

Focusing In

Describing the impetus for her company's Pipeline Report, Debra Moore, owner of Custom Design/Build, in Ann Arbor, Mich., says, "What I wanted was something that provided a quick snapshot of our cash flow and upcoming jobs." Moore uses the report in monthly meetings with her production and design teams to make sure all sides are in sync with regard to current and upcoming projects.

The report is divided into three main parts: revenue expected from jobs currently in production, revenue expected from jobs still in the development phase, and revenue already collected through the calendar year.

Moore uses this report in conjunction with a similar report that

focuses on current and upcoming design jobs. By collecting this information in one place and organizing it so that it can be referenced at a glance, Moore and her team are able to quickly see where they are in terms of their monthly and annual budget goals — and then act accordingly.

"If we see we don't have anything waiting in design, then we know I'll be out drumming up leads," she explains. "If there is nothing coming up in production, then I know the focus should be on getting design jobs through development and into construction."

In the end, Moore says, the report is a balancing tool for the company. —C.K.

This section shows jobs that are currently in production, as well as how much money is left to be collected on each project and in aggregate. Note that some of the same names appear in the Work Produced section, where collected revenue to-date is tracked.

"Projects in this section are those that have signed a construction contract but are still in the development phase," says Custom Design/Build owner Debra Moore. Projects in green type, such as the Richardson job, are those that have been postponed for one reason or another. Potential revenue is calculated both with and without this money "to get a best- and worst-case figure," Moore says.

In this section, the total collected and expected revenue are combined, providing an updated 2008 volume. Best- and worst-case figures are again calculated by subtracting the value of inactive jobs. Using these totals, Moore is able to calculate monthly sales goals needed to meet the company's 2008 target budget. "This [report] is really a great point of reference to start conversations about where the company's focus should be in any given month," Moore says.

CUSTOM DESIGN/BUILD, INC.

PRODUCTION 1/1/2008-2/21/08					
#	IN PRODUCTION	START	DURATION	TO COMPLETE	PROJECT TYPE
1	Green	1/7/08	3 months	\$ 83,571.00	Work space remodel
2	Clardy	11/1/08	2 months	\$ 16,000.00	Garage floor
3	Healy	10/1/08	3 months	\$ 3,000.00	Restroom
4					
	Balance to complete in Construction		Subtotal	\$ 102,571.00	

#	IN PIPELINE (Signed Construction Contract)	START DATE	DURATION	CONTRACT PRICE	
1	Beckett	2/8/08	1 month	\$ 4,382.00	Heavy shoring full city
2	Palman	4/1/08	6 months	\$ 81,900.00	Master suite
3	Black	4/1/08	3 months	\$ 103,500.00	Kitchen, dining, bathroom
4	Richardson	2/1/08	2 months	\$ 130,000.00	Kitchen addition
5					
			Subtotal	\$ 319,782.00	
				\$ 130,000.00	Less inactive jobs
				\$ 189,782.00	Total active

#	WORK PRODUCED (earned to date)	1/1/2008-2/21/08	GROSS REVENUE
1	Green		\$ 86,000.00
2	Healy		\$ 31,837.00
3	Clardy		\$ 4,111.00
4	Fin		\$ 3,800.00
5	Allen		\$ 12,165.00
6	Palman		\$ 9,100.00
7	Black		\$ 11,500.00
	TOTAL PRODUCED TO DATE	1/1/2008-2/21/08	\$ 160,609.00

TOTAL, pipeline, produced, in production	2008	\$ 602,962.00
Less inactive		\$ 130,000.00
Total active		\$ 452,962.00

2008 TARGET		\$ 1,200,000.00
Monthly sales, production needed		\$ 100,000.00

Prepared by S.D. 02/21/08