

Your Business Evaluation

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| 1- Do you have a <u>written</u> fiscal budget? | Yes | No |
| 2- Do you have a company brochure indicating your technical capabilities? | Yes | No |
| 3- Do you calculate your markup based on projected sales and desired profit? | Yes | No |
| 4- Do you prepare in-house detailed estimates for preparing cost estimates? | Yes | No |
| 5- Do you provide field supervisors with detailed budgets, production rates and schedules for completing in accordance with the estimate? | Yes | No |
| 6- Do you track monthly actual field costs against the cost estimate for the work? | Yes | No |
| 7- Do you use a Purchase Order system to track all field expenditures relating to the work on a <u>per job</u> basis? | Yes | No |
| 8- Do you prepare a schedule of the work <u>at the time of estimate</u> ? | Yes | No |
| 9- Do you prepare and use weekly, bimonthly, or monthly labor reports comparing your original labor cost estimate to actual field costs? | Yes | No |
| 10- Do you have a <u>written</u> job costs system that tracks all costs by job, item, and tasks? | Yes | No |
| 11- Do you project your cash flow needs on a job-by-job or monthly basis? | Yes | No |
| 12- Do you have monthly job status meetings with your project managers, controllers, or key people? | Yes | No |
| 13- Do you have a written change order management system in place, and have you trained your people to work the system? | Yes | No |
| 14- Do you have a written invoice/partial payment request system in place that is triggered by contract dates/requirements that tracks and produces written status reports to all required managers? | Yes | No |
| 15- Do you print an "Aging of Accounts Receivables Report" that is reviewed by supporting managers? | Yes | No |
| 16- Do you prepare monthly Profit & Loss Statements showing your performance on a year to date basis? | Yes | No |
| 17- Do you prepare monthly Actual VS Budget performance reports? | Yes | No |
| 18- Do you calculate your Capital Requirement needs per your projected fiscal budget? | Yes | No |
| 19- Do you formally train your field managers to the project contract, specifications, estimate, budget, schedule, performance requirements, job costing, payment dates/targets <u>before</u> they start the work? | Yes | No |
| 20- Do you have a Standard Operating Procedure in place for documentation, written project communication procedures and have you formally trained your people on the SOP? | Yes | No |
| 21- Do you know your break-even volume? | Yes | No |
| 22- Do you calculate your backlog needs using project turnover rates? | Yes | No |
| 23- Does your financial statement mean anything to you? | Yes | No |
| 24- Do you have an employee manual with written job descriptions that define goals, task, responsibilities, and organizational structure of support, and reporting? | Yes | No |
| 25- Do you have an objective wage, salary and/or incentive wage program for your organization? | Yes | No |
| 26- Do you track your Average Collection Cycle and input it into your Capital Requirements calculation? | Yes | No |
| 27- Do you have adequate credit from your bank that would support your Capital Requirement needs? | Yes | No |
| 28- Do you have a written marketing plan? | Yes | No |
| 29- Do you track your marketing efforts? | Yes | No |
| 30- Do you understand your USP (Unique Selling Proposition)? | Yes | No |
| 31- Do you track your Capture Rate? | Yes | No |
| 32- Do you base your volume projections on qualified projections, capture rate, available estimating, selling and project management needs? | Yes | No |
| 33- Are you sure that your organization could function without your day-to-day presence? | Yes | No |
| 34- Do you track the project characteristics of the work you've completed to date? | Yes | No |
| 35- Are you getting the maximum return on your investment with your organization in profit, lifestyle and future investment? | Yes | No |

Number of YES answers _____