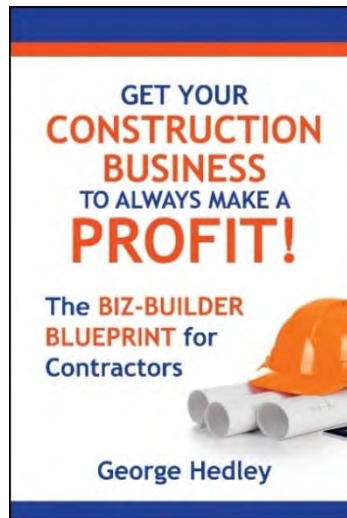


PROFIT 101 FOR CONTRACTORS



FINANCIAL MANAGEMENT FOR CONTRACTORS

EVERYTHING CONTRACTORS KNOW ABOUT MAKING A PROFIT!

PROFIT TEMPLATES, P & L, WIP, COMPLETED CONTRACTS, BID TEMPLATE, COs, GENERAL CONDITIONS, BURDEN RATE, EQUIPMENT RATES, T & M RATES, ETC.

By
GEORGE HEDLEY

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Certified Speaking Professional
Certified Professional Business Coach

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Certified Speaking Professional
Certified Professional Business Coach
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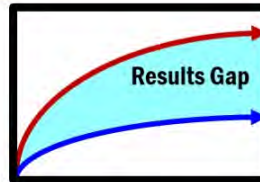
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What Are Your Challenges?

- Not Hitting Your Goals?
- Profit Fade Or Poor Results?
- Stuck Or Out Of Control?
- Can't Get Off The Treadmill?

**Let's Talk
About Building
A Better BIZ!**



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ABOUT GEORGE HEDLEY, CSP CPBC

George Hedley, 'The BIZ-Builder' is an entrepreneur, construction business owner, and recognized authority on how to build a construction company that consistently produce bottom-line results, loyal customers, leaders, and profits. He is the author of several books including: "The Business Success Blueprint" and 'Get Your Construction Business To Always Make A Profit!' George is also a popular speaker at conventions and companies, and a regular columnist in several magazines including 'Construction Business Owner.'

George's founded & built his commercial construction and development company from \$0 to \$50 million dollars in only 7 years! For his accomplishments, George received the nationally recognized award "Entrepreneur of the Year" by Ernst & Young and "Venture" magazine. George is a graduate of the University of Southern California in Civil Engineering and has served as President of 5 industry associations. He lives in California and plays golf several times a week with his favorite golf partner, his wife Alana.

Today, along with managing his company, George owns **HARDHAT Presentations** and is a popular speaker to companies and associations. He has earned the prestigious 'Certified Speaking Professional' designation from the National Speakers Association. His 'Business Building Programs' include topics on Building Leaders, Profits, Customers, and Wealth. He also holds in-depth 2 ½ day '**BIZ-BUILDER BOOT CAMPS**' for construction business owners to help them get their companies to work. He is also a licensed professional business coach and the founder of **Hardhat BIZSCHOOL** online university for contractors.

GEORGE WANTS TO HELP YOU BUILD & GROW YOUR BIZ!

Email George for information about **speaking** to your organization, get involved in his **BIZCOACH** programs, attend a 2 day **BIZ-BUILDER BOOT CAMP**, join an ongoing peer mastermind **BIZGROUP**, or signup for online classes at **Hardhat BIZSCHOOL**.



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GEORGE HEDLEY WANTS TO HELP YOUR CONSTRUCTION BIZ GROW & INCREASE PROFITS!



EMAIL ME INFORMATION ON HOW GEORGE CAN HELP ME:

- Grow My Business & Win More Work
- Make More Money & Increase Our Profit
- Build A Strong Accountable Management Team
- Get Organized, In-Control & Improve Field Productivity
- Draft A Winning Business Plan
- Install Written Systems That Deliver Consistent Results

- Build A BIZ That Works Without Me Doing All The Work!



I AM ALSO INTERESTED IN:

- Participating In A Regular BIZCOACH program
- Attending A 2 Day BIZ-BUILDER BOOT CAMP
- Joining An Ongoing Mastermind Construction Business Owner BIZGROUP
- Working With George Personally To Develop Our Strategic BIZ-Plan
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- Having George Speak At Our Company Or Association



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EVERYTHING CONTRACTORS KNOW ABOUT MAKING A PROFIT!

Guess Why This Page Is Blank?

Get The Joke?
Most Contractors Don't Know Their Numbers!
Don't Know Their Job Costs.
Their Estimates Are Guesstimates What Things Might Cost.
Let Someone Else Take Care Of Their Books.
Work Real Hard.
And Hope They Make Some Money!

Get Focused On Always Making A Profit!

If I followed you around for a day, what would be your focus? Would you be spending your time scheduling crews, making sure materials are ordered and delivered, pricing bids, visiting jobsites, and telling your supervisors what to do? Do these busywork activities really make you profitable or grow your business?

Do you know your numbers and how to make a profit?

You can't get your business to grow without making a substantial profit. **Profit** allows you to build and invest back into your company. I believe accountants often give business owners bad advice when they tell clients to show no profit or taxable income at year end to avoid taxes. Without profits or increasing equity, you can't grow, do bigger projects, buy the right equipment, hire better managers, get a line of credit, or increase your bonding capacity. This ongoing tactic depletes all the cash from your company and leaves you with nothing to invest to build your business, develop a management team, train your employees, develop customer relationships, or improve your service.

The more profit you make, the more cash you have to spend on your future, and the faster you can grow and build your company. Profit allows you to invest in people, systems, equipment, training, customer service, marketing, and technology. Without a good net profit margin at year end, your business will struggle and you won't be able to move toward achieving your long-term goal of building a BIZ that works.

Are You Profit-Focused?

True Or False

- I know our profit targets on every project.
- I know our annual fixed overhead costs.
- I know our annual break-even revenue required.
- I know our year-to-date net profit.
- I know our current accounts receivables aging.
- I know our annual gross profit goal.
- I know our annual net profit goal.
- I know how much cash we have in the bank.
- I know what our company working capital is.
- I know what our company equity is.
- I know our annual equity growth goal.
- I know our contract backlog balance.
- I know the total and current debt we owe.
- I know our exact labor, material, and equipment costs.
- I know our total annual sales goal.
- I know and track our numbers every month.

How Did You Do? - Profit-focused business owners should have at least 12 true answers.

If you answered “true” less than 10 times, you’re not focused on making a profit. Your priorities are on surviving or keeping busy, getting work completed, and then getting more sales so you can continue to pay your bills and keep it going. You probably let someone else worry about the numbers except once a year at tax time. But take heart! Ninety percent of your competitors don’t have a clue where they stand on most of their important financial targets, don’t know their actual costs, and don’t really know how to mark up their job cost so they can make a profit either. Therefore they offer their services too cheap and make it tough on you to compete on low price.

Are You Addicted To Volume?

Some construction business owners focus on maintaining their sales volume and staying busy versus making more money. They go for **more sales** instead of **better customers and higher margins**. They bid whatever comes in the door and compete against too many cheap competitors who don’t know how to make a profit. They’re in the volume business versus the profit business. These low price contractors bid per plans and specifications and don’t offer anything much different than their competitors. This causes them to take on tough projects, one time customers, and work at too low margins to cover their actual costs.

Focusing on volume versus higher margins and better customers eventually results in not enough profit to sustain positive business growth. I am not impressed with company owners who brag about how busy or how big they are, how many employees they have, how many pieces of equipment they own, or their sales volume. I want to know how much profit they are making and their net worth!

Your goal is NOT to be busy! Your goal is to make a HUGE Profit!

Get in the PROFIT BIZ Versus the Volume BIZ!

Profit-focused business owners seek highly profitable customers, projects, ventures, managers, systems, methods, differentiating factors, and opportunities to offer their construction services. These efforts give you the highest return on your investment of time, energy, people, money, resources, and your company strengths.

Profitability starts with sales!

Building and running work is easy and won’t make you a profit. Controlling costs, expenses, quality, and purchases are easy. Selling and differentiating your company is hard! Rather than devoting your time to daily operations, focus at least 33% of your time in sales finding and keeping profitable customers, projects, markets, and ventures. And looking for opportunities to win better customers, against less competition, at higher profit margins.

The Key to Being Profit-Focused:

Profit-focused business owners and managers know what they want – they want to make **HUGE profits, build their company value, and grow revenue**. They want to make at least double the industry average and want to become ‘Best In Class.’ So to make lots of money:

Make making money your top priority!

You need precise profit targets and clear financial goals for your company, people, projects, services, strategic objectives, and customers. Shoot for a specific targets like return on equity, margins, mark-up, and in every area of your company. For example, in your business development strategy, shoot for exact targets for sales efforts, marketing, and customers. If your marketing plan calls for finding and landing five new customers this year, keep track of the return you get for the dollars you invest in this campaign. As you start your marketing outreach program and start to get inquiries, ask where they heard about your company. Track these leads or referrals and see how many convert to proposals, to actual customers, and then new project opportunities. Then you can determine where you get the biggest bang for your marketing bucks.

When pricing & bidding construction work:

Can you cut your Direct Job Costs? - Not really!

Can you cut your Overhead? - Not really!

If all else is equal, what's your only variable to profitability?

- Your Profit Margin & The Final Bid Price!

When drafting your business development plan, identify the type of customers, projects, and services you excel at; the market in which you flourish; the maximum and minimum size project you want to go for; customer types you manage best; and your capacity as a company. **Decide when to say “Yes!” to a project, and, more importantly, decide when to say “No!”** That's the key to being profit-focused.

