SAMPLE REPORT · ILLUSTRATIVE NUMBERS ONLY

The Full Financial Review

+ 90-Day Plan

A complete look at your books, your cash, your margins, your pricing, and the systems behind them. It ends in a plan you can act on in the next 90 days.

PREPARED FOR

Sample Business, LLC

$1.6M revenue · 9 employees · July 2026

Details anonymized for this sample. Your report uses your real numbers.

fsfinance.net · Baton Rouge, Louisiana
FS Finance is a service of FSF Holding Group, LLC

ABOUT FS FINANCE

Bookkeeping and financial systems for service businesses

FS Finance works with businesses in and around Baton Rouge, typically between $500K and $10M in revenue. We handle their books, and we build the reporting and dashboards that turn those books into decisions: what you make on each type of work, when cash gets tight, what you can afford to spend, and when you can afford to hire.

WHY WE START WITH A REVIEW

Diagnose before you treat

Most owners we meet have the same problem: the books exist, but they don't answer questions. The Full Financial Review is how we find out where you actually stand before anyone commits to anything. It is a fixed-price, read-only analysis of your numbers with specific findings, each one quantified where the data allows it. The report and the 90-day plan are yours to keep whether or not you ever work with us again.

SCOPE

120 checkpoints. Seven scored areas.

We run your business through 120 individual checkpoints. They roll up into the seven areas below. Each area's score is the average of its checkpoints; the report prints the findings worth acting on, not all 120. Where a finding touches tax strategy, we flag it, size the stakes, and point you to a tax professional. We do bookkeeping and financial systems; the tax advice belongs to your CPA.

HOW TO READ THE SCORES

- **HEALTHY** 8 and up
- **NEEDS ATTENTION** 5 to 7.9
- **HIGH RISK** under 5
- **ASK A TAX PRO** referred out, not scored

01 Foundations & Compliance

- Entity standing, registrations, licenses
- Dedicated business banking and separation
- Insurance and subcontractor documentation
- Sales tax handling on materials
- Tax-posture flags for your tax pro

02 Books Reliability

- Bank and credit card reconciliations
- Chart of accounts structure
- Job and service-line coding
- A/R and A/P reality check
- Transaction quality and controls

03 Cash Flow

- Collection speed (DSO) vs. peers
- Cash cushion and payroll timing
- Seasonality pattern
- Supplier terms
- Deposits and progress billing

04 Margins by Service Line

- Gross margin per line of work
- Materials markup consistency
- Revenue mix vs. margin mix
- Labor cost allocation
- Where the profit actually comes from

05 Pricing

- Rates vs. local market
- Time since last increase
- Price book accuracy
- Estimate-to-actual drift
- Terms and late fees in practice

06 Systems & Process

- Field software to QuickBooks flow
- Invoicing lag
- Receipt capture
- Payroll pipeline
- Reporting the owner actually uses

07 Owner Economics

The numbers a CFO would hand you: your break-even point, what the next hire has to earn, what actually makes you money, what your pipeline is worth, and whether overhead is creeping. Most owners have never seen these.

THIS IS THE SECTION THAT PAYS FOR THE REVIEW

EXECUTIVE SUMMARY

Sample Business, LLC

Review period: July 2025 - June 2026

120 CHECKPOINTS REVIEWED

OVERALL SCORE (OUT OF 10)

5.7

NEEDS ATTENTION

$93,000

cash trapped in slow collections, unbilled work, and WIP

$54,000 / yr

margin and pricing opportunity identified

14 hrs / mo

of owner and office time lost to manual process

SCORES BY AREA

Foundations & Compliance	**6.5**
Books Reliability	**5.5**
Cash Flow	**5.0**
Margins by Service Line	**5.5**
Pricing	**5.8**
Systems & Process	**6.2**
Owner Economics	**5.4**

HOW YOU COMPARE

Service contractors at your revenue tier, from published industry benchmark data.

METRIC	YOU	TYPICAL RANGE	RATING
Gross margin (blended)	**44%**	48-55%	● NEEDS ATTENTION
Days to collect (DSO)	**51 days**	30-38 days	● HIGH RISK
Revenue per field employee	**$229K**	$180-260K	● HEALTHY
Service work gross margin	**62%**	55-65%	● HEALTHY
Project line gross margin	**18%**	32-42%	● HIGH RISK
Cash cushion	**3 weeks**	6-8 weeks	● NEEDS ATTENTION

In your report, every range shows its source and publication year next to the number. The ranges above are illustrative for this sample.

