

National Fire Repair

Fall 2008 – Portland, OR

Management Assessment Tool

Select a Meeting: 2 2008

Change Meeting

Management Assessment Tool

| Goals to be accomplished by this meeting: | | As of: 08/09/2008 |
|---|--|-------------------|
| 1. | Develop three year business plan for growth. Post. | Update: Done |
| 2. | Set up maintenance program for property management companies including a marketing plan. Post. | Update: Done |
| 3. | Refine and implement phone collection procedures and reduce collection time by 7 days. | Update: Done |
| 4. | Add a new marketing or estimating person. | Update: Done |
| Consequences: \$500 per goal-\$2000 total due | | |
| New Goals to be accomplished by our next meeting | | |
| 1. | Learn Access programming | |
| 2. | Update and correct BN marketing statistics reports generated in access | |
| 3. | Identify and market Erie and Cinic Adjusters in Pennsylvania market area | |

| | | | | | | | | | | |
|--|--|-----------------------|----------------------------------|----------------------------------|-----------------------|----------------------------------|-----------------------|----------------------------------|----------------------------------|--|
| 4. | Set up residential fire chasing program | | | | | | | | | |
| Consequences: \$100 per goal - \$400 total due | | | | | | | | | | |
| Management Assessment For National Fire Repair, Inc | | | | | | | | | | |
| <input checked="" type="checkbox"/> | 2 2008 | | | 1 2008 | | | 2 2007 | | | Reason I=Increasing, D=Decreasing, U=Unchanged |
| | | | | | | | | | | |
| | I | D | U | I | D | U | I | D | U | |
| Revenues | <input type="checkbox"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | |
| Gross Profits % | <input type="checkbox"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | |
| Overhead \$ | <input type="checkbox"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | |
| Operating Profit % | <input type="checkbox"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | |
| Vision for Company: | Annually have moderate, controlled growth by increasing our current market share in the insurance work, expanding our market area for insurance work and adding non insurance work via property management and handicapped access. | | | | | | | | | |
| Vision for Owner: | Make enough money to pay off the loans on the business. | | | | | | | | | |
| Major Challenges: | tough economic area - declining population | | | | | | | | | |
| <input type="button" value="Save"/> | | | | | | | | | | |
| Scoring Scale= 0 to 10; This is a self-assessment for informational purposes only and is not intended for objective comparisons with other companies. This can be used to track improvement over several meetings. | | | | | | | | | | |
| Description | Comments | | | | | | | | | |
| Planning | 2 2008 | | 1 2008 | | 2 2007 | | Average | | | |
| Business Plan | <input type="checkbox"/> 9 | | 8 | | 10 | | 9 | | | |
| Marketing Plan | <input type="checkbox"/> 9 | | 7 | | 8 | | 8 | | | |
| Cash Forecasting | <input type="checkbox"/> 7 | | 5 | | 6 | | 6 | | | |
| Sales Forecasting | <input type="checkbox"/> 7 | | 3 | | 4 | | 4.666 | | | |
| Organizing | | | | | | | | | | |
| Organizational Chart | <input type="checkbox"/> 10 | | 10 | | 9 | | 9.666 | | | |
| Job Description | <input type="checkbox"/> 9 | | 9 | | 9 | | 9 | | | |
| Board of Advisors | <input type="checkbox"/> 9 | | 7 | | 10 | | 8.666 | BN10 Group | | |
| Staffing | | | | | | | | | | |

| | | | | | | |
|---------------------------|--------------------------|----|----|----|-------|---|
| Assessments | <input type="checkbox"/> | 9 | 6 | 6 | 7 | |
| Orientation | <input type="checkbox"/> | 8 | 8 | 8 | 8 | |
| Training | <input type="checkbox"/> | 8 | 7 | 7 | 7.333 | currently training new estimator and re |
| Evaluations | <input type="checkbox"/> | 9 | 6 | 6 | 7 | |
| Coaching | <input type="checkbox"/> | 8 | 7 | 8 | 7.666 | |
| Directing | | | | | | |
| Management Team | <input type="checkbox"/> | 8 | 7 | 9 | 8 | |
| Team Meetings | <input type="checkbox"/> | 9 | 9 | 9 | 9 | added daily morning meeting |
| Meeting Agendas | <input type="checkbox"/> | 9 | 9 | 9 | 9 | |
| Objective Decision Making | <input type="checkbox"/> | 8 | 8 | 8 | 8 | |
| Culture of Empowerment | <input type="checkbox"/> | 9 | 9 | 9 | 9 | |
| Coordinating | | | | | | |
| Defined Business Process | <input type="checkbox"/> | 9 | 9 | 9 | 9 | |
| Policies Manual | <input type="checkbox"/> | 9 | 9 | 9 | 9 | |
| Project Scheduling | <input type="checkbox"/> | 9 | 10 | 9 | 9.333 | |
| Reporting | | | | | | |
| Monthly Financials | <input type="checkbox"/> | 10 | 10 | 10 | 10 | |
| Key Indicators | <input type="checkbox"/> | 10 | 10 | 10 | 10 | |
| Job Cost Review | <input type="checkbox"/> | 10 | 10 | 10 | 10 | |
| % of Completion | <input type="checkbox"/> | 10 | 10 | 10 | 10 | |
| Budgeting | | | | | | |
| Operating Budget | <input type="checkbox"/> | 8 | 8 | 8 | 8 | |

| Cost to Attend Meeting | |
|------------------------|-------------|
| Hotel | 1000 |
| Travel | 1000 |
| Food | 400 |
| BN Fee | 3500 |
| Income For Time Period | 3500 |
| Total | 9400 |