Another way to keep track of your progress is to make a list of your top twenty-four customers and rank them by sales revenue and net profit. Then look at your sales and marketing budget and efforts. Did your marketing money get the return you expected or wanted? Should you take another look at how you spend your money? Decide which customers need more attention and how you can get a bigger return on the marketing money you invest to maintain loyal customer relationships and increase your net profit potential.

For my first ten years in business as a commercial general contractor, I focused on getting awarded work and then getting the projects built. I grew my business fast as I focused on building sales and getting customers to hire us. Not a bad thing to focus on. But my net profit margin was only around 2% pretax net profit on sales - the national average for construction companies. Not a very high profit margin for the risk. Why?

It's easy to stay busy selling low price!

After ten years of working too many hours and not making enough money, I finally took a hard look at our bottom-line. I realized our net profit margin was only two percent which was too low for the risk we were taking. At low net profit rates, we wouldn't ever be able to get our business where I wanted it to go. I was stuck in a rut offering the same things as our competitors over and over: same services, same delivery systems, same professionalism, same quality, same schedules, same basic services, and the same low priced proposals. We weren't any different than our competitors, a commodity, so we had to compete on being the lowest price to win work.

To Make A HUGE PROFIT...

and get what you want, make a strategic decision to work differently. Stop competing against low priced competitors. Stop offering lower and lower prices to grow your business. Stop making an average low profit margin. And re-design and re-build your company to:

- Function without you micro-managing most of the work
- Find and cultivate loyal instead of repeat customers
- Make double the industry average net profit
- Offer a unique and different service customers want
- Become known as the industry expert in your specialty
- Seek new exciting strategic business opportunities
- Set your company apart from the competition
- Seek higher margin work against less competition
- Find projects and customers with a high barrier to entry

Run Your BIZ Like A Business!

When I present my program titled “**Numbers Contractors Need To Know**,” I discover that most small construction business owners don’t run their companies like a business. A business has a financial plan and an annual budget, sales goals, direct cost goals, overhead goals, and net profit goals. A business pays its president a fixed, reasonable salary every month (plus year-end distributions to the owners from net profit). A business prepares accurate and timely monthly balance sheets (financial statements) and income statements (profit and loss). And most importantly....

- A real business makes a REAL PROFIT.

“How much profit should we make?”

Have you ever asked yourself that question? I’ll bet your answer was one of the following: “5%, 10%, or 15%, more, or as much as we can get!” In a recent survey of over 2,500 construction business owners I conducted while speaking at a major industry convention,

I learned:

- 66% of companies have NO Profit goals
- 70% of companies have NO Overhead goals
- 50% of companies have NO Sales volume goals
- 92% of employees have NO Written goals

Shoot for nothing, hit it every time!

I know I’ve said it before, most companies shoot at moving targets by attempting to make “as much money as possible” or “more than they are currently making.”

“MORE!” More than what? As much money as possible is not a target!

More is not a specific target or goal. 5%, 10%, or 15% are not clear targets either. As your sales revenue, variable job costs, material costs, and labor costs vary each month, your total net profit earned

changes. Why? Your fixed indirect overhead monthly cost of doing business remains almost the same, regardless of volume. This causes your net profit percentage to move up and down like a roller coaster as revenue go up and down.

Trying to aim at 20% gross profit is hard to track as your year moves forward. A specific annual sales target of \$5 million, direct job costs of \$4,000,000, overhead expenses of \$750,000, and \$250,000 in net profit are specific, fixed targets you can shoot for and hit. Don't shoot for "More!" or "As much as possible!" or "15%!"

You can't hit a moving target.

According to a Construction Financial Management Association study, **companies that have specific strategic plans with clear targets and goals made 33% more profit than companies without targets.** According to the Small Business Administration, less than 33% of small businesses (those that have less than 500 employees) actually make a net profit every year. It's not how much you make (sales volume) that matters, it's how much you keep (after overhead, job costs, staff, and a fair salary for the owner).

Do you have specific financial targets to shoot for & track your progress monthly?

What's your annual Sales target?	\$ _____
What's your annual Overhead budget?	\$ _____
What's your annual Direct Job Cost goal?	\$ _____
What's your annual Gross Profit goal?	\$ _____
What's your annual Net Profit goal?	\$ _____

A BIZ Without a Profit is NOT a Business!

It's a place to go to work, a place to try to make some money, a place to try to cover expenses, and a place to try to have something left over to pay for the owner's lifestyle and truck payments. Ask yourself this question before you start doing the many day-to-day activities it takes to run your business: **"Where's the money?"** Is there something else you should be doing that will make you more money and give you a higher return on your time? If so, then someone else in your company should be doing what you're doing.

The easiest way to make money is to create it!

Profit starts with revenue.

And profitable revenue comes from high paying customers who are willing to business with you, and are treated as valuable clients by your managers and employees. **Profitable revenue comes from very satisfied, loyal customers** who want what you offer and will pay a little more for your excellent service or quality from your professional supervisors and field crews.

What are 2 main reasons to own a company?

1. Make high profits and return on investment for the risk taken.
2. Enjoy the freedom and benefits of owning a profitable organized business that works for you.

Many small construction businesses are owned by sole practitioners who want to stay small and work for themselves forever. They like being in control of every decision, overseeing every detail, doing the important tasks, and not delegating much. Employees and customers just get in the way and complicate their operations. These small business owners don't really want to get bigger or grow. And because they're good at what they do and don't charge enough, they often take on more work than they can handle by themselves and their overworked staff, crews, and hourly employees. They have made a decision to stay stuck at their level of comfort, control, and low profits.

There's absolutely nothing wrong with structuring your small contracting business this way if that's what you want. But for these sole practitioners, growing their business or net worth won't happen unless they strike oil or hit the lottery. This type of small business owner never gets ahead or rarely earns more than enough to get by or stay afloat. Their companies won't make them wealthy, and they'll continue to be stressed out handling all the ongoing daily details. And they'll never enjoy the freedom of owning a business that works without them doing most of the important work. If this describes you and your company, you're content with what you have, you're happy with you day-to-day operation, and your business delivers everything you want, close this book now. You don't need to hear anything else I have to tell you. For the rest of you, keep reading.

BIZ-BUILDERS want to grow their companies & make HUGE profits.

They want to create an organized systemized business that works, is management team run, has loyal customers, makes a profit, creates wealth, and allows for plenty of freedom. To achieve these goals, the first thing you need to do is revolutionize how you think about *working*. Your current company is up and running and you have people employed to help you keep it going. **Your job is NOT to DO the work.** Your job is to professionally manage the business, provide leadership, maximize profits, seek high margin customers, set your company apart from competition, and grow your profitable business.

Successful BIZ-Builders invest their time

Maximizing Profits & Growing their Business.

- NOT DOING the Work!

Successful BIZ-Builders learned long ago that micromanaging people and processes don't result in much or enough profit. **Profit is the result of staying focused on making money so you can grow your company.** To make this happen:

You MUST Know & Track Your Numbers!

Make making money a priority. Create financial targets. Track them. And do everything possible to hit your numbers. BIZ-Builders know that cash-flow, working capital, job costs, fixed overhead, profit,

and equity are collectively the lifeblood of their future. This is what I call *Profit-Driven*. Most business owners are so busy keeping customers happy, delivering contract commitments, providing enough crews and equipment to get projects finished, getting paid, making payroll, and keeping employees working, that they don't spend enough time on the **BIG \$TUFF**.

Know Your Numbers!

To build a construction business, you must be focused on your bottom-line numbers, know how much sales and markup you need, know your labor costs per unit of work, track job costs, collect your money, and always be sure you're making a profit on every job every month. You can't rely on someone else or a bookkeeper to care about your finances more than you do. You're in business to make a profit, not to work hard for little or no reward. You can have someone else pay your bills, send out the invoices, prepare financial reports, and do the accounting, but *the owner MUST be responsible to know and track the numbers* daily, weekly and monthly. Not just once a year when you meet with your accountant and find out too late that you didn't make what you had hoped to.

Why are you in business? - **"To make a profit."**

How much profit do you make? - **"I don't really know!"**

**Could you imagine a CEO of a Fortune 500 company
who doesn't know the numbers?**

- **No! Never!**

When asked these important questions, most construction business owners don't really know how much money they make! This tells me the majority of owners don't focus on what counts and why they're in business.

- **Hit your numbers!**
 - **Make a profit!**
 - **Maximize your bottom line!**

Busy construction business owners spend their time trying to win enough work to keep their crews busy, negotiating with subcontractors and suppliers, building projects, scheduling and supervising field workers, or doing paperwork, and then hope the bottom-line numbers work out later. Often, these hardworking dedicated multi-tasking owners don't like to be bothered with or deal with the numbers. So they pass financial matters off to an untrained bookkeeper or spouse who doesn't know construction accounting principles to handle and manage their money, worry about making payroll and paying bills, and getting paid. To make matters worse, these inept bookkeepers don't understand construction accounting and have never been trained, taken a class, or read a book on the basic requirements of contractor accounting or financial management.

I often hear incredibly stupid comments like:

"I do the work & she takes care of the money."

I've been a construction business owner since 1977, hired over ten thousand subcontractors, worked with hundreds of contractors as their business coach, and presented over 600 keynote speeches and workshops at construction conventions and company meetings. My experience tells me:

Less than 10 to 15% of all construction business owners actually know or track their numbers.

Guess what?

Those who know their numbers make the most money!

Most contractors continually struggle to make enough money to survive and stay in business. They never get ahead because they spend every day working hard to get their projects finished without knowing or tracking their numbers, using the right job cost numbers to bid work accurately, or calculating the right markup rate to make a profit. Because of this sad reality,

Only 5% of contractors ever become financially independent.

