

ASSESSMENT TOOLS

Helping Contractors Grow Profitably

D. BROWN
MANAGEMENT

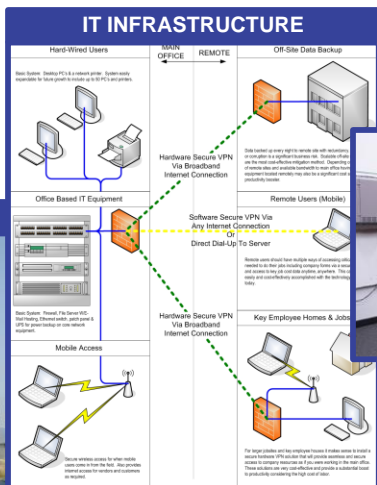
www.dbrownmanagement.com

INCLUDES SELF-ASSESSMENT

CONTRACTOR TECHNOLOGY

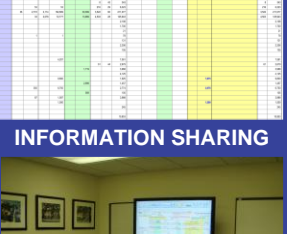
*The Infrastructure for Building
and Streamlining Operations*

Interviews, Observations, System
Review And Industry Best Practices
Comparison



MANAGEMENT REPORTING

Project Name	Start Date	End Date	Status	Progress %	Budget	Actual Cost	Variance
Project A	2004-01-01	2004-03-31	Completed	100%	\$1,000,000	\$950,000	\$50,000
Project B	2004-04-01	2004-06-30	In Progress	75%	\$800,000	\$750,000	\$50,000
Project C	2004-07-01	2004-09-30	On Hold	0%	\$600,000	\$600,000	\$0
Project D	2004-10-01	2004-12-31	Planned	0%	\$400,000	\$400,000	\$0



A Hands-On Approach

Assessment Tools for Contractors

A key to driving consistent operational improvements is to make regular assessments for the purpose of setting goals, tracking progress and benchmarking against best practices in the construction industry. D. Brown Management has created a series of **Assessment Tools** specifically for contractors that focus on different parts of the operation.

Strategic Plan & Implementation

Field Productivity

Contractor Technology Systems

Estimating and Bid Processes

Contractor Valuation Factors

Customer Satisfaction

Organizational Structure – Talent

Marketing and Biz-Dev

Financial Management and Controls

Project Management Systems

Operations and Accounting Integration

Work-In-Progress Forecasting Systems

Purchasing and Subcontract Management

Construction Software Utilization

Service Management

D. Brown Management **Assessments Tools** are designed to provide both quantitative and qualitative feedback relying both on structured 360° interviews and observations as well as analysis of key metrics. This combination provides complete feedback for everyone in the organization and forms the basis for implementing and measuring change.

- Executive Self-Assessments:** Designed to be implemented by the contractor's management team. These are valuable tools to help owners and managers gain some additional insight into their business.

- Assessment Services:** A third party review of your company provides additional insight that isn't often available when assessments are done by the contractor's management team. Third party interviews provide a neutral ground where the contractor's team can feel more comfortable talking freely about the problems and possible solutions. A core component of all D. Brown Management assessments is how the contractor is performing against industry benchmarks of similar sizes and types of companies as well as what needs to be put in place to reach the next levels of growth.

If you are interested in learning more, please go to our website or contact us:

www.dbrownmanagement.com

(916) 912-4200 PHONE

david@dbrownmanagement.com

A Hands-On Approach

About D. Brown Management

Headquartered in Northern California, D. Brown Management provides a comprehensive scope of general management solutions to construction clients nationwide, including strategy, planning, operations, field productivity, workflow, financial management, technology, and marketing. With D. Brown Management, organizations can improve processes, productivity, and ultimately profitability.

Working with D. Brown Management is like having a team of very well-rounded executives working closely with you to solve a variety of business problems on an as-needed basis.



Assessment Management (Contractor Technology Systems)



DAN OMER is a Senior Consultant with D. Brown Management and manager of the company's Technology Solutions Practice which includes network management, management reporting, software development and software integration. Starting in the field in 1993 Dan learned the industry from the ground up and started learning computer programming in 1995. His focus has always been on how technology can help the construction business rather than on technology for the sake of technology.

With more than a decade of experience managing contractor IT systems including those of a multi-office \$100M+ mechanical contractor Dan brings together multiple technology disciplines along with understanding of real-world business and financial processes. Key accomplishments include the design and implementation of daily production tracking systems, automated management reporting at all levels, integration of estimating, project management and accounting systems, Microsoft Office process automation, SQL database design / management, VoIP phone systems, server / network management.