All Companies

[\[Back to Manage MA Tool\]](#)

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Team Leadership Challenge

- ☐ The task is to understand where the company is currently, where it is trying to go, and what does it need to do to get there.
- ☐ Assign a **Time Keeper**, a **Scribe**, a **Facilitator** for your TLC group—this will rotate

1. Review and answer 4 questions: 5 minutes

- a) **What is your biggest current opportunity?**
Expand in insurance work by geography and expand by adding new services for property managers and via handicap access
- b) **What do you want to achieve from your TLC Time?**
Most concerned about financials since we have been so slow.
Want to be sure I am on the right track.
- c) **What is your current business situation?**
Revenues are low (customary for this time of year) – everyone is complaining how slow they are. 2 competitors have closed their doors in the past 3 months. GP is still good and we are transitioning on the overhead cost significantly.
- d) **Are there any updates on your MA that you would like to share?**
Yes, the morning meetings tend to work well.

2. Company Update – Please review the following documents provided by the company. 10 minutes

Review these items

- ☐ Review prior SOAP List (If your company has had a BN Peer Review)
- ☐ Submitted BN numbers
- ☐ WIP report
- ☐ Management Assessment

3. Opportunities – What are the most important opportunities the company is facing?

5 minutes

There are 2 large opportunities facing the company:

- 1) **INCREASED MARKET SHARE:** We need to really pound the marketing efforts because volume has been down significantly in our area. Competitors are beginning to drop and when the work picks back up, there may be a larger market share in it for the ones that try to capitalize.
- 2) **COMPUTER INDEPENDENCE:** Jerry (the former owner) will be moving to Minneapolis by the end of September of this year). I need to get up and running on Access since much of our paperwork revolves around it. Although he will be available via phone and internet, I feel the need to shed any dependence upon him.

4. Set goals for next meeting –Review the old goals and set one new goal regarding the numbers using this format. This new goal may replace one of your previously submitted four new goals if you choose.

The Host Goals will be set tomorrow at the Host's Peer Assessment. Please ask the host to inform the Network what their desires, wants and needs are, in place of setting new goals **10** minutes

- a. Opportunity
- b. Cause
- c. Set Goal
- d. Develop Action Plan

GOALS: Specific, Measurable with numbers, Attainable-but a stretch, Reasonable-not foolish, Time bound-has a date and/or time for completion

1. **Learn Access programming.**
2. **Update and correct BN market statistics reports generated in access**
3. **Identify and market Erie and Cinci Adjusters in Pennsylvania market**
4. **Set up residential fire chasing program**

5. Conclusions – What did the company learn from this TLC peer review? Please write a brief summary for presentation during the afternoon session. **5** minutes

6. Perception Check – Does the TLC group agree with the conclusions the company has drawn from this conclusion? **5** minutes

Group Team Leader-Please give the revised, filled out TLC Format Sheet for each company to a representative of the host company **to have copies made for all attendees**. Each attendee should have one copy of the TLC sheet for each company present)

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Update Letter

I am currently cautiously optimistic at this time regarding work. We are currently at a 4:1 ratio of cash/receivables vs. payables and that has maintained nearly unchanged since the buyout in March. We are currently carrying over \$700,000 in work at this time but very little new work has come in. Our monthly goal is \$250,000. Since the end of our fiscal year on June 30, 2008, we show only \$139,000 in income. The closing of the fiscal year continues as the accountant maneuvers the numbers. In addition to that, we are setting up to change over to a sub s corporation so that is in the works as well. That means we will have to file our taxes again in December on a ½ year basis.

With the demise of 2 competitors in the past 3 months I am both optimistic and concerned. Losses have been quite light and all the contractors are complaining. Additionally, Forbes recently ran an article on the top 10 dying cities in the United States and unfortunately we were on the list. The only real qualification was that your population had to be decreasing which it has. However, I don't believe that means we are dying. It is just one more unneeded and unwelcome negative national press release for the area.

On the plus side, the slowdown has given me time to complete many goals from the 3 year business plan as well as spend some time training our new estimator. His name is Bob Maffitt and I have known him for many years. He was my captain when I was a volunteer fire fighter. He is good friends with many of our local fire chiefs and is actually related to 2 of them. He has been in construction all his life. He had been unemployed since January of this year when his previous employer, a new home builder, decided to close up and move to Florida. New home construction has always been tough in this area, especially in the past year and a half. Bob seems to be working out well in the 7 weeks he has been here. Prior to employing him, I explained to him about the buyout and that if things don't pick up he may be gone as fast as he came. He understood and was thankful for the opportunity to work. As Bob said, it's the old adage, "I have enough friends; now I'm just in it for the money." I am not that blatantly cold blooded, but I must admit, it is pretty damn accurate.