FOCUS AREA 01

Foundations & Compliance

SCORE / 10

6.5

NEEDS ATTENTION

The legal and structural basics are mostly in place. The items worth attention are banking separation, sales tax handling on materials, and a tax-posture question that belongs with your tax professional.

Entity standing

● HEALTHY · 8/10

Active and in good standing with the Secretary of State; annual report current; EIN matches bank and payroll records.

Banking separation

● NEEDS ATTENTION · 6/10

Dedicated business accounts exist, but two revenue deposits hit a personal account during the review period, and one personal card carries recurring business charges.

Licensing & insurance certs

● HEALTHY · 8/10

License current, liability policy active, certificates on file with the contractors you work with. Policies are in the entity's name.

Sales tax on materials

● ASK A TAX PRO

Sales tax treatment on materials is inconsistent across invoices. This is a real exposure. Your tax pro should review it; we can pull the transaction detail they'll need.

Subcontractor documentation

● NEEDS ATTENTION · 6/10

Two active subs have no W-9 on file, which becomes a scramble every January. Fifteen-minute fix.

Entity & tax posture

● ASK A TAX PRO

You take 100% of compensation as owner draws and no entity-election review has ever been done. At your profit level the stakes are commonly in the $8,000-$15,000 a year range. That conversation belongs with a CPA or enrolled agent; we're glad to introduce you to ones we trust.

Insurance review cadence

● NEEDS ATTENTION · 6/10

Coverage limits haven't been reviewed in over two years and revenue has grown since. No cyber coverage despite card payments on file.

WHAT MATTERS MOST HERE

The entity-election question is the biggest single number on this page. It belongs with a CPA or enrolled agent. We can send them clean books and the transaction detail, so the conversation is short and cheap.

$8-15K/yr

commonly at stake

FOCUS AREA 02

Books Reliability

SCORE / 10

5.5

NEEDS ATTENTION

The books are being kept, but they can't answer the questions that matter. The chart of accounts hides what each type of work earns, two cards are months behind on reconciliation, and finished work is sitting uninvoiced.

Bank & card reconciliations

● NEEDS ATTENTION · 6/10

Checking account reconciled through June. Two credit cards are 60+ days behind with $3,150 in uncleared items, so the P&L is understating expenses.

Chart of accounts

● HIGH RISK · 4/10

Generic template. All revenue lands in one income account, so there is no way to see what each line of work earns without rebuilding it.

Job & service-line coding

● HIGH RISK · 4/10

Materials purchases are not coded to jobs, and labor is not split by line of work. True job profitability is currently unknowable from the books.

A/R reality check

● NEEDS ATTENTION · 5/10

$107,000 in receivables, $34,000 of it past 60 days. Two completed jobs totaling $9,800 were never invoiced at all.

Books vs. last tax return

● ASK A TAX PRO

Equity on the books differs from the prior-year return by about $18,000. Your tax preparer should reconcile this; we can prep the tie-out schedule for them.

Transaction quality & controls

● NEEDS ATTENTION · 5/10

Merchant fees are netted out of card deposits, understating both revenue and fees. Customer deposits are booked straight to income instead of held as a liability until earned.

Owner draws

● HEALTHY · 8/10

Draws are coded consistently and separated from payroll. Clean.

WHAT MATTERS MOST HERE

Until revenue is split by line of work, job profit is invisible. Rebuilding the chart of accounts is move 5 in the plan, and it unlocks the margin picture in Area 04.

$9,800

finished work, never invoiced

FOCUS AREA 03

Cash Flow

SCORE / 10
5.0
NEEDS ATTENTION

The business is profitable on paper and tight in the bank. Roughly $93,000 is trapped between slow collections, unbilled work, and project jobs you are financing out of your own pocket. The plan in the back frees about $79,000 of it inside 90 days.

Collection speed (DSO)

HIGH RISK · 4/10

Invoiced work takes 51 days to collect on average; service contractors your size typically run 30-38. Closing that gap frees roughly $36,000 of permanent cash.

Deposits & progress billing

HIGH RISK · 4/10

Project jobs bill at completion, so you carry an average of $47,000 in labor and materials before seeing a dollar. A 30/40/30 schedule ends that.

Cash cushion

NEEDS ATTENTION · 5/10

About 3 weeks of operating expenses on hand; 6-8 weeks is the comfortable range. Payroll weeks are a recurring squeeze.