A Hands-On Approach

Contractor Technology Systems Assessment



HOW WELL DO YOUR TECHNOLOGY SYSTEMS SUPPORT YOUR CONSTRUCTION BUSINESS?

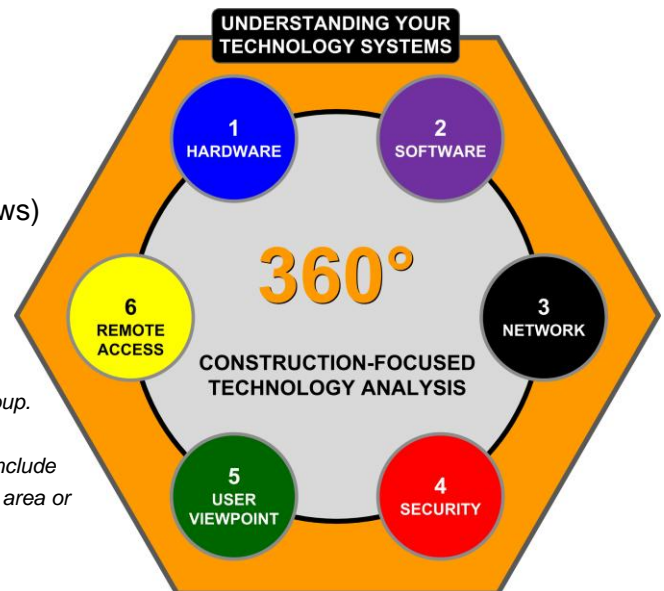
The right construction technology systems allow operational efficiencies and real-time management information that drives both top-line growth and bottom-line profitability.

- Today's technology market makes the same systems available to the very large and best-in-class contractors available to all contractors.
- Even with the upside and availability few contractors actually take advantage of their technology systems.

The **Contractor Technology System Assessment** is designed to look at key areas of the contractor's IT systems to gain a solid understanding of the following elements of a contractor's technology systems:

1. Hardware (servers, desktops, laptops, printers, etc.)
2. Software (general and industry specific)
3. Network (routers, switches, bandwidth)
4. Security policy (including whether it is maintained)
5. User viewpoint / problems / wish list (based on interviews)
6. Remote access (jobsite, mobile, remote office)

The assessment is led by a Senior Consultant from the Technology Solutions Group. Senior Consultants have a minimum of a decade of construction-specific Senior Management experience in their area of expertise. If applicable the review may include additional team member(s) with specific knowledge about a particular operational area or piece of industry specific software such as the accounting or estimating system.



SUMMARY REPORT & EXECUTIVE REVIEW MEETING

- Comparison against construction industry benchmarks and best practices**
- Estimation of technology use efficiency and potential cost savings**
- User perspectives from interviews and surveys**
- Recommendations for improvement and 90 day action plan**

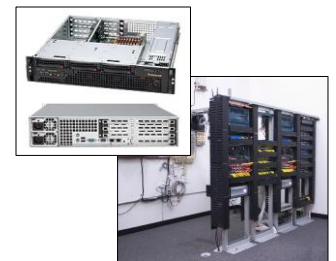
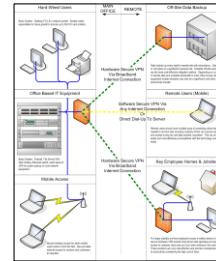
A Hands-On Approach

Contractor Technology System Assessment – 5 Key Phases

Initial System Review

During this initial step D. Brown Management will spend time with the existing IT Management to gain access to the system and get an overview of the technologies in use.

The goal when possible is to always work with existing IT Management in order to build better infrastructure for the contractor.



Structured Interviews and User Surveys

As a tool for assessment and change structured interviews are a key tool for helping identify problems and opportunities. A cross-section of users in all departments and at all levels of the organization will be interviewed. All users will receive an anonymous electronic survey. The goal will be to get a 360 degree viewpoint from the people that utilize the technology systems to do their jobs.

- Estimate of technology use efficiency and ROI for improvements



Network and System Analysis

D. Brown Management utilizes a structured approach to analyzing the critical aspects of the technology infrastructure including reviews of bandwidth, servers, desktops, update processes, network setup, etc.