And even worse, 1 in 4 construction businesses close every year. Why? The top 3 reasons for failure include not enough profit, too little positive cash-flow to counter-balance a lack of adequate equity, and slow collections. See the pattern? Not minding the store or watching the numbers.

How do you determine your net profit mark-up?

Are you hitting your net profit goals? Do you even know what your gross or net profit target is or should be? **Less than 40% of construction companies have or track specific written profit targets.** Contractors get in the rut of providing the same services to the same customers year after year and accepting the profit margins they can get bidding against the same competitors over and over. These generally only offer the minimum required by the plans, specifications, or contract by providing the same scope of work as their competitors. This forces them to compete on price against other qualified competent contractors, thus eliminating the opportunity to make above average profit margins.

How often do you offer extra services or provide added value to your customers? What do you do to double your net profit margin? What is your game plan for maximizing your bottom-line and getting more than the average competitive mark-up? When you take what you can get versus focusing on how to get more, you won't maximize your bottom-line profit.

'Best In Class' contractors make the most money in their market. They focus on difficult or high risk work. They go after projects with a high barrier to entry, rigid qualification requirements, or an expertise most competitors don't have or are unwilling to pursue. Therefore, these contractors win work based on their professionalism, ability to perform tough jobs, track record, experience, safety program, employee training program, and customer performance records, rather than providing the lowest price.

The CHOICES you make determine the PROFIT you make.

Track the trends of your actual sales versus job costs to determine the mark-up you are getting. Be aware of total gross profit mark-up you can get in the marketplace where you compete.

Easy jobs equal low profit margins. Projects without strict pre-qualification requirements equal low profits. Customers who allow almost any contractor to offer a proposal or bid equals high competition and low mark-ups. When there are more than three or four bidders on projects, the odds of making top dollar is slim. The choice is yours - go after projects where you're treated like a commodity, or target customers who value a few select contractors who do more to make more. To start finding and seeking better customers and projects with higher profit margins, **track your winning profit mark-up** by project types, customers, competition, contract types, pre-qualification requirements, performance reviews, job sizes, location, etc.

Set Annual Mark-Up, Volume & Sales Goals

One of the best ways to determine the mark-up and gross profit margin you can expect in your competitive marketplace is to look at what your competitors charge for similar projects and project sizes. Also look at your actual job costs versus the final selling price you have been able to get based on what your company offers. Then consider what you have been charging and compare it to what you think you can get in the future. The mark-up you will get is a result of what you offer and the value your customers determine they will pay for your construction services compared to what your competitors charge.

Next, you are ready to determine what annual sales target you must hit to achieve your net profit goals. You should budget and know your annual fixed indirect overhead cost of doing business. **You have a minimum pre-tax net profit goals as follows:**

<u>NET PROFIT GOALS</u>	<u>Minimum</u>	<u>Good</u>	<u>Excellent</u>
Return on Investment (ROI)	15%	20%	25%
Return On Overhead (ROOH)	20%	35%	50%

Sit down with your management team every year to **decide how you want to do business, and how much gross and net profit you want to make.** Shoot for a **ROOH of 20% to 40% for subcontractors** and a **25 to 50% ROOH for general contractors.** If your annual overhead is \$1,000,000, a best in class contractor will aim at making a net profit of \$400,000 to \$500,000 or more. In order to make this higher net profit, you'll have to find better projects and more demanding customers who will pay more than the average low prices for construction services.

Now it's time to figure out how much annual sales volume revenue you need to hit your overhead and profit goals.

7 Step Formula To Always Make a Profit - Based on ROOH

	<u>Low Goal</u>	<u>High Goal</u>
1. Fixed Annual Indirect Overhead Expenses	\$ 800,000	\$ 800,000
2. Return on Overhead Goal (ROOH)	× 20%	50%
3. Annual Net Profit Goal (Pre-Tax) (1 × 2)	= \$ 200,000	\$ 400,000
4. Projected Gross Profit (OH & P) (1 + 3)	\$1,000,000	\$1,200,000
5. Average Total (OH & P) Mark-Up Projected	14.29%	14.29%
6. Average Gross Margin (OH + P) Projected	12.50%	12.50%
7. Annual Sales Revenue Goal (4 ÷ 6)	= \$8,000,000	\$9,600,000

WARNING - THESE TEMPLATES ARE EXAMPLES? - Do Not Use These Costs!

File: Hardhat BIZCOACH - Accounting Templates - Job Cost TAB

JOB COST REPORT - Monthly Consolidated Cost Report - CCR

CONTRACTOR: HARDHAT BUILDERS

TO BE COMPLETED MONTHLY

MONTH:

PM Fill Out

PROJECT: The Perfect Project

Need Help? - Contact George Hedley, Hardhat BIZCOACH - Email: GH@HardhatPresentations.com

PM Fill Out




COST CODE	TRADE DESCRIPTION	CONTRACTOR SUBCONTRACTOR	ORIGINAL BUDGET (ADJUSTED FROM BID)	EXECUTED CHANGE ORDERS	CHANGE ORDERS COMPLETED BUT NOT BILLED OR APPROVED	REVISED BUDGET	EXECUTED ORIGINAL SUBCONTRACT PO	EXECUTED SUB / PO CHANGE ORDERS	COMMITTED UPDATED SUB / PO CONTRACTS	NON COMMITTED L-E-M & MISC COSTS SPENT TO DATE	L-E-M & MISC NON COMMITTED ESTIMATED COST TO COMPLETE	ESTIMATED FINAL COST	VARIANCE OVER <UNDER>
101	SUPERVISION	HARDHAT BUILDERS	20,000	400		20,400				10,000	15,000	25,000	4,600
102	PROJECT MGMT	HARDHAT BUILDERS	10,000			10,000				5,000	7,500	12,500	2,500
120	TEMPORARY FAC & UTIL	HARDHAT BUILDERS	10,000			10,000				5,000	6,000	11,000	1,000
220	EARTHWORK	SMITH GRADING	50,000	21,500		71,500	49,000	21,500	70,500	0	1,000	71,500	-
340	CONCRETE LABOR	HARDHAT BUILDERS	50,000			50,000				30,000	34,000	64,000	14,000
340	CONCRETE MATERIAL	HARDHAT BUILDERS	80,000			80,000				50,000	29,000	79,000	(1,000)
340	CONCRETE EQUIPMENT	HARDHAT BUILDERS	20,000			20,000				10,000	10,500	20,500	500
510	STEEL	EZ STEEL CO	130,000			130,000	125,800		125,800	1,000	1,500	128,300	(1,700)
750	ROOFING	HOT ROOFING CO	40,000			40,000	40,000		40,000	0	0	40,000	0
910	PLASTER	AC PLASTERING	70,000	800		70,800	66,000	800	66,800	0	0	66,800	(4,000)
1540	PLUMBING	UG PLUMBING CO	45,000			45,000	43,000		43,000	0	0	43,000	(2,000)
1600	ELECTRICAL	ACE ELECTRIC	90,000	175		90,175	88,000	175	88,175	0	3,500	91,675	1,500
	SUB-TOTAL		\$ 615,000	\$ 22,875		\$ 637,875	\$ 411,800	\$ 22,475	\$ 434,275	\$ 111,000	\$ 108,000	653,275	\$ 15,400
2002	LIABILITY INSURANCE		10,000	250		10,250	10,250		10,250	-	0	10,250	0
	SUB-TOTAL		\$ 625,000	\$ 23,125		\$ 648,125	\$ 422,050	\$ 22,475	\$ 444,525	\$ 111,000	\$ 108,000	663,525	\$ 15,400
2000	OH + PROFIT MARK-UP		61,000	2,287		63,287						47,887	(15,400)
	TOTALS		\$ 686,000	\$ 25,412		\$ 711,412	\$ 422,050	\$ 22,475	\$ 444,525	\$ 111,000	\$ 108,000	711,412	\$ -


WORK IN PROGRESS - WIP Schedule										ENTIRE COMPANY		MONTH ENDING:		OVER BILLED	UNDER BILLED				
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15		
			CURRENT	Enter!	1-2	From Acctg	4/2	5X3	6+4	TOTAL AMOUNT	8-7	7-8	2-4	1-8	ORIGINAL	3/1	3-6		
	ORIGINAL	EXECUTED	TOTAL	ESTIMATED	ESTIMATED	JOB COSTS	EARNED	EARNED	TOTAL EARNED	BILLED	OVER BILLED	UN-BILLED	ESTIMATED	CONTRACT	BID	CURRENT	GROSS		
JOB NAME	CONTRACT	CHANGE	CONTRACT	FINAL	FINAL	TO	%	OH & P	REVENUE	INCLUDING	IN	WORK IN	JOB COST TO	BACKLOG	GROSS	GROSS	MARGIN		
	AMOUNT	ORDERS	AMOUNT	JOB COST	OH & P	DATE	COMPLETE	TO DATE	TO DATE	RETENTION	ADVANCE	PROGRESS	COMPLETE	BALANCE	MARGIN %	MARGIN %	BACKLOG		
PERFECT PROJECT	686,000	25,412	711,412	636,825	74,587	576,010	90.45%	67,464	643,474	675,000	31,526		60,815	36,412	8.89%	10.48%	7,123		
PROJECT #2	400,000	50,000	450,000	420,000	30,000	210,000	50.00%	15,000	225,000	240,000	15,000		210,000	210,000	7.50%	6.67%	15,000		
PROJECT #3	575,000	25,000	600,000	510,000	90,000	400,000	78.43%	70,588	470,588	450,000		20,588	110,000	150,000	15.00%	15.00%	19,412		
PROJECT #4	725,000	75,000	800,000	750,000	50,000	200,000	26.67%	13,333	213,333	175,000		38,333	550,000	625,000	7.00%	6.25%	36,667		
TOTALS	\$ 2,386,000	\$ 175,412	\$ 2,561,412	\$ 2,316,825	\$ 244,587	\$ 1,386,010	59.82%	\$ 166,386	\$ 1,552,396	\$ 1,540,000	\$ 46,526	\$ 58,922	\$ 930,815	\$ 1,021,412	9.60%	9.55%	\$ 78,201		
											OVER BILLED	UNDER BILLED							


