

HOW WE WORK

Somebody already fixed this once.

Last spring somebody fixed the handoff. Somebody built the spreadsheet that finally showed job cost the way you wanted to see it. And somebody finally got everyone to agree on who signs off on extra work.

Then you got busy, that person moved into a different role, and it all came back.

So that's the work I do. The thing that keeps coming back after everybody already agreed it was handled.

Contractors who outgrew how they run.

Commercial specialty trades and owner-led general contractors on the Front Range, usually somewhere between fifteen and two hundred people.

You've got the work and the reputation and the crews. What's missing is a way to move a job from bid to field to billing to closeout that doesn't depend on you personally carrying a piece of it.

Margin fade doesn't show up as one big hit.

A turnover that lives in one guy's head doesn't show up on any report. Neither does a T&M ticket that never got signed, or a pay app that sat a full cycle because one piece of backup was missing.

Each one is small. Run that across every crew and every job, month after month, and it's the difference between a good year and an average one.

The bigger cost is you. When the same thing keeps surfacing, you spend your week inside the operation instead of on the next stage of the company.

Nobody owns the whole chain.

Estimating sees its piece and the PM sees his, and accounting only ever sees the end of it. The problem lives in the space between them, and nobody's job description covers that space.

The people closest to it also have the least room to step back, because they're producing work. Tracing a broken process across five functions is not something you do between a precon meeting and a submittal deadline.

So it gets scheduled for a slower season, and the slower season never quite shows up.

Somebody has to follow the problem across the whole company and then still be around to help fix it. That's the job.

Three things I do differently.

I look at the work before I look at the software.

I want to watch a real job move before I recommend anything. A lot of the time you already own the right tool and the process around it is what broke.

Something built by Friday.

A findings document at the end of a discovery phase changes nothing. By the end of the week your team should be using something.

I don't sell software.

No reseller agreements and no referral fees from software companies. If Sage, Vista, Foundation, Procore, or whatever you already run can do the job, I'll set it up to do the job. You sign off on any change that touches how your numbers compute.

THE WEEK

Contractor Operations Sprint

Five days on the problem you're tired of having. I find where it actually breaks, and we fix something before I leave.

Five working days describes the effort rather than the calendar. Most sprints run across seven to ten days so I can be there when the work is actually happening.

DAY 1 Walk one job

I pick one live job, or a recent one that went sideways, and I follow it end to end. Estimating, the PM, the super, accounting, you.

By the end of the day I know how the work actually moves, which is usually not what the process document says, and we've agreed on what this week is for.

DAY 2 Find where it breaks

A late pay app is a symptom. The cause is usually sitting three weeks upstream in a missing approval or a handoff nobody owns.

I separate those two, put a dollar number on it where your own numbers support one, and we pick the one or two things that can actually get fixed in the days left.

DAY 3 Build the fix

This is the day something gets made. Depending on what Day 2 turned up, that could be a rebuilt handoff, a field capture flow that works on a phone with gloves on, a billing-readiness gate, a cost-to-complete your PMs will actually finish, or a configuration change in software you already pay for.

Something usable exists by the end of the day.

DAY 4 Run it on real work

We put it against a live job and I sit with the people using it. They'll tell me what's annoying, what's missing, and what they're going to quietly stop doing in three weeks.

Then we cut the extra steps, put a name next to who owns it, and decide what happens when the exception shows up. Because it will.

DAY 5 Hand you the keys

I finish it, write down how it runs in the shortest form anybody will actually read, and we agree on what you should be looking at every week going forward.

Then we sit down. What I found, what's fixed, what isn't, and a 90-day list of what's next in priority order.

WHAT YOU HAVE WHEN I LEAVE

- ☐ A map of how the work actually moves today
- ☐ The real reason it keeps coming back, in writing
- ☐ One or two things built and running on a live job
- ☐ Names next to who owns what
- ☐ Documentation short enough that somebody reads it
- ☐ A 90-day list in priority order
- ☐ A final sit-down with you

Access. That's the whole ask.

You have to be in it, I have to be able to watch a real job, and somebody has to be able to make a decision during the week.

By far the thing that will stall a sprint is not being able to get to the people or the job in time. Everything else I can work around.

WHAT A SPRINT GOES AFTER

Estimate-to-PM handoffs · Change orders and T&M · Field documentation · Pay app readiness · Job cost and WIP · Schedule look-aheads · Closeout and retention · Owner decisions · Getting more out of software you already pay for

SCOPE, TERMS, AND WHO YOU'RE HIRING

What's in the sprint, what's outside it, and what a first engagement runs.

Not in a five-day sprint

- A full ERP or project-management implementation
- Enterprise data migration or large-scale cleanup
- Custom software beyond a narrow prototype
- Ongoing managed IT
- Bookkeeping or your month-end close
- Legal, tax, safety, HR, or transaction advice
- Reorganizing your company
- Any guarantee about margin, revenue, or cash

Any of that can be scoped on its own. I'd rather tell you it's outside the sprint than stretch five days across work that needs five weeks.

One point of contact. A bench behind it.

The person you talked to on the first call is the person in your conference room on Monday morning, and that doesn't change partway through. Everything routes through me.

Behind that is a group of specialists we bring in when the work calls for one, usually in construction accounting systems or integration work. You'll know who's coming and why before they show up, and they work to the same documented process I do.

What I'll promise, and what I won't.

The method and the deliverables are mine to guarantee. What it does to your numbers depends on whether your team adopts it, whether I get access, how clean your data is, and what we choose to go after.

So a sprint may give you cleaner handoffs, faster pay apps, better backup on extra work, a WIP you trust, or fewer decisions landing on your desk. I'm not going to put a percentage on your margin before I've seen your job cost.

WHO'S LEADING IT

Dmitri Sunshine, founder

I started a software company in 2007 and ran it for fourteen years, bootstrapped, no investors and no board. About eighty companies ran their daily operation on it, and every dollar that came in had to pay for itself.

So I've made payroll on a Friday when the receivable hadn't landed yet, and I've had a month look good right up until the numbers caught up with it.

Construction is a newer focus for me, and you should hear that from me rather than find it out later. What I've done for twenty years is walk into owner-led companies where the information kept showing up too late to use, trace it back to where it broke, and fix it alongside the people doing the work.

Different industry, same shape of problem. That's the part that transfers, and it's the part you're hiring.

I'm in Boulder with my two kids, and I'll come to your office and your jobs anywhere on the Front Range.

\$6,000 to \$12,000 for most first engagements.

Where it lands depends on the company, the problem, and how much building the fix takes.

- Half to hold the start date, half at the Day 5 sit-down
- We start after the first payment and a signed agreement
- Front Range travel is included

Keep going only if it's worth it.

Some companies will take the 90-day list and run it themselves. That's a good outcome, and I'll tell you when it's the right one.

Others want help with the next block of changes, or ongoing operations and systems leadership, or one specialist for one piece. We price that separately once the sprint tells us what's actually needed.

Bring me the one that keeps coming back.

Give me 25 minutes and the problem you're tired of having. If a sprint won't help, I'll say so and point you at what will.

Dmitri Sunshine · Boulder, Colorado
hello@framewardgroup.com ·
framewardgroup.com