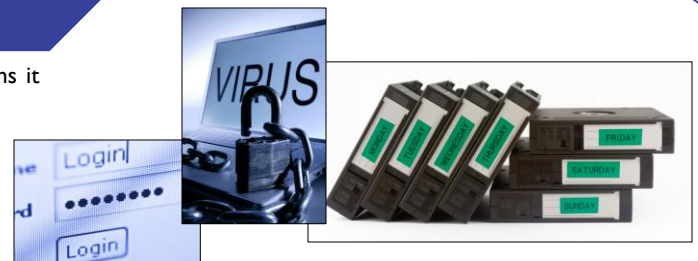
This review will be augmented by the information gathered during the first two phases and selected user issues will be reviewed to see if they are a symptom of larger underlying network or system issues.



Anti-Virus, Backup and Security Review

As technology has become more and more central to a contractors operations it has become increasingly important to have solid systems in place for protection.

- Server, storage and network redundancy
- Backup systems and processes
- Security tools and implementation policy
- Disaster recovery plan review



Summary Report & Executive Review Meeting

Upon completion a final report will be prepared with detailed recommendations, summary network diagrams, benchmarks against industry best practices and summaries of anecdotal information learned during the interview and observation process.

This report will be reviewed with the executive team and includes a concise **90 Day Action Plan**



SIMPLE GUARANTEE: If you are not satisfied with the quality of the work you are not obligated to pay.

A Hands-On Approach

Scheduling a Contractor Technology Assessment – The Process

- ❑ **CONTACT:** Contact D. Brown Management to discuss your company and whether the Contractor Technology Assessment would be a good fit for your organization.

Dan Omer | dan@dbrownmanagement.com | (916) 912-4204 DIRECT

- ❑ **PRICING PROPOSAL:** After the initial discussions we will provide a pricing proposal based on the number of locations with potential discounts if the Technology Assessment is done in conjunction with the Construction Software Assessment.
- ❑ **IT CONTACT:** An introduction needs to be made to the person who is in charge of your network and who can provide the access and overview required.
- ❑ **NON-DISCLOSURE:** There will be exchanges of critical information. D. Brown Management will provide a Non-Disclosure Agreement (NDA) before getting started.
- ❑ **ORG CHART:** If one is not available a sketch is suitable for the purposes of this assessment.
- ❑ **CONTACT INFO:** For all system users including best name, position, best contact phone number, email and any notes about the user viewed as relevant to this assessment. A template will be provided and this list will be the basis for the surveys and interviews.
- ❑ **SCHEDULING:** D. Brown Management will work on the assessment during the course of a couple weeks working in timing for user interviews, gathering survey information and verifying key issues.
- ❑ **SUMMARY REPORT / EXECUTIVE REVIEW MEETING:** Scheduled within approximately 15 days of the completion of the interview phase. Review meeting will take approximately two hours via phone / web meeting.



SIMPLE GUARANTEE: If you are not satisfied with the quality of the work you are not obligated to pay.

DAN OMER

Technology Solutions Group Manager

www.dbrownmanagement.com

(916) 912-4200 x204

dan@dbrownmanagement.com

A Hands-On Approach

Contractor Technology System Assessment Pricing

Technology System Assessment including

\$ 1,500

- User surveys and structured interviews
- System and network analysis
- Backup and security process review
- 90 day action plan
- Executive report and review meeting

* Single Location

Additional Branch Office Locations

\$ 500

- Similar review as above
 - Network / bandwidth review
 - Additional remote user interviews
-

RELATED ASSESSMENT – Construction Software

\$ TBD

- Customer Relationship Management (CRM)
- Estimating tools including on-screen take-off, database setup and integration with Project Management / Procurement and Accounting
- Fabrication shop management systems
- Project Management tools including scheduling and document control
- Procurement systems including material purchasing and subcontracting
- Service management
- Construction accounting systems

*The Contractor Technology Assessment reviews the infrastructure; the **Construction Software Assessment** is designed to help a contractor understand how effectively their current software is being utilized as well as what additional software may be available that would improve efficiencies. For more information on the Construction Software Assessment:*

Courtney Stearns at courtney@dbrownmanagement.com or via phone at (916) 912-4200 x211

SIMPLE GUARANTEE: If you are not satisfied with the quality of the work you are not obligated to pay.