COMPLETED CONTRACTS SCHEDULE										MONTH ENDING:				
	A	B	C	D	1	2	3	4	5	6	7	8		
	PROJECT	SUPT	FOREMAN	BID OH & P	ORIGINAL	EXECUTED	FINAL	FINAL	FINAL	FINAL	FINAL	FINAL		
JOB NAME	MANAGER			\$\$\$	CONTRACT	CHANGE	CONTRACT	JOB COSTS	OH & P	MARKUP	GROSS PROFIT	VARIANCE		
	ESTIMATOR				AMOUNT	ORDERS	AMOUNT			%	%	OH & P		
AWESOME PROJECT	Steve / Dave	Bubba	Speedy	90,000	500,000	100,000	600,000	500,000	100,000	20.00%	16.67%	10,000		
PROJECT # A	Bill / Dave	Stevie	Happy	55,000	600,000	50,000	650,000	600,000	50,000	8.33%	7.69%	(5,000)		
PROJECT # B	Dave / Dave	Brother Bob	Grumpy	20,000	700,000	25,000	725,000	700,000	25,000	3.57%	3.45%	5,000		
PROJECT # C	Julie / Dave	Good Old Joe	Dumpy	90,000	800,000	10,000	810,000	750,000	60,000	8.00%	7.41%	(30,000)		
TOTALS				\$ 255,000	\$ 2,600,000	\$ 185,000	\$ 2,785,000	\$ 2,550,000	\$ 235,000	9.22%	8.44%	\$ (20,000)		

WARNING – THESE TEMPLATES ARE EXAMPLES? – Do Not Use These Costs!


Projected CASH-FLOW				George Hedley Hardhat BIZCOACH Email: GH@HardhatPresentations.com For Help Implementing Your BIZ-BUILDER BLUEPRINT																
		File: 1bHardhatBIZCOACH - Accounting Templates																		
JOBS UNDER CONSTRUCTION	PM	PA	SUPT FORE	MONTHS	JOB START DATE	CONTRACT	Estimated GROSS PROFIT OH + P	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	
1	City Hall Addition	Joe	Sally	Jack	12	10/1	\$ 6,000,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
							\$ 360,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
2	Acme Explosives	Joe	Sally	Dave	10	11/1	\$ 3,600,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ 360,000
							\$ 240,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000
3	Macaroni Noodle Factory	Jim	Sally	Fred	8	1/1	\$ 3,200,000		\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
							\$ 256,000		\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000
4	Bill's Barn Remodel	Will	Judy	Smit	6	2/1	\$ 600,000			\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
							\$ 72,000			\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
5	Joe's Deli	Will	Pam	Juan	4	3/1	\$ 900,000			\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000						
							\$ 90,000			\$ 22,500	\$ 22,500	\$ 22,500	\$ 22,500							
6	ABCDEF Warehouse	Bill	Pam	Mark	9	4/1	\$ 2,700,000					\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
							\$ 180,000					\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
7	Rip-Off Insurance Company	Sal	Pam	Mac	10	5/1	\$ 2,500,000						\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
							\$ 300,000						\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
8	Yugo Crash Facility	Sal	Judy	???	8	5/1	\$ 1,800,000						\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
							\$ 150,000						\$ 18,750	\$ 18,750	\$ 18,750	\$ 18,750	\$ 18,750	\$ 18,750	\$ 18,750	\$ 18,750
9	Frank's Frank Factory	Joe	Ann	???	8	6/1	\$ 2,400,000								\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
							\$ 120,000								\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
10	Dumper's Trash Facility	Bill	Ann	???	6	6/1	\$ 1,500,000								\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
							\$ 120,000								\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
TOTAL REVENUE PROJECTED							\$25,200,000	\$ 860,000	\$ 1,260,000	#####	#####	\$ 1,885,000	\$ 2,360,000	\$ 2,135,000	\$ 2,685,000	\$ 2,585,000	\$ 1,825,000	\$ 1,825,000	\$ 1,325,000	
TOTAL GROSS PROFIT PROJECTED							\$ 1,888,000	\$ 54,000	\$ 86,000	\$ 120,500	\$ 120,500	\$ 140,500	\$ 189,250	\$ 166,750	\$ 201,750	\$ 189,750	\$ 133,750	\$ 133,750	\$ 103,750	
OVERHEAD EXPENSES								\$ (100,000)	\$ (100,000)	\$ (100,000)	\$ (100,000)	\$ (100,000)	\$ (100,000)	\$ (100,000)	\$ (100,000)	\$ (100,000)	\$ (100,000)	\$ (100,000)	\$ (100,000)	\$ (100,000)
PROJECTED NET PROFIT							\$ 3,416,000	\$ (46,000)	\$ (14,000)	\$ 20,500	\$ 20,500	\$ 40,500	\$ 89,250	\$ 66,750	\$ 101,750	\$ 89,750	\$ 33,750	\$ 33,750	\$ 3,750	
CUMULATIVE ANNUAL REVENUE								\$ 860,000	\$ 2,120,000	#####	#####	\$ 7,175,000	\$ 9,535,000	#####	#####	#####	#####	#####	#####	#####
CUMULATIVE ANNUAL NET PROFIT								\$ (46,000)	\$ (60,000)	\$ (39,500)	\$ (19,000)	\$ 21,500	\$ 110,750	\$ 177,500	\$ 279,250	\$ 369,000	\$ 402,750	\$ 436,500	\$ 440,250	
PROJECTED POTENTIAL JOBS	PM	PA	SUPT FORE	MONTHS	JOB START DATE	CONTRACT	Estimated GROSS PROFIT OH + P	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	
1	ACME FACTORY			8	7/1	\$ 2,000,000									\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	
							\$ 140,000								\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	
2	Double Dip Ice Cream Factory			4	8/1	\$ 1,000,000										\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	
							\$ 100,000									\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	
3	Amie's Golf Clubhouse			9	10/1	\$ 3,500,000											\$ 388,889	\$ 388,889	\$ 388,889	
							\$ 180,000										\$ 20,000	\$ 20,000	\$ 20,000	
4	Billy's Bumper Boats			6	10/1	\$ 1,800,000												\$ 300,000	\$ 300,000	
							\$ 150,000											\$ 25,000	\$ 25,000	
TOTAL REVENUE PROJECTED							\$ 8,300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 500,000	\$ 888,889	\$ 1,188,889	\$ 1,188,889	
TOTAL GROSS PROFIT PROJECTED							\$ 570,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,500	\$ 42,500	\$ 62,500	\$ 87,500	\$ 87,500	
TOTAL REVENUE - JOBS UNDER CONSTRUCTION + PROJECTED JOBS							\$33,500,000	\$ 860,000	\$ 1,260,000	#####	#####	\$ 1,885,000	\$ 2,360,000	\$ 2,135,000	\$ 2,935,000	\$ 3,085,000	\$ 2,713,889	\$ 3,013,889	\$ 2,513,889	
TOTAL GROSS PROFIT - JOBS UNDER CONSTRUCTION + PROJECTED JOBS							\$ 2,458,000	\$ 54,000	\$ 86,000	\$ 120,500	\$ 120,500	\$ 140,500	\$ 189,250	\$ 166,750	\$ 219,250	\$ 232,250	\$ 196,250	\$ 221,250	\$ 191,250	

WARNING – THESE TEMPLATES ARE EXAMPLES? – Do Not Use These Costs!

