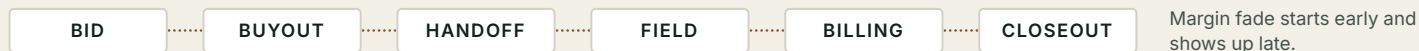


# The job went fine. The margin didn't.

So where does it go? Almost never one big hit. It's a T&M ticket that rode around in a truck for two weeks, extra work that went in on a verbal, and a pay app that sat a full billing cycle because one signed ticket was missing.

I find where that's happening in your company, and I fix it with the people already doing the work.



## None of it looks like much on its own.

A handoff that lives in one guy's head doesn't show up on a report anywhere. Neither does a ticket that never got signed, or a pay app sitting an extra billing cycle.

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 your week. When the same thing keeps coming back, you spend it inside the operation instead of on the next stage of the company.

### SOUND FAMILIAR?

- ☐ Estimating turns the job over and half of it lives in somebody's head
- ☐ Extra work goes in on a verbal and the signed ticket catches up later, or doesn't
- ☐ Pay apps sit while someone hunts for backup
- ☐ Field photos and approvals live in a text thread and somebody's inbox
- ☐ Job cost tells you what happened three weeks too late to act on it
- ☐ The WIP and the field don't agree on percent complete
- ☐ You're underbilled on a job and you find out at month-end close
- ☐ Every decision that matters still routes through you

## WHERE WE START

# Contractor Operations Sprint

### 1 Walk one job

Estimating, PM, the super, accounting, you. I follow one job all the way through.

### 2 Find where it breaks

A late pay app is a symptom. The cause is usually three weeks upstream.

### 3 Build the fix

By Friday your team is using something that wasn't there Monday.

### 4 Hand you the keys

Who owns it, how it runs, and a 90-day list in priority order.

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

Depending on what we find, 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

## You're working with me, Dmitri Sunshine.

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, 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 keeps showing up too late to use, trace it back to where it breaks, and fix it with the people doing the work.

Different industry, same shape of problem. I'll come to your office and your jobs anywhere on the Front Range.

**WHAT IT RUNS** **\$6,000 to \$12,000** For most first engagements. Depends on the company, the problem, and how much building the fix takes.

## Bring me the one that keeps coming back.

Give me 25 minutes and the problem you're tired of having. I'm not going to put a percentage on your margin before I've seen your job cost, and if a sprint won't help I'll say so.

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