DAN OMER

Technology Solutions Group Manager

www.dbrownmanagement.com

(916) 912-4200 x204

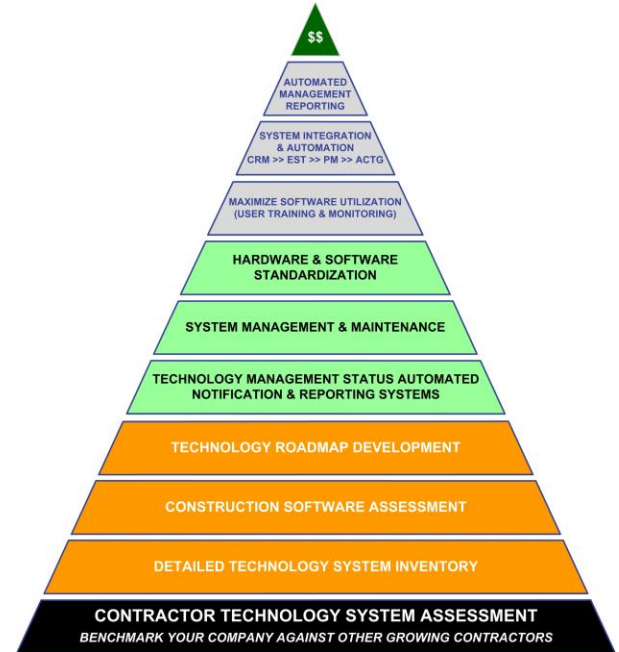
dan@dbrownmanagement.com

A Hands-On Approach

Beyond The Assessment – Improving Technology Systems

D. Brown Management's Technology Solutions Group helps contractors manage their technology with a focus on creating best-in-class systems through a structured ten phase approach. The first phase is the general assessment of the technology systems and users (the 30,000 ft. view) that will help provide a rough idea of what the next step(s) and timeline will be.

1. Contractor Technology Assessment
2. Detailed Technology System Inventory / Analysis
3. Construction Software Assessment
4. Technology Roadmap Development (3 Year Plan)
5. Technology Management Status Reporting
6. System Management & Maintenance
7. Hardware And Software Standardization
8. Software Utilization Maximization
9. Technology Integration & Automation (EST >> CAD/
CAM >> PM >> ACTG)
10. Automated Construction Management Reporting



Contractor Technology Systems “On-Track” Management Program

Helps a contractor get their technology infrastructure management heading in the right direction by providing executive management oversight. D. Brown Management acts in the capacity of an interim IT Executive helping contractors get their IT departments setup, create a long-term technology plan, put tracking systems in place to monitor problems and progress and host regular management meetings to keep everyone aligned.

SIMPLE GUARANTEE: If you are not satisfied with the quality of the work you are not obligated to pay.

DAN OMER

Technology Solutions Group Manager

www.dbrownmanagement.com

(916) 912-4200 x204

dan@dbrownmanagement.com

A Hands-On Approach



D. BROWN
MANAGEMENT
www.dbrownmanagement.com

Retainer Programs – RESULTS!

"Execution is a **systematic process** of rigorously **discussing** hows and whats, tenaciously **following through** and ensuring **accountability**."

Larry Bossidy & Ram Charan / Execution: The Discipline of Getting Things Done

▶ Retainer Overview

Producing results is about the balance of fresh ideas combined with a structured system designed to help execute those ideas as quickly as possible.

Long-Term Development Plan: A 12-60 month plan with quarterly milestones.

Executive Meetings: Regular meetings with senior management focused progress and major corrections as required.

Operational Meetings: Regular hands-on meetings with entire team keeping everyone on the same page and all action-items on track.

Facilitation / Implementation: On-site consulting built into the program to help maintain focus, generate fresh ideas and get past roadblocks.

Coaching: Follow-up between meetings with individuals by consultant helps with training and personal development of team members.

Online Management System: Web-based tool to keep track of all project correspondence, files, action-items and milestones with e-mail notifications.

Follow-Up: Proactive follow-up with individual team members regarding their action items by Project Coordinator.

Resources: D. Brown Management is constantly developing new training content and operational programs to help contractors grow more efficiently. All retainer clients have full access to this content.