LABOR & BURDEN RATE CALCULATOR												File: Hardhat BIZCOACH - Accounting Templates - Tab: Labor Burden								
COMPANY												George Hedley - Hardhat BIZCOACH								
YEAR												GH@HardhatPresentations.com								
Enter Numbers In GREEN																				
Average Days Worked Per Year		250	EMPLOYEE	Dave Smith	John Jones	Alex Man	Joe Jost	Bill Bob	Al Carr	TOTAL	CREW	CREW								
			POSITION	Foreman	Lead Carp.	Carpenter	Carpenter	Laborer	Laborer	CREW	SIZE	AVERAGE								
BASE PAY												\$ 26.00	\$ 22.00	\$ 20.00	\$ 21.00	\$ 15.00	\$ 19.00	\$ 123.00	6	\$ 20.50
OVERTIME PAY ADDER 40 Hours / Week																				
50%		10 Hours / WK Average OT	12.50%	\$ 3.25	\$ 2.75	\$ 2.50	\$ 2.63	\$ 1.88	\$ 2.38			6	\$ 2.56							
AVERAGE PAY RATE Including Overtime												\$ 29.25	\$ 24.75	\$ 22.50	\$ 23.63	\$ 16.88	\$ 21.38	\$ 138.38	6	\$ 23.06
LABOR BURDEN - Taxes, Insurance, Contributions, & Add-Ons																				
Taxes - FICA / Social Security		8.00%																		
- Unemployment (SUTA FUTA)		4.50%																		
- Medicare		0.00%																		
- Disability		0.00%																		
- State / City		0.00%																		
Workers Compensation Insurance		7.50%																		
Union Dues & Fees		0.00%																		
Liability Insurance		3.00%																		
Pension / 401K / PS - Contribution		1.50%																		
SUBTOTAL			24.50%	\$ 7.17	\$ 6.06	\$ 5.51	\$ 5.79	\$ 4.13	\$ 5.24			6	\$ 5.65							
TOTAL TAXES, INSURANCE & CONTRIBUTION												\$ 36.42	\$ 30.81	\$ 28.01	\$ 29.41	\$ 21.01	\$ 26.61	\$ 172.28	6	\$ 28.71
Average Days Worked / Year																				
Vacation Paid		5 Days Per	250	2.00%	\$ 0.73	\$ 0.62	\$ 0.56	\$ 0.59	\$ 0.42	\$ 0.53										
Holidays Paid		8 Days Per	250	3.20%	\$ 1.17	\$ 0.99	\$ 0.90	\$ 0.94	\$ 0.67	\$ 0.85										
Health Insurance		6.00%			\$ 2.18	\$ 1.85	\$ 1.68	\$ 1.76	\$ 1.26	\$ 1.60										
Dental Insurance		0.00%			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -										
Life Insurance		0.50%			\$ 0.18	\$ 0.15	\$ 0.14	\$ 0.15	\$ 0.11	\$ 0.13										
Other		0.00%			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 3.36								
EMPLOYEE COST With LABOR + BURDEN + FRINGES												\$ 40.68	\$ 34.42	\$ 31.29	\$ 32.85	\$ 23.47	\$ 29.73	\$ 192.43	6	\$ 32.07
LABOR BURDEN ADD-ONS																				
Un-Billable & Down-Time		1.50%			\$ 0.61	\$ 0.52	\$ 0.47	\$ 0.49	\$ 0.35	\$ 0.45										
Small Tools & Consumables		1.00%			\$ 0.41	\$ 0.34	\$ 0.31	\$ 0.33	\$ 0.23	\$ 0.30										
Training & Education		1.00%	20 Hours / Year		\$ 0.41	\$ 0.34	\$ 0.31	\$ 0.33	\$ 0.23	\$ 0.30										
Safety		0.50%			\$ 0.20	\$ 0.17	\$ 0.16	\$ 0.16	\$ 0.12	\$ 0.15										
Travel Time & Expenses		0.00%			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -										
Tool Reimbursement		0.00%			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -										
Annual Bonus		3.00%			\$ 1.22	\$ 1.03	\$ 0.94	\$ 0.99	\$ 0.70	\$ 0.89										
Other		0.00%			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 2.25								
TOTAL LABOR RATE + Burden, Taxes, Insurance, Contribution & A												\$ 43.52	\$ 36.83	\$ 33.48	\$ 35.15	\$ 25.11	\$ 31.81	\$ 205.90	6	\$ 34.32
TOTAL BURDEN RATE												67.4%	67.4%	67.4%	67.4%	67.4%	67.4%			67.4%

EQUIPMENT RATE CALCULATOR												File: Hardhat BIZCOACH - Accounting Templates - Tab: EQUIPT RATE		
COMPANY												George Hedley - Hardhat BIZCOACH		
YEAR												GH@HardhatPresentations.com		
Enter Numbers In GREEN														
EQUIPMENT: PICK-UP TRUCK														
Average Life Of Equipment												4	Years	
Purchase Price (Or Cash Investment + Loan Amount)												\$ 45,000		
- Financial Return On Investment Rate		15%										\$ 6,750	Per Year	
Insurance												\$ 1,000	Per Year	
Maintenance & Repairs														
- Parts, Tires, Fluids, Oil, Etc.												\$ 1,750	Per Year	
- Labor, Mechanic, Service Truck, Shop Expenses												\$ 750	Per Year	
- Equipment Manager Expenses												\$ 300	Per Year	
Licenses, Taxes & Tolls												\$ 350	Per Year	
Transport Equipment Expenses												\$ -	Per Year	
Gas		1,500	Moves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Per Year		
Other Costs - GPS / Consumables / Misc.												\$ 250	Per Year	
Annual Cost Per Year												\$ 16,400	Per Year	
Lifetime Cost		4 Years										\$ 65,600		
Less Salvage Value At End Of Lifetime												Less \$ 5,000		
TOTAL NET COST		4 Years										\$ 60,600		
COST Per Year												\$ 15,150	Per Year	
FINAL COST RATES				EQUIPT COST HOURLY	DAILY RATE COST	WEEKLY RATE COST	MONTHLY RATE COST	ADD MARKUP OH + P %	HOURLY RATE WITH OH + P %					
ESTIMATED HOURS EQUIPMENT TO BE USED & JOB CHARGED														
2,000	Billable Hours	\$ 7.58	\$ 70	\$ 348	\$ 1,516	15.0%	\$ 8.71							
1,500	Billable Hours	\$ 10.10	\$ 93	\$ 465	\$ 2,021	15.0%	\$ 11.62							
1,000	Billable Hours	\$ 15.15	\$ 139	\$ 697	\$ 3,032	15.0%	\$ 17.42							
500	Billable Hours	\$ 30.30	\$ 279	\$ 1,394	\$ 6,063	15.0%	\$ 34.85							

WARNING – THESE TEMPLATES ARE EXAMPLES? – Do Not Use These Costs!

	HARDHAT CONSTRUCTION COMPANY		File: Hardhat BIZCOACH - Accounting Templates	
			George Hedley	
	Profit & Loss - Income Statement		GH@HardhatPresentations.com	
	ANNUAL BUDGET			
SALES REVENUE From Construction				
Gross Contract Billings Including Retention	\$9,986,604			
Adjustment For Contracts Over-Billed	(\$46,526)			
Adjustments For Contracts Under-Billed	\$59,922			
TOTAL REVENUE EARNED From Construction	\$10,000,000	\$10,000,000	100.0%	
DIRECT CONSTRUCTION CONTRACT JOB COSTS				
Job Charged Labor - Company Employees & Burden Costs	\$1,500,000			
Contract & 3rd Party Labor	\$50,000			
Materials	\$1,500,000			
Company Equipment Charged To Jobs	\$500,000			
Rental Equipment	\$300,000			
Subcontractors	\$4,300,000			
Liability Insurance	\$100,000			
Contract Bond Premium	\$50,000			
Other Miscellaneous Direct Job Costs	\$200,000			
TOTAL DIRECT JOB COSTS	\$8,500,000	\$8,500,000	85.0%	
GROSS PROFIT FROM CONSTRUCTION		\$1,500,000	15.0% MARGIN	
			17.5% MARKUP	
INDIRECT General & Administrative OVERHEAD Expenses				
Salaries - Overhead G & A Employees - NON-JOB CHARGED (Without Burden)				
- Officers, President, Owner (Non-Job Charged)	\$120,000			
- Management	\$150,000			
- Accounting & Administration	\$80,000			
- Estimating & Pre-Construction	\$75,000			
- Project Management & Engineering (Non-Job Charged)	\$25,000			
- Marketing & Sales	\$65,000			
- Sales Commissions	\$25,000			
- Other G & A Employees	\$48,000			
- Field Employees Charged To Overhead Expenses	\$36,000			
- Training Time Not Job Charged	\$12,000			
- Shop Labor	\$0			
- Bonuses	\$36,000			
- Overhead Contract Employees & 3rd Party Labor	\$10,000			
TOTAL SALARIES - G & A Overhead	\$682,000	\$682,000		
Labor Field Employees	\$1,100,000			
Labor Field Employees Job Charged	(\$1,100,000)			
Labor Burden Expenses - Entire Company				
- Payroll Taxes - FICA SUTA FUTA	\$210,000			
- Worker's Compensation Insurance	\$170,000			
- Health, Dental & Life Insurance	\$140,000			
- Vacation & Holidays	\$0			
- Employee Liability Insurance	\$45,000			
- Union Dues	\$0			
- Small Tools	\$36,000			
- Training & Safety	\$40,000			
- Uniforms	\$12,000			
- Pension / Profit Sharing / 401k	\$40,000			
TOTAL Labor Burden EXPENSES - Entire Company	\$693,000			
Labor Burden REVENUE - Charged To Direct Job Charge Lab	(\$400,000)			
NET Labor Burden Expenses To Company Overhead	\$293,000	\$293,000		


WARNING – THESE TEMPLATES ARE EXAMPLES? – Do Not Use These Costs!