Seasonality

NEEDS ATTENTION · 6/10

Revenue dips about 20% in the slow season, but spending doesn't. No reserve is set aside ahead of the trough; the pattern is predictable and plannable.

Supplier terms

NEEDS ATTENTION · 6/10

You pay supplier invoices on receipt. Your two largest suppliers both offer net-30. Using it costs nothing and adds two weeks of float.

WHERE THE $93,000 SITS

Project jobs financed to completion	$47,000
Slow collections (51-day DSO)	$36,000
Finished work never invoiced	$9,800

WHAT MATTERS MOST HERE

Every dollar on this page is already earned. Nothing here needs new sales. It's billing sooner, collecting faster, and taking the float your suppliers already offer.

$79,000
back inside 90 days

FOCUS AREA 04

Margins by Service Line

SCORE / 10

5.5

NEEDS ATTENTION

Reconstructing margins from invoices and payroll shows a healthy service operation subsidizing a break-even project line. Nearly half your revenue earns less than a fifth of your profit.

Service work

● HEALTHY · 8/10

About 62% gross margin on roughly $700K of revenue. This is the engine of the business and it runs well.

Specialty services

● HEALTHY · 8/10

Best margin in the company at roughly 71%, but only 11% of revenue. Most owners we review have a line like this hiding in plain sight.

Project work

● HIGH RISK · 3/10

Roughly 18% gross margin on $770K of revenue, before overhead. After overhead allocation this line is near break-even. It is 46% of revenue.

Materials markup

● NEEDS ATTENTION · 5/10

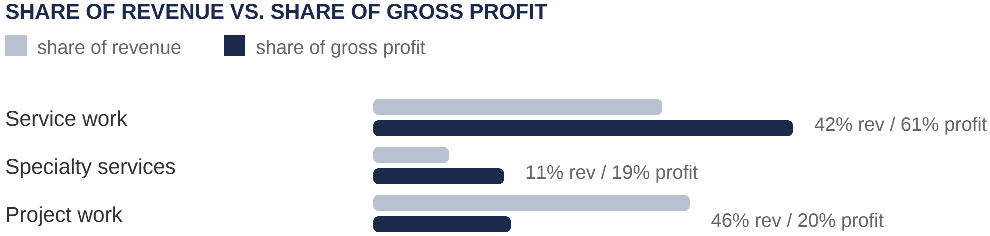
Markup ranges from 0% to 35% depending on who wrote the estimate. Several project invoices passed materials through at cost.

Revenue mix

● NEEDS ATTENTION · 5/10

The mix is drifting toward the lowest-margin work because project jobs are bigger and easier to book. Growth in the current mix makes the cash problem worse.

SHARE OF REVENUE VS. SHARE OF GROSS PROFIT



WHAT MATTERS MOST HERE

Project work brings in 46% of the revenue and 20% of the profit. Repricing that line, move 6 in the plan, changes what growth is worth.

~$33,000/yr

from repricing project work

FOCUS AREA 05

Pricing

SCORE / 10
5.8
NEEDS ATTENTION

Prices haven't moved since early 2024 while labor and materials costs rose. The gap between your rates and the local market is now wide enough to matter.

Service rate vs. market

● NEEDS ATTENTION · 5/10

Your posted service rate is $145/hr. Comparable licensed service work in your market runs $165-185. At your volume, $165 adds about $21,000 a year with no new customers.

Time since last increase

● HIGH RISK · 4/10

No increase in roughly 30 months. Costs rose. Every month at the old rate is margin you don't get back.

Price book

● NEEDS ATTENTION · 6/10

Your price book exists but was last updated when supplier prices were meaningfully lower. Several common jobs are priced below current cost plus target margin.

Estimate-to-actual drift

● NEEDS ATTENTION · 5/10

Project jobs run 8-12% over estimate on average, and the overage is almost never billed. A change-order clause and a weekly true-up would capture most of it.

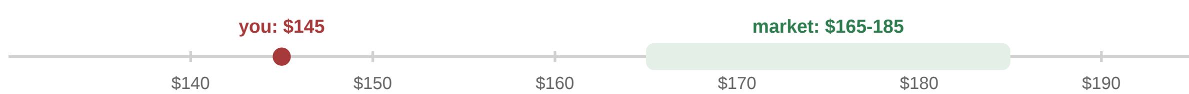
Terms & late fees

● NEEDS ATTENTION · 6/10

Your terms allow 1.5% monthly late fees. They have never been charged. Enforcement, or even the credible mention of it, speeds up payment.

