on the company's bottom line.

**Who Should Attend:** Project Managers wanting a foundational understanding of how their work impacts the bottom line and overall health of a the organization.

#### **Objectives:**

- Identify the elements of the real cost of an hour of labor.
- Be able to interpret and understand key financial statements used and leveraged in the Mechanical Construction Industry.
- Analyze how we recognize construction revenue and the difference between margin and markup.
- Understand under and overbilling and be able to describe the implications to the business.

### **FDS 102: 4 hours in-person | 2 hours virtual Construction Foundations for Foremen**

**Course Description:** All field supervisors need to understand the impact they have on the financial outcomes of both the project and the company. As the first line of defense, the foreman has an important role in project financial goals and performance. By the end of this course, participants will understand why they should care about company financial performance and learn the key indicators of financial success on the job.

**Who Should Attend:** All construction field supervisors and journeymen

#### **Objectives:**

- Analyze and understand job cost and project risk factors from a foreman's perspective.
- Know how revenue and profits are created from job cost.
- Understand your role in influencing key project cost factors.
- Learn the real cost of doing business in the mechanical contracting industry.
- Identify the elements of the real cost of an hour of labor.

### **FDS 103: 8 hours | 4 x 90 minutes virtual Financial Management for the Mechanical Contractor**

**Class Description:** Participants will actively explore the financial drivers of the mechanical contracting industry. This workshop focusses on both service and construction fundamentals. Attendees will learn how work at the ground level impacts upstream financial reports and the company's ability to implement identified strategies for growth and performance. The group will work on identifying and calculating revenues and margins at all levels of the organization. A portion of the workshop will be spent working with each other discovering how everyone in the organization has an impact on overall company performance.

**Who should attend:** All mechanical contractor employees

#### **Objectives:**

- Analyze the financial difference between construction and service businesses.
- Know how to calculate earned revenue for both construction and service sides of the business.
- Identify key project indicators and manage impacts to the project and company financials.
- Understand why key financial indicators matter and how project and service performance directly impacts inward and outward facing reports.
- Know how project and service performance impacts key financial statements and the company's ability to manage growth and recession.
- Know how companies achieve long term financial stability by aligning company goals and long term financial strategies.

**FDS 104:** 8 hours in-person | 4 x 90 minutes virtual

### **Mechanical Construction: The Bigger Financial Picture**

Course Description: This workshop will focus on taking things from the project/service level to company level. Participants will learn how to make the transition from thinking at a project execution level to big picture success. The group will walk away with a clear understanding that what every team member does matters and has a direct impact on long term financial decisions. Leah will emphasize the need to be able to make decisions that benefit the company not just the project or client. Get in the head of the CFO and discover what they worry about and why. Find out how your financial team makes key company decisions and how you can help ensure those decisions are based on sound financial data. In addition, the class will walk through the cash flow cycle and know why cash is king.

#### **Objectives:**

- Understand how project decisions and performance can impact short and long term company financial strategies.
- Learn how key financial statements are used as a tool in the mechanical contracting industry and how sound project decisions lead to good company decisions.
- Practice creating budgets and learn how project decisions affect both short and long-term planning.
- Know what your accounting and executive teams need to know about your projects to make better company decisions.
- Analyze cash flow in the construction industry and know why positive cash flow must be a top priority for everyone in the company.
- Know why the best project and service managers run their work like a business



#### **About the Instructor:**

**Leah Gutmann**, owner of First Forward Consulting, LLC, specializes in a wide variety of training, program development, and consulting services. Leah is certified to deliver training on a wide variety of leadership and financial topics with a focus on the direct application of skills and abilities unique to the mechanical construction industry. She has over 12 years of experience in the design, implementation and facilitation of educational programs, classes and seminars. Her 20-year career as a CFO and Finance Manager in the mechanical construction industry has given Leah the unique ability to offer training and consulting from a hands-on, in the trenches perspective.

Leah currently sits on the Board of Education for the Mechanical Contractors Association of Western Washington (MCAWW) where she offers her expertise on specific industry training needs and cutting-edge trends. She has been an integral part of building complete educational programs and specialized industry classes from the inception phase all the way through delivery. In addition to the MCAWW, a few of Leah's clients include Microsoft, the MCA of Kansas City, the Colorado Association of Mechanical and Plumbing Contractors, MacDonald-Miller Facility Solutions, The Seattle Pipe Trades, Hermanson Company, Dawson Construction, Colorado UA Local 58, and Lexington Plumbing.

Being at the forefront in Instructor Training and Design, Leah has helped her clients create and deliver training that is engaging, relevant and impactful to their organizations. She is able to leverage client expertise on any technical or leadership topic and develop content that the instructor is motivated and confident to deliver to their employee groups.

#### **Contact Information:**

Contact Leah at **425-985-1787** or [lgutmann@firstforward.biz](mailto:lgutmann@firstforward.biz).

#### **About the National Education Initiative (NEI):**

MCAA will bring lifelong learning directly to you! The National Education Initiative Seminars are our best MCAA/MSCA programs—brought to your local association or even your company. Our goal is to provide ongoing and advanced education and training in support of individual and association growth across the mechanical contracting industry. We offer standard and custom-designed classes exclusively for your association or company's unique needs and challenges. If you need training quickly or have a large group, we are here to help!

#### **For more information or to schedule a course:**

Contact **Barb Dolim** at **301-990-2210** or [bdolim@mcaa.org](mailto:bdolim@mcaa.org).



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