VEHICLES & EQUIPMENT EXPENSES - Entire Company				
- Overhead Vehicle Expenses & Car Allowances	\$18,000			
- OH Vehicle & Equipment Maintenance	\$6,000			
- OH Gas & Oil	\$12,000			
- OH Vehicle Payments, Interest & Cost Of Investment	\$12,000			
- OH Vehicle Insurance	\$6,000			
- Field Equipment & Vehicles				
- Field Equipment & Vehicle Maintenance	\$50,000			
- Field Equipment Gas & Oil	\$52,000			
- Field Equipment Payments, Interest & Cost Of Investment	\$90,000			
- Field Equipment Insurance	\$16,000			
- Equipt Div. Manager / OH / Mechanic, Yard & Shop Costs	\$60,000			
- Depreciation	\$40,000			
Total Vehicles & EXPENSES - Entire Company	\$362,000			
Vehicles & Equipment REVENUE - Charged Direct To Job Cos	(\$500,000)			
NET VEHICLE G & A EXPENSES To Company Overhead	(\$138,000)	(\$138,000)		
OVERHEAD BUSINESS EXPENSES				
- Facility, Rent & Utilities	\$48,000			
- Telephone, Internet, Fax & Communications	\$12,000			
- Office Supplies, Printing & Forms	\$20,000			
- Office Machines & Equipment	\$10,000			
- Postage & Shipping	\$6,000			
- Computers & IT Service	\$12,000			
- Website & SEO	\$12,000			
- Furniture & Fixtures	\$12,000			
- Shop Supplies & Equipment	\$6,000			
- Estimating, Bid, Plans & Proposal Expenses	\$18,000			
- Pre-Construction Expenses	\$10,000			
- Sales, Marketing, Promotion & Entertainment	\$24,000			
- Business Development & Networking	\$12,000			
- Associations, Conventions & Personal Development	\$6,000			
- BIZ-Coaching & Strategic Planning Retreat	\$12,000			
- Hardhat Mastermind Peer BIZGROUP	\$4,800			
- Travel Costs	\$6,000			
- Training Expenses	\$10,000			
- Contribution & Charity	\$15,000			
- Interest & Banking	\$6,000			
- Professional, Legal & Accounting	\$18,000			
- Service, Closed Job & Warranty Work	\$24,000			
- Depreciation	\$10,000			
- Property Taxes	\$1,200			
- Miscellaneous	\$12,000			
TOTAL OVERHEAD BUSINESS EXPENSES	\$327,000	\$327,000		
INSURANCE				
- Property Insurance Cost - Entire Company	\$12,000			
- Liability Insurance Cost - Entire Company	\$124,000			
- Liability Insurance REVENUE - Job Charged To Projects	(\$100,000)			
NET INSURANCE Expense	\$36,000	\$36,000		
TOTAL INDIRECT General & Administrative OVERHEAD Expenses		\$1,200,000	12.0%	
NET INCOME / NET PROFIT FROM OPERATIONS		\$300,000	3.0%	
OTHER INCOME				
Interest Income	\$3,000			
Rental Income From Equipment	\$24,000			
Material Sales	\$0			
Discounts	\$18,000			
Bad Debt Uncollected Receivables	(\$30,000)			
TOTAL Other Income	\$15,000	\$15,000	0.2%	
NET INCOME BEFORE TAXES		\$315,000	3.2%	
INCOME TAXES		(\$100,000)		
NET PROFIT EARNED		\$215,000	2.2%	
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WARNING – THESE TEMPLATES ARE EXAMPLES? – Do Not Use These Costs!

COST CODE		DESCRIPTION	CO. / SUB Or SUPPLIER	QUANTITY	UNIT	Productivity Rate	Total Hours	UNIT PRICE	LABOR	EQUIPMENT	MATERIAL	SUBCONTRACT	TOTAL COST
GENERAL CONDITIONS													
01-3100	Project Manager	Hardhat	3.0	Months	33.3%			\$ 9,000	\$ 9,000				\$ 9,000
01-3120	Project Superintendent @ 100%	Hardhat	3.0	Months	100.0%			\$ 7,500	\$ 22,500				\$ 22,500
01-4120	Permits & Fees		1.0	Estimate				\$ 800			\$ 800		\$ 800
01-4520	Concrete Testing	Acme Testing	1.0	Bid				\$ 2,250				\$ 2,250	\$ 2,250
01-5000	Temporary Facilities, Office & Bins	ABC Temp Services	3.0	Months				\$ 475		\$ 1,425			\$ 1,425
	Temporary Toilets	ABC Temp Services	3.0	Months				\$ 200		\$ 600			\$ 600
01-5110	Temporary Power & Utilities	ABC Temp Services	3.0	Months				\$ 350		\$ 1,050			\$ 1,050
	Power, Phone, Cell & Utility Bills		3.0	Months				\$ 150		\$ 450			\$ 450
01-5400	Equipment, Vehicles & Tools												
	PM & Field Supt Truck & Gas	Hardhat	3.0	Months				\$ 1,100		\$ 3,300			\$ 3,300
	Other Vehicles & Equipment	Hardhat	3.0	Months				\$ 400		\$ 1,200			\$ 1,200
	Small Tools & Disposables	Hardhat	1.0	Estimate				\$ 600		\$ 600			\$ 600
01-5600	Temporary Protection & Security												
	Temporary Fencing & Barricades	ABC Temp Services	1500.0	L.F.				\$ 3				\$ 3,750	\$ 3,750
01-7400	Construction Clean-Up	Hardhat	240.0	Hours				\$ 15	\$ 3,600				\$ 3,600
	Project Laborers	Hardhat	320.0	Hours				\$ 15	\$ 4,800				\$ 4,800
	Trash Bins	Hardhat	8.0	Each				\$ 300	\$ 2,400				\$ 2,400
CONSTRUCTION													
31-0000	GRADING & EARTHWORK	Center Excavation	1.0	Bid				\$ 80,000				\$ 80,000	\$ 80,000
32-0000	SITE CONCRETE	XYZ Concrete	1.0	Bid				\$ 75,000				\$ 75,000	\$ 75,000
33-0000	SITE UTILITIES	Williams Utility Inc.	1.0	Bid				\$ 125,000				\$ 125,000	\$ 125,000
32-0000	LANDSCAPE & SPRINKLERS	Bulls Landscape	1.0	Bid				\$ 60,000				\$ 60,000	\$ 60,000
32-0000	ASPHALT PAVING	Excel Paving	1.0	Bid				\$ 200,000				\$ 200,000	\$ 200,000
03-0000	REBAR	City Reinforcing Co.	1.0	Bid				\$ 55,000				\$ 55,000	\$ 55,000
03-0000	BUILDING CONCRETE	CO. / SUB Or SUPPLIER	QUANTITY	UNIT	Productivity Rate	Total Hours		UNIT PRICE	LABOR	EQUIPMENT	MATERIAL	SUBCONTRACT	TOTAL COST
	Concrete Layout	Hardhat	40,000	SF	166.00	241		\$ 37.25	\$ 8,976				\$ 8,976
	Excavate Foundations - Backhoe	Hardhat	225	CY	0.50	112.50		\$ 95.00		\$ 10,688			\$ 10,688
	Excavate Foundations - Labor	Hardhat	225	CY	30.00	8		\$ 37.25	\$ 279				\$ 279
	Form Foundations - Material	Davey Lumber	2,400	LF				\$ 7.50			\$ 18,000		\$ 18,000
	Form Foundations - Labor	Hardhat	1,200	LF	50.00	24		\$ 37.25	\$ 894				\$ 894
	Pour Foundations - Material	Rapid ReadyMix	225	CY				\$ 100.00			\$ 22,500		\$ 22,500
	Pour Foundations - Labor	Hardhat	225	CY	40.00	6		\$ 37.25	\$ 210				\$ 210
	Form Slab - Material	Davey Lumber	1,600	LF				\$ 12.00			\$ 19,200		\$ 19,200
	Form Slab - Labor	Hardhat	1,600	LF	25.00	64		\$ 37.25	\$ 2,384				\$ 2,384
	Pour Slab - Material	Rapid ReadyMix	741	CY				\$ 100.00			\$ 74,074		\$ 74,074
	Pour Slab - Labor	Hardhat	741	CY	9.00	82		\$ 37.25	\$ 3,066				\$ 3,066
	Finish Slab	Hardhat	40,000	SF	312.00	128		\$ 37.25	\$ 4,776				\$ 4,776
	Slab Screed & Vibrators	Hardhat	40,000	SF				\$ 0.35		\$ 14,000			\$ 14,000
	Concrete Pump	Hardhat	966	CY				\$ 3.50		\$ 3,380			\$ 3,380
	Concrete Strip & Cleanup	Hardhat	40,000	SF	833.00	48		\$ 37.25	\$ 1,789				\$ 1,789
CONSTRUCTION													
05-0000	STRUCTURAL STEEL	Strong Steel	1.0	Bid				\$ 100,000				\$ 100,000	\$ 100,000
06-0000	ROUGH CARPENTRY	Kayco Builders	1.0	Bid				\$ 80,000				\$ 80,000	\$ 80,000
07-0000	ROOFING & SHEET METAL	Tight Roofing	1.0	Bid				\$ 60,000				\$ 60,000	\$ 60,000
08-0000	DRYWALL	BC Drywall	1.0	Bid				\$ 50,000				\$ 50,000	\$ 50,000
08-0000	FINISHES	Misc. Companies	1.0	Bid				\$ 100,000				\$ 100,000	\$ 100,000
23-0000	MECHANICAL	RM Mechanical	1.0	Bid				\$ 150,000				\$ 150,000	\$ 150,000
26-0000	ELECTRICAL	Sparky Electric	1.0	Bid				\$ 120,000				\$ 120,000	\$ 120,000
									LABOR	EQUIPMENT	MATERIAL	SUBCONTRACT	TOTAL COST
SUB-TOTAL									\$ 64,673	\$ 36,693	\$ 134,574	\$ 1,261,000	\$ 1,496,940
MARK-UP									33.20%	10.00%	10.00%	10.00%	11.00%
SUB-TOTAL									\$ 21,471	\$ 3,669	\$ 13,457	\$ 126,100	\$ 164,698
TOTAL													\$ 1,661,638
Contractor's Liability Insurance													\$ 16,616
Performance & Payment BOND													\$ 16,783
TOTAL BID													\$ 1,695,037

WARNING – THESE TEMPLATES ARE EXAMPLES? – Do Not Use These Costs!