YOUR SERVICE RATE VS. THE LOCAL MARKET

$165/hr adds about $21,000 a year on hourly-billed work alone



WHAT MATTERS MOST HERE

You're licensed, insured, and booked out, and your rates last moved 30 months ago. Move 3 raises the service rate. The price book and the change-order clause catch the rest.

30 months
since prices last moved

FOCUS AREA 06

Systems & Process

SCORE / 10
6.2
NEEDS ATTENTION

The core tools are good and mostly connected. The gaps are rhythm and follow-through: invoices that wait weeks, receipts in a shoebox, and no report the owner actually looks at.

Field software to QuickBooks

● NEEDS ATTENTION · 7/10

Your field service app is syncing invoices and payments to QuickBooks correctly. About 40 duplicate customer records need a one-time cleanup.

Invoicing lag

● NEEDS ATTENTION · 5/10

Service work invoices same-day through the app. Project invoices go out 2-3 weeks after completion, which is a direct cause of the cash squeeze.

Receipt capture

● NEEDS ATTENTION · 5/10

Supplier receipts ride around in trucks until month-end. A phone-photo workflow gets them coded to jobs the day they happen.

Payroll

● HEALTHY · 8/10

Payroll runs cleanly and syncs to the books. No issues found.

Reporting

● HIGH RISK · 4/10

The bank balance is the only number checked regularly. No P&L review, no margin visibility, no cash forecast. This is the gap the dashboard closes.

Month-end rhythm

● NEEDS ATTENTION · 5/10

Books are current about 25 days after month-end. A weekly bookkeeping rhythm brings that to 5-7 days and returns roughly 14 hours a month to the office.

WHAT MATTERS MOST HERE

Nothing on this page needs new software. Invoices that go out the day work finishes, and receipts photographed the day they happen, are habits. They also feed the reporting gap that keeps you flying blind.

14 hrs/mo
returned to the office

FOCUS AREA 07

Owner Economics

SCORE / 10
5.4
NEEDS ATTENTION

The numbers a CFO would put in front of you. None of these existed before this review, and two of them change how you should think about growth this year.

Break-even point

● NEEDS ATTENTION · 5/10

You need roughly $103,000 a month in revenue to cover all costs, including what you pay yourself. Three of the last twelve months came within $9,000 of that line, which is why those months felt tight.

Next-hire affordability

● NEEDS ATTENTION · 5/10

The next field hire breaks even at roughly $210,000 in new annual revenue. Current capacity can absorb about 15% more work first; hiring before that revenue exists turns a growth move into a cash problem.

Overhead ratio

● NEEDS ATTENTION · 6/10

Overhead runs 24% of revenue, inside the 20-26% typical range, but it has risen about two points a year for two years. Worth watching, not panicking.

Customer-level profitability

● HIGH RISK · 4/10

Your top two customers are 38% of revenue, and one of them buys almost entirely from the lowest-margin project line. That customer gets high volume at thin profit and holds leverage over your schedule.

Open pipeline value

● NEEDS ATTENTION · 5/10

About $84,000 in outstanding estimates with no tracking of win rate. Follow-up is memory-based, which means it mostly doesn't happen.

Marketing trackability

● NEEDS ATTENTION · 6/10

Ad spend sits in one lump account, so cost per job is unknowable. One coding change makes this visible going forward.

THE THREE NUMBERS TO REMEMBER

$103,000 / mo	$210,000 / yr	$84,000
revenue needed to break even	new revenue to afford the next hire	open estimates, currently untracked

YOUR DASHBOARD PREVIEW

One page. Your real numbers. Updated from QuickBooks.

Every Full Financial Review includes one working dashboard view built from your actual data, delivered as a live link you can open on your phone. Below is the view from this sample.

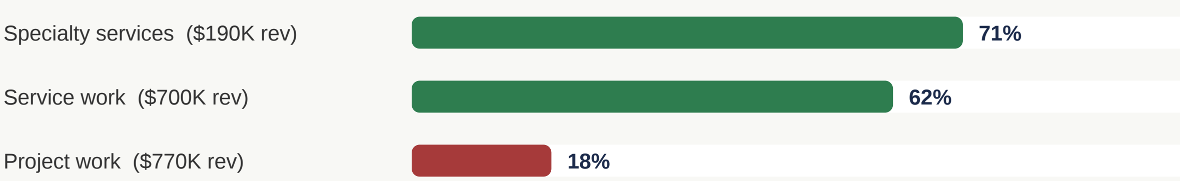
Sample Business, LLC · Owner Dashboard

PREVIEW · data through June 2026

Cash on hand	Receivables	Days to collect	Gross margin, June
$38,200	**$107,000**	**51**	**44%**
3.1 weeks of expenses	$34.0K past 60 days	target: 38	target: 50%

