momentum accounting

Profit Points™ Assessment

A companion to ***The Profitable Restorer***

See where your financial system stands and what to work on next.

Company _____

Name _____ Date _____

How to score

Give each item 0, 1, or 2 points. Answer based on what happens today.

0 — No This is not in place, or I'm not sure.

1 — Sometimes We do some of this, but not every time.

2 — Yes This is in place, and we can show it.

Your scores

Phase	Now	Next check	Later check
Trust	___ / 8	___ / 8	___ / 8
Understand	___ / 8	___ / 8	___ / 8
Measure	___ / 8	___ / 8	___ / 8
Improve	___ / 8	___ / 8	___ / 8
Plan	___ / 8	___ / 8	___ / 8
Value	___ / 8	___ / 8	___ / 8
Total	**___ / 48**	**___ / 48**	**___ / 48**

Check dates _____ _____ _____

Start with the first phase below 8 points. Keep checking earlier phases as you move ahead. Take this assessment again each quarter to see your progress.

momentum accounting

1 Trust

Are the numbers right?

Read each item	Score 0 / 1 / 2
Are your books up to date and ready to review by the 15th of each month?	_____
Does someone check each balance-sheet account every month to make sure it's correct?	_____
Does your P&L show revenue by type of work, instead of putting it all under "Sales"?	_____
Are all job costs—including payroll for your crews—listed in cost of goods sold on your P&L?	_____

Trust score _____ / 8

2 Understand

Do we know what the numbers mean?

Read each item	Score 0 / 1 / 2
I can explain revenue, gross profit, overhead, and EBITDA.	_____
I can use the P&L and balance sheet to see how the company is doing.	_____
I can read the accounts receivable and accounts payable aging reports to see who owes us money, who we owe, and what's overdue.	_____
I can explain why profit and cash are different.	_____

Understand score _____ / 8

momentum accounting

3 Measure

Can we see what's working and what isn't?

Read each item	Score 0 / 1 / 2
We can see the profit on every completed job.	_____
We compare profit by service line, job, and project manager.	_____
We track leads, close rates, average job size, and time to invoice.	_____
We use a Monthly Finance Scorecard and Weekly Flash Report to compare results with our goals.	_____

Measure score _____ / 8

4 Improve

Do we use the numbers to make changes?

Read each item	Score 0 / 1 / 2
We use our numbers to find and fix delays in getting paid.	_____
We use job profit numbers to decide what to charge, where to cut costs, and which work to take.	_____
We use leads, close rates, and cost per lead to decide what to change in our sales and marketing.	_____
We use our financial reports to get better loan terms and lower our interest costs.	_____

Improve score _____ / 8

momentum accounting

5 Plan

Do we check the numbers before making future decisions?

Read each item	Score 0 / 1 / 2
We make a plan for revenue, profit, and cash at least once a year, so we know what we need to achieve each month.	------
We work backward from our revenue goal to figure out how many leads and jobs we need.	------
We check how hiring, equipment, and other big purchases will affect profit and cash before we commit.	------
We plan ahead for debt payments, taxes, owner pay, and the cash we need to keep in the bank.	------

Plan score _____ / 8

6 Value

Are we building a company someone else could own?

Read each item	Score 0 / 1 / 2
We know what the company needs to be worth to support the owner's long-term financial goals.	------
We have at least 3 years of clear, complete accrual-based financial statements that show steady EBITDA and growing revenue.	------
The owner could step away for 3 months, and the team could keep running and growing the business without their help.	------
We have more than 1 proven "fishing hole" that brings in a steady flow of profitable work.	------

Value score _____ / 8

My next step _____

Who will help _____ By when _____