		File: Hardhat BIZCOACH - Accounting Templates - TAB: General Conditions George Hedley GH@HardhatPresentations.com			
GENERAL CONDITIONS General Requirements Code 01-0000					
Project Construction Duration 6 Months					
COST CODE	DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	TOTAL COST
ARCHITECTURE & ENGINEERING					
01-0040	Architecture & Design	1.0	Each	\$ 50,000	\$ 50,000
	Structural		Included		\$ -
	Interior Designer	1.0	Each	\$ 3,500	\$ 3,500
	Landscape Architect	1.0	Each	\$ 7,500	\$ 7,500
	Certifications	1.0	Est	\$ 1,500	\$ 1,500
	Permit Processing	40.0	Hours	\$ 125	\$ 5,000
01-1060	Engineering Design				
	Soils Report	1.0	Each	\$ 5,000	\$ 5,000
	Topo Survey	1.0	Each	\$ 5,000	\$ 5,000
	Civil Engineer	1.0	Each	\$ 20,000	\$ 20,000
	Mechanical Engineer	1.0	Each	\$ 3,500	\$ 3,500
	Plumbing Engineering	1.0	Each	\$ 3,500	\$ 3,500
	Electrical Engineering	1.0	Each	\$ 7,500	\$ 7,500
	Acoustical Engineering	1.0	Each	\$ 1,000	\$ 1,000
	Energy Engineering	1.0	Each	\$ 1,000	\$ 1,000
	LEED	1.0	Each	\$ 500	\$ 500
	Traffic & Other Studies	1.0	Each	\$ 3,000	\$ 3,000
	Certifications	1.0	Estimate	\$ 1,500	\$ 1,500
TOTAL ARCHITECTURE & ENGINEERING					\$ 119,000
CONSTRUCTION GENERAL CONDITIONS					
01-0050	Blue Prints & Plans	50.0	Sets	\$ 55	\$ 2,750
01-3100	Project Manager @ 33%	6.0	Months	\$ 3,000	\$ 18,000
	Estimating	0.0	Months	\$ 3,000	\$ -
	Pre-Construction	1.0	Months	\$ 3,000	\$ 3,000
01-3110	Project Engineer @ 20%	6.0	Months	\$ 1,000	\$ 6,000
	Scheduling Costs	6.0	Months	\$ 500	\$ 3,000
	Project Accounting	6.0	Months	\$ 750	\$ 4,500
	Project Administration	6.0	Months	\$ 750	\$ 4,500
	Job Photos	1.0	Estimate	\$ 200	\$ 200
01-3120	Project Superintendent @ 100%	6.0	Months	\$ 7,500	\$ 45,000
	Assistant Superintendent	1.0	Months	\$ 5,000	\$ 5,000
	Close-Out Supervision	1.0	Month	\$ 5,000	\$ 5,000
COST CODE	DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	TOTAL COST
01-4120	Permits & Fees				
	City / County Permit Bonds	1.0	Estimate	\$ 800	\$ 800
	City Business License	1.0	Each	\$ 200	\$ 200
	Assessments & City Fees				Exclude
	Building & Grading Permits				Exclude
	Encroachment & Street Permits	1.0	Est	\$ 250	\$ 250
	Utility Company Fees				Exclude
	Plumb, Mech, & Electric Permits	3.0	Each	\$ 1,000	\$ 3,000
	Temp. Facility Permits	1.0	Estimate	\$ 150	\$ 150
01-4520	Testing & Inspection Services				
	Soils Compaction Testing	1.0	Bid	\$ 4,500	\$ 4,500
	Concrete Testing	1.0	Bid	\$ 2,250	\$ 2,250
	Welding Inspection	1.0	Bid	\$ 1,750	\$ 1,750
	Paving Inspector	1.0	Estimate	\$ 2,500	\$ 2,500
	Roofing Inspector				Exclude
	Final Certifications				Included
01-5000	Temporary Facilities				
	Office Trailer	6.0	Months	\$ 350	\$ 2,100
	Storage Bins	4.0	Months	\$ 275	\$ 1,100
	Furniture	1.0	Each	\$ 125	\$ 125
	First-Aid & Safety Supplies	1.0	Each	\$ 50	\$ 50
	Temporary Toilets	6.0	Months	\$ 200	\$ 1,200
	Supplies	6.0	Months	\$ 100	\$ 600
	Job Sign	1.0	Each	\$ 200	\$ 200
	Set-up / Move-On & Move-Off	1.0	Each	\$ 500	\$ 500



01-5110	Temporary Utilities				
	Temporary Power Poles	6.0	Months	\$ 350	\$ 2,100
	Temp. Power Boxes & Cords	1.0	Each	\$ 150	\$ 150
	Temporary Lighting	1.0	Each	\$ 500	\$ 500
	Phone & Internet Set-Up	1.0	Each	\$ 250	\$ 250
	Power Utility Bill	6.0	Months	\$ 75	\$ 450
	Phone, Fax & Internet Bill	6.0	Months	\$ 65	\$ 390
	Cell Phone Bill	6.0	Months	\$ 250	\$ 1,500
	Water Set-Up	1.0	Each	\$ 275	\$ 275
	Water Meter Bill	6.0	Months	\$ 45	\$ 270
	Fax Machine	1.0	Each	\$ 100	\$ 100
	Jobsite Computer	1.0	Each	\$ 750	\$ 750
01-5400	Equipment, Vehicles & Tools				
	Field Superintendent Vehicle & Gas	6.0	Months	\$ 750	\$ 4,500
	Project Manager Vehicle & Gas	6.0	Months	\$ 250	\$ 1,500
	Other Vehicles & Equipment	6.0	Months	\$ 400	\$ 2,400
	Small Tools & Disposables	1.0	Estimate	\$ 600	\$ 600
	Temp Lifting Equipment	40.0	Hours	\$ 100	\$ 4,000
	Scaffolding	0.0			\$ -
	Special Tools	1.0	Estimate	\$ 500	\$ 500
	Rental Equipment	1.0	Estimate	\$ 1,000	\$ 1,000
COST CODE	DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	TOTAL COST
01-5500	Vehicle Parking & Access Costs				
	Barricades & Signage	1.0	Each	\$ 275	\$ 275
	Temp Roads	1.0	Estimate	\$ 1,000	\$ 1,000
	Snow Removal	1.0	Estimate	\$ 500	\$ 500
	Traffic Control	1.0	Estimate	\$ 750	\$ 750
	Parking	0.0			\$ -
01-5600	Temporary Protection & Security				
	Temporary Fencing	700.0	L.F.	\$ 3	\$ 1,750
	Gates	4.0	Each	\$ 50	\$ 200
	Protection Of Existing Property	1.0	Estimate	\$ 2,500	\$ 2,500
	Repair Existing Property	1.0	Estimate	\$ 2,000	\$ 2,000
	Project Directional & Safety Signage	1.0	Each	\$ 500	\$ 500
	Barricades	1.0	Estimate	\$ 500	\$ 500
	Trench Plates	1.0	Estimate	\$ 600	\$ 600
	Security Guard	600.0	Hours	\$ 20	\$ 12,000
	Temp. Lighting	1.0	Estimate	\$ 200	\$ 200
	Safety Supplies	1.0	Estimate	\$ 250	\$ 250
	Security Camera	1.0	Estimate	\$ 1,000	\$ 1,000
01-5700	Erosion & Storm Control	1.0	Bid	\$ 2,500	\$ 2,500
01-5900	Travel, Hotel & Subsistence	0.0			\$ -
01-7100	Mobilization & De-Mobilization	1.0	Estimate	\$ 2,500	\$ 2,500
01-7400	Construction Clean-Up				
	Water Truck	80.0	Hours	\$ 50	\$ 4,000
	Sweeper	40.0	Hours	\$ 45	\$ 1,800
	Project Laborers	320.0	Hours	\$ 15	\$ 4,800
	Weekly Clean-Up	240.0	Hours	\$ 15	\$ 3,600
	Tools, Supplies & Equipment	1.0	Estimate	\$ 250	\$ 250
	Trash Bins	8.0	Each	\$ 300	\$ 2,400
	Final Cleaning	1.0	Estimate	\$ 700	\$ 700
01-7700	Project Close-Out Costs				
	As-Builts & Printing	1.0	Estimate	\$ 125	\$ 125
01-9000	Commissioning	0.0			\$ -
02-2100	Surveying During Construction	1.0	Bid	\$ 5,000	\$ 5,000
	Final Certifications	1.0	Estimate	\$ 500	\$ 500
TOTAL CONSTRUCTION GENERAL CONDITIONS					\$ 191,660
01-0010	Performance & Payment BOND	0.00%	\$ -		\$ -
01-0020	Contractor's Liability Insurance	1.00%	\$ 2,000,000		\$ 20,000
TOTAL GENERAL CONDITIONS					

