

Technical Direction

A Project Based Approach



Presented By:

L. Jean Burch

David Boevers

Roy Harline



Objectives

- **Define what a project is.**
- **Discuss what technical directors can learn from project management principals.**
- **Discuss project management techniques.**
- **Discuss differences between commercial shops and theatres.**



Project Management is the process of planning and managing time, resources, and budgets to create a satisfactory completion of the project goals.



A Project:

- Has a start and end date
- Has a unique end result.
- Has parameters such as budget, deadlines, and specific goals to be met.
- Consists of a variety of task using multiple resources.
- Stakeholders (funders / end users) who must be satisfied with the result



Project Phases

- Budgeting**
- Preproduction**
- Build**
- Installation**
- Run**
- Strike**



Budgeting Phase

- Break down end goal into elements**
- Estimate time and materials for each element**
- Creates a work breakdown structure & defines necessary resources**



Types of Estimates

-WAG

-ROM +/- 30% - 50%

-Preliminary / Intermediate

+/- 15%

-Final / Definitive 5%



Estimating Information

- Previous Bids
- Pricing Book
- Accounting records (historical information)
- R&D
- Outside info and indexes
- Unit Comparisons (per piece / SF)
- Expert Opinion
- cost engineering (bottom up / very detailed)



Preproduction

- Translate your time estimates (the work breakdown structure) into a build schedule
 - Gantt chart
 - CPM (Critical Path Method)
 - PERT (Program Evaluation and Review Technique)
 - Calendar



Managing the Build

- Maintain Schedule & Quality
- Adjust resources as needed
- About communication and managing resources and information.
 - Manage in all directions
 - Manage expectations
- Working with Union / multiple venues and work rules
 - Managing Scope creep



Managing the build

**-Where are we?
(track hours)**

**-Are we where we planned to be?
(evaluate against budgeted hours)**

**-How can we get back on track?
(correction)**

-Repeat



**Load in and Strike can be scheduled
using preproduction techniques
discussed.**



Project Close out

Invoicing

Sustaining client relationship

Post mortem – production issues / reconciliation

Tie up information

As builds / manuals

Wrap up loose ends



Commercial Scene Shops

- Same processes, different terminology
- wider variety of resources
- Client relationship is important
- Can provide anything they want, if they can pay for it
- Pricing must allow for overhead



**Meeting the project objective
relies on 4 criteria:**

- Scope**
- Budget**
- Schedule**
- Satisfaction**



Commercial Scene Shop Concepts

- Value Engineering
- Scope of Work
- RFP
- Change Orders
- Overhead, Costs of doing Business (bonds, insurance)
- Proposal Writing



Client Relationships

- Theatre structure = director/ design
as clients**
- Our clients can go elsewhere**
- Sales / value**



Questions?

