

### ABC Construction Company

Revenue Goal for the Year:     \$12,000,000  
Profit Goal for the Year:       \$   900,000  
Profit as a % of Revenue:       7.5%

This is an example of a Huddle Meeting to discuss the Scoreboard. This meeting would take place when the "Actuals" for the month of January were being reported.

MIKE: "All of our jobs were pretty on target. The schedule was met and the Agency agreed on our billings. We need to keep this up."

Budgeted Revenue:             \$1,000,000  
Forecasted Revenue:         \$1,100,000  
Actual Revenue:               \$1,050,000

TODD: "I had forecasted a high COGS because I thought the cost of lumber was going to increase. However, I was able to go back and negotiate a deal with the vendor because of the large quantity of material we were going to purchase"

Budgeted COGS:                \$750,000  
Forecasted COGS:             \$880,000  
Actual COGS:                  \$787,500

JANE: "The reimbursement we were suppose to get for that conference that was cancelled hasn't come in yet. I will follow-up with the company. Also, we signed a contract with an Advertising Agency for marketing material which was signed in January. Overhead looks high because the costs hit this month but we shouldn't have any more Advertising expenses going forward.

Budgeted Overhead:            \$175,000  
Forecasted Overhead:         \$154,000  
Actual Overhead:               \$189,000

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BILL: "The large bid that we were counting on got postponed to February. However, we were able to win two of the smaller jobs because our subcontractor was able to give us a very competitive price."

Budgeted #of Bids/Win Ratio/Projected Revenue from Wins: 4 / 50% / \$500,000

Forecasted #of Bids/Win Ratio/Projected Revenue from Wins: 4 / 75% / \$1,000,000

Actual #of Bids/Win Ratio/Projected Revenue from Wins: 3 / 67% / \$500,000

JOE: "With what we billed and the new jobs we won we are pretty much on track. However, we do want to hit that backlog of \$10,000,000 so hopefully if we win that job Bill was talking about that was postponed we will get there in the next month or so."

Budgeted Backlog: \$10,000,000

Forecasted Backlog: \$ 9,000,000

Actual Backlog: \$ 8,750,000

CHRIS: "As long as we are meeting budget I'm happy and we are holding steady on our job cost. Also, 2 of the change orders that we have been waiting on for months now was finally approved in January. We were also able to get 2 more that we were able to expedite the process on because we told the Agency nothing was going to happen until it was in writing"

Budgeted Job Cost / # of Change Orders Approved: \$ 0 / 3

Forecasted Job Cost / # of Change Orders Approved: \$25,000 / 2

Actual Job Cost / # of Change Orders Approved: \$24,000 / 4

PAUL: "We might have underestimated the monthly budget for the year on the cost of rentals. I think it may go over budget every month. One of our projects is requiring more traffic control equipment rentals and I only see the costs going up from here."

Budgeted Cost of Rentals: \$10,000

Forecasted Cost of Rentals: \$15,000

Actual Cost of Rentals: \$13,000

VICKY: "We are utilizing our current inventory of small tools. The only cost for our small tools in January was for calibration of our laser levels."

Budgeted Small Tool Cost: \$2,500

Forecasted Small Tool Cost: \$500

Actual Small Tool Cost: \$500

FRANK: "Everyone is doing a fantastic job on their 3-Week Plans and Submittals. But I am still aiming for that 100%"

Budgeted 3-Week Plans / % of Complete Submittals: 100% / 100%

Forecasted 3-Week Plans / % of Complete Submittals: 100% / 100%

Actual 3-Week Plans / % of Complete Submittals: 95% / 90%

*Garrett Sullivan is the President of Sullivan & Associates, Inc., a construction industry consultancy focusing on improving contractor profit. Reach him at [GSullivan@SullivanHi.com](mailto:GSullivan@SullivanHi.com), [www.SullivanHi.com](http://www.SullivanHi.com) or 808.478.2564.*