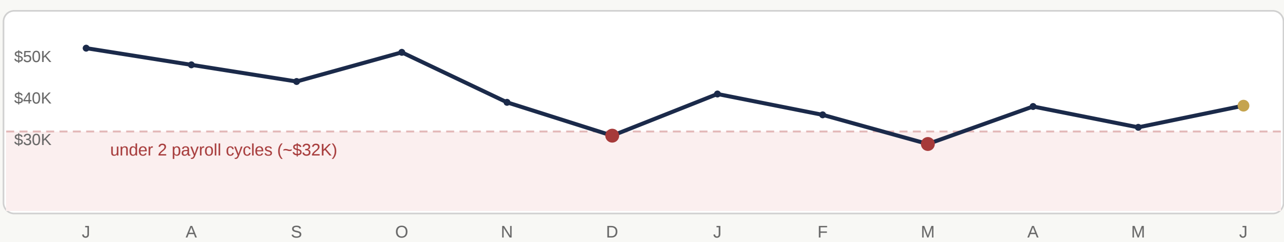
GROSS MARGIN BY SERVICE LINE

Reconstructed from 12 months of invoices, payroll, and materials purchases.



CASH BALANCE, TRAILING 12 MONTHS

below payroll safety twice this year



Static image for this sample. Your version is a live page: tap any number and see the transactions behind it.

ONGOING CLIENTS GET THE FULL SET, REFRESHED AS THE BOOKS CLOSE

13-week cash forecast
see a squeeze coming before it lands

Job profitability
margin by line of work and by job

Hiring affordability
know when the next hire pays for itself

THE 90-DAY PLAN

Eight moves, in order, ranked by payoff

Do these in order. The first three are cash you can see this month; the rest build the margin and visibility that keep it from happening again.

	ACTION	WHEN	TYPE	PAYOFF
1	Invoice the two finished jobs and set a deposit policy	Week 1	Cash	**$9,800 now**
2	Collections push on the $34K past 60 days; start charging the late fee you already have	Weeks 1-2	Cash	**~$22,000**
3	Raise the service rate to $165/hr	Within 30 days	Pricing	**~$21,000/yr**
4	Move project work to 30/40/30 progress billing	Within 45 days	Cash	**frees ~$47,000**
5	Rebuild the chart of accounts for service-line tracking	Within 45 days	Books	**visibility**
6	Reprice the project line: standard materials markup plus a change-order clause	Within 60 days	Margin	**~$33,000/yr**
7	Phone-photo receipt capture and a weekly books rhythm	Within 60 days	Systems	**14 hrs/mo back**
8	Sit down with a tax professional: entity election and sales tax handling on materials. We'll send clean books and the tie-out schedule ahead of you.	Within 90 days	Referral	**$8-15K/yr at stake**

Identified: ~$79,000 one-time cash · ~$54,000/yr margin & pricing · 14 hrs/mo back · tax items referred out

The math: one-time cash is moves 1, 2, and 4 ($9,800 + ~$22,000 + ~$47,000). Margin and pricing is moves 3 and 6 ($21,000 + $33,000 a year).

WHAT HAPPENS NEXT

The report is yours either way

Some owners take this plan and run it themselves or with their current bookkeeper. That's a fine outcome and we'll still answer questions for 30 days after the readout.

If you'd rather we run it: move to monthly service within 15 days and the full $1,000 you paid for this review credits to your first month. The review costs you nothing to have done.

OUR GUARANTEE

If we don't find at least three things worth fixing or worth money, you don't pay.

Book a call

fsfinance.net · Baton Rouge, Louisiana

THE FINE PRINT

This is a sample report. The numbers describe a fictional business and are for illustration only. Your report follows this format with your actual data.

FS Finance provides bookkeeping and financial systems services. We do not provide tax, legal, or investment advice. Findings marked "Ask a Tax Pro" are flags for a credentialed tax professional, with rough stakes attached so you can prioritize the conversation. We're glad to make introductions.

Benchmark ranges come from published industry data for your trade and revenue tier, cited in your report. Where your books can't support a precise number, we say so and show the estimate's basis.

The review is read-only. We change nothing in your QuickBooks file, and every fix is quoted separately at a fixed price before any work starts.

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