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QUANTITY		DESCRIPTION	BID RATES COST	CHANGE ORDER RATES	CHANGE ORDER CONTRACT RATES	UNIT	TOTAL COST
COMPANY LABOR - With 50% Burden							
		Project Manager	\$ 71.25	\$ 85.50	Not Billable	Hour	
		Project Engineer	\$ 41.25	\$ 49.50	Not Billable	Hour	
		Project Superintendent	\$ 60.00	\$ 72.00	Not Billable	Hour	
		General Superintendent	\$ 63.75	\$ 76.50	Not Billable	Hour	
		Project Foreman	\$ 52.50	\$ 63.00	\$ 70.88	Hour	\$ -
		Crew Worker	\$ 41.25	\$ 49.50	\$ 55.69	Hour	\$ -
		Crew Laborer	\$ 37.50	\$ 45.00	\$ 50.63	Hour	\$ -
		Average Crew Rate / Person	\$ 42.00	\$ 50.40	\$ 56.70	Hour	\$ -
COMPANY EQUIPMENT & TOOL RATES							
		Pickup Truck	\$ 96.00	\$ 115.20	\$ 129.60	Day	\$ -
		Crew Truck With Small Tools	\$ 144.00	\$ 172.80	\$ 194.40	Day	\$ -
		Power Box & Cords	\$ 40.00	\$ 48.00	\$ 54.00	Day	\$ -
		Skill Saw - Power Drill - Power Tools	\$ 20.00	\$ 24.00	\$ 27.00	Day	\$ -
		Nail Gun - Screw Gun - RotoHammer	\$ 20.00	\$ 24.00	\$ 27.00	Day	\$ -
		Air Compressor & Nail Gun	\$ 38.00	\$ 45.60	\$ 51.30	Day	\$ -
		12' - 24' Ladder	\$ 26.00	\$ 31.20	\$ 35.10	Day	\$ -
		Small Generator	\$ 96.00	\$ 115.20	\$ 129.60	Day	\$ -
		Pump & Hoses	\$ 84.00	\$ 100.80	\$ 113.40	Day	\$ -
		Mixer - Compactor - Breaker	\$ 102.00	\$ 122.40	\$ 137.70	Day	\$ -
		Dump Truck / Truck & Trailer	\$ 150.00	\$ 180.00	\$ 202.50	Day	\$ -
		Skid Steer	\$ 244.00	\$ 292.80	\$ 329.40	Day	\$ -
		Scissor Lift Or Man Lift	\$ 202.00	\$ 242.40	\$ 272.70	Day	\$ -
		Backhoe	\$ 216.00	\$ 259.20	\$ 291.60	Day	\$ -
		Forklift	\$ 155.00	\$ 186.00	\$ 209.25	Day	\$ -
RENTAL EQUIPMENT							
							\$ -
MATERIAL COSTS							
							\$ -
SUB-TOTAL							
				Change Order	By Contract		\$ -
		MARK-UP - OVERHEAD	15%	15%	10%		\$ -
		MARK-UP - PROFIT	10%	10%	5%		\$ -
		Contractor's Liability Insurance	1.00%	1.00%	1.00%		\$ -
		Performance & Payment BOND	2.00%	2.00%	2.00%		\$ -
TOTAL							
GENERAL CONDITIONS COSTS							
Quantity	Description	BID RATES COST	CHANGE ORDER RATES			UNIT	TOTAL COST
	Project Superintendent	\$ 480.00	\$ 576.00			Day	\$ -
	Superintendent Vehicle & Gas	\$ 96.00	\$ 115.20			Day	\$ -
	Project Manager Pro-Rata Time & Vehicle	\$ 222.00	\$ 266.40			Day	\$ -
	Project Engineer Pro-Rata Time	\$ 66.00	\$ 79.20			Day	\$ -
	Office Trailer	\$ 17.00	\$ 20.40			Day	\$ -
	Job Cell Phone, Fax, Internet & Computer	\$ 12.00	\$ 14.40			Day	\$ -
	Temporary Toilets (2) & Water	\$ 15.00	\$ 18.00			Day	\$ -
	Temp. Power Poles & Power Bill	\$ 28.00	\$ 33.60			Day	\$ -
	Temp. Power Boxes, Cords & Lights	\$ 11.00	\$ 13.20			Day	\$ -
	Temp. Fencing, Gates & Barricades	\$ 110.00	\$ 132.00			Day	\$ -
	Storage Bins	\$ 10.00	\$ 12.00			Day	\$ -
	Clean-Up & Trash Bins	\$ 75.00	\$ 90.00			Day	\$ -
	Erosion Control	\$ 25.00	\$ 30.00			Day	\$ -
	Miscellaneous Field Costs & Rentals	\$ 35.00	\$ 42.00			Day	\$ -
	Security Guard	\$ 400.00	\$ 480.00			Day	\$ -
	TOTAL General Conditions Cost	\$ 1,602.00	\$ 1,922.40			Day	\$ -
APPROVED & AUTHORIZED							
	Contractor	Date	Customer	Date			
Name							
Title							
Signature							

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 <div style="display: inline-block; border: 1px solid black; padding: 5px; text-align: center;"> CHANGE ORDER </div>		File: Hardhat BIZCOACH - Accounting Templates - TAB - Change Order George Hedley GH@HardhatPresentations.com	
		 <div style="display: inline-block; border: 1px solid black; padding: 5px; transform: rotate(-5deg); font-weight: bold;"> DO NOT USE THESE RATES! </div>	
Owner		Date	2/10/33
General Contractor		RFI #	1
Subcontractor		Proposed Change Order #	14
Project		Change Order Number #	4
		Proposed By	Owner
Change Order Description			
Add Additional Concrete Foundation & Rebar & UG Power			
Owner and structural engineer directed contractor to increase footing sizes, add rebar & UG Power			
Change Order Time Adjustment			
The Contract Schedule Time Will Be Modified As Follows:			
		ADD	3.0
			CALENDAR DAYS
COST CODE	DESCRIPTION	CO. / SUB / SUPPLIER	QUANTITY
			UNIT PRICE
			UNIT
			TOTAL COST
GENERAL CONDITIONS - Schedule Completion Date Extended			3.0 DAYS
	Project Manager Pro-Rata Time	Hardhat	3.0 \$ 228 Day \$ 684
	Project Superintendent	Hardhat	3.0 \$ 576 Day \$ 1,728
	Supt Vehicle & Gas	Hardhat	3.0 \$ 104 Day \$ 312
	PM Vehicle & Gas	Hardhat	3.0 \$ 35 Day \$ 104
	Office Trailer	Hardhat	3.0 \$ 17 Day \$ 51
	Job Cell Phone, Fax, Internet & Computer	Hardhat	3.0 \$ 12 Day \$ 36
	Temporary Toilets (2) & Water	Hardhat	3.0 \$ 15 Day \$ 45
	Temp. Power Poles & Power Bill	Hardhat	3.0 \$ 28 Day \$ 84
	Temp. Power Boxes, Cords & Lights	Hardhat	3.0 \$ 11 Day \$ 33
	Temp. Fencing, Gates & Barricades	Hardhat	3.0 \$ 110 Day \$ 330
	Storage Bins	Hardhat	3.0 \$ 10 Day \$ 30
	Clean-Up & Trash Bins	Hardhat	3.0 \$ 75 Day \$ 225
	Erosion Control	Hardhat	3.0 \$ 17 Day \$ 51
	Miscellaneous Field Costs & Rentals	Hardhat	3.0 \$ 35 Day \$ 105
CONCRETE			
	Labor	Hardhat	
	- Foreman	Hardhat	32 Hours \$ 78.75 \$ 2,520
	- Crew Workers	Hardhat	128 Hours \$ 63.00 \$ 8,064
	Crew Truck & Tools	Hardhat	4 Day \$ 184.00 \$ 736
	Backhoe	Hardhat	1 Day \$ 248.40 \$ 248
	Skid Steer	Hardhat	1 Day \$ 227.80 \$ 228
	Dump Truck	Hardhat	1 Day \$ 172.50 \$ 173
	Concrete Material	Hardhat	8 CY \$ 127.00 \$ 1,016
	Concrete Pump	Hardhat	8 CY \$ 22.00 \$ 176
	Form Lumber	Hardhat	1 Est \$ 175.00 \$ 175
	Bolts, Nails, Stakes & Hold-Downs	Hardhat	8 CY \$ 10.00 \$ 80
	Rebar	Hardhat	1 Bid \$ 447.00 \$ 447
	ELECTRICAL	Sparky Electric	1 Bid \$ 1,477.00 \$ 1,477
SUB-TOTAL			
			\$ 19,158
	Change Order MARK-UP	OVERHEAD	15% \$ 2,874
		PROFIT	10% \$ 2,203
TOTAL			
			\$ 24,234
	Contractor's Liability Insurance	1%	\$ 242
	Performance & Payment BOND	2%	\$ 490
	TOTAL CHANGE ORDER	3.0	CONTRACT DAYS EXTENDED \$ 24,966
APPROVED BY			
	GENERAL CONTRACTOR	OWNER / CM / ARCHITECT	SUBCONTRACTOR
SIGNED			
NAME			
TITLE			
COMPANY			
DATE			

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KNOW YOUR NUMBERS ACTION PLAN

Weekly

- Deposit Log
- Account Receivable Ageing & Retention
- Account Payables - Current & Long Term
- Payroll & Cash Report - Weekly
- Job Cost Labor & Equipment Production Scorecards
- Job Cost Vs Budget

Monthly

- Updated Job Cost Reports With Accurate Cost to Complete
- Income Statement = P & L
 - Mark-Up & Margin % Vs Budget
 - Overhead Expenses & OH Mark-Up %
 - Work In Progress WIP Report
 - Over / Under Billing
 - Gross Profit & Margin Earned Vs. Goal / Bid / Est
 - Net Profit Mark-Up Earned Vs. & Goal / Bid / Est
 - Contract & Gross Margin Backlog
 - Self Perform Work - Estimate Vs Actual Cost History



- Completed Contracts Report
- Sales & Profit Per Key Employee
- Equipment
 - Income Vs Expenses
 - Usage & Maintenance
 - Net Profitability & ROI
- Balance Sheet = Financial Statement
 - Liabilities, Loans & Line Of Credit
 - Equity, Return On Equity
 - Working Capital
- Bonding Capacity & Available
- Sales Award Tracking Report
- Bit-Hit Ratio & Bid Volume Report
- Sales & Marketing Activity Report
- Updated Production Rates / Job Cost History
- Investments & Reports

Know Your Numbers Action Plan!



Annual

- Labor + Burden Costs, Rates & Crew Rates
- Equipment Rates
- Change Order - Labor & Equipment Rates

Regularly Analyze & Review

- Over/Under Billings
- Bid Vs. Actual Costs & Final Mark-Up
- Self Performed Labor
- Change Order Billing
- Backlog With Manhours
- Equipment Utilization
- Cash-Flow
- Sales & Profit Per Key Employee

Money Management Must-Do Action Plan

- Integrate Software
- Competent Full Charge Accounting Manager
- Balance Bid Estimates With Job Cost, Timecards & Financials
- Update Field Production Job Cost Tracking
- Accurate Cost To Complete Updates
- Estimating Cost History Updates
- Implement Financial Management Tools
- Regular Mandatory Tracking Reports
- Account Receivables
- Investments
-
-