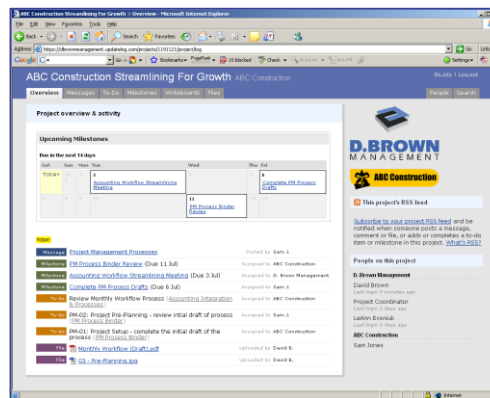
▶ Your Custom Development Plan

NO	DESCRIPTION	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1	Financial System																					
a	Regular Reporting, Current Status																					
b	Processes & Controls																					
c	Historical (Forensic) Analysis																					
d	Accounting System Upgrade																					
e	GL To Match Organizational Structure																					
f	Automatic Reporting																					
g	Medium Sized Adjustments (GL & Rep)																					
h	Minor Adjustments (GL & Rep)																					
2	Project Management																					
a	Processes & Controls																					
b	Budgeting & Production Tracking																					
c	Projections (Estimate-To-Complete)																					
d	Refinements (Process & Software)																					
e	Minor Adjustments																					
3	Talent																					
a	Formal Review & Development Process																					
b	Organizational Structure (Market Driven)																					
c	Results Measurement Process																					
d	Talent Gap Analysis																					
e	Recruiting & Training Plan																					
f	Continuous Improvement Training																					
4	Market Development																					
a	Current Customers/Markets																					
b	Future Market Goals																					
c	Current Market Expansion																					
d	Market Opportunity Analysis																					
e	Business & Marketing Plans																					
f	New Market Start-Up																					
ANNUAL RESULTS		Better financial controls & historical analysis of business				Financial and PM processes in place, starting to develop client processes, improve organizational structure and strengthen current markets				Developing performance measurements and determine future Talent needs, looking for new Market Opportunities				Refining your Talent while developing plans to enter new Market Areas and starting to develop the best opportunities.								
Timeline and results vary based on the company size, resources and ability to execute. Start of process designated by when overall plan is laid-out and financial controls have started to be put in place.																						
© 2009 by David Brown																		CCD (Construction Company Development) is a multi-year plan and service for improving the performance of a contractor				
																		D. Brown Management Business Planning Construction Management Training Presentations				

Each client is unique in their needs and a specialized plan will be tailored around their goals, current status and execution ability.

This plan is strategic in nature and is designed in conjunction with the owners / management team prior to the start of the project.

Adjustments are made to the roadmap milestones on a quarterly basis during the Executive Meetings.



A 3rd party can substantially accelerate implementation and change by bringing in outside ideas, perspective and energy.

Call today for more information

A Hands-On Approach



ASSESSMENT TOOLS

Helping Contractors Grow Profitably

D. BROWN
MANAGEMENT

www.dbrownmanagement.com

Contractor Technology Systems – Executive Self-Assessment

This outline is designed to serve as a meeting agenda / checklist for construction company owners and executives so they can better manage their technology systems. It is meant to help guide discussions between management and the IT team to help align technology and the business. Every senior manager within the company should have a solid understanding of each of the following – not necessarily at the technical level but at the management level. The level of understanding should be equivalent to how a General Contractor understands the key specialty trades.

If you don't understand (or don't like) the answers to each of the discussion topics below you need to keep asking.

- How often do you meet your IT team? Is it a regularly scheduled meeting? Does the meeting have a regular agenda? Are there regular reports that the IT team brings to the meeting in order to monitor status and progress?
- Do you have a centralized "Help Ticket" system to track IT problems and their resolution? Most of these systems are cheap or free and can significantly improve performance and the ability for management to oversee technology professionals.
- Do you have a diagram showing your complete network? Is it updated when changes are made? Do you understand every element of the diagram?
- How many servers do you have? Where are they located and what is the function of each?
- Do you have a disaster recovery plan for your IT systems in the event of a fire, flood or theft? Has it been tested?
- Where is your company's data stored and in what format? [database(s), files, email, servers, local on user's computers, etc.] How much storage space do you have available? How long will that last at the rate your company is creating new data? How redundant are the storage locations?
- How is the data backed-up? How is it secured from theft or natural disaster? How frequent are the backups? How far back do the backups go? Have you ever tested a backup restoration to verify it works? Do you regularly validate backups to make sure they are complete?
- How is your data secured from the outside at the network level (routers / firewalls / wireless access points)? How is your data secured from the inside at the Windows server level? Is security setup in groups matching your organizational structure? How does the security work on the propriety software systems that run your company such as your accounting system? Are regular security audits done to minimize "permission creep" and to make sure that users actually have access to the information they need?
- How do you keep the system secure from viruses? Is there a centralized corporate anti-virus system in place that makes sure that all servers and user computers are kept up to date? Do you utilize Windows Server Update Services (WSUS) to guarantee that all software is updated with the latest functional and security patches? Are local users blocked via security policy from installing their own potentially dangerous software onto your computers?
- Is your internet connection(s) at the right level for your company and your future needs?
- Do you have a plan for regularly updating your hardware and software so that you stay current ensuring that critical systems and users always have the best hardware and software and that the entire system is changed as needed every 3-5 years to maximize productivity?
- How much duplicate data entry occurs between critical systems (e.g. from estimating to accounting) and how many hours do you estimate that costs each week / year? How can this duplicate entry be minimized through better system integration at the technology level?

A Hands-On Approach