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SAMPLE Gauges

MONTHLY REPORT · BOOKS AND LIVE DASHBOARD

Cane Row Plumbing

August 2026 · Plumbing · 4 trucks · Baton Rouge, LA · sample company

Books closed through August 31, 2026 · August closed September 14, 2026 · Live numbers as of Oct 12 at 6:02am · Accrual basis

three questions are waiting on your answer

IN THIS REPORT 1 The month in words · 2 Profit and loss by job type · 3 Cash · 4 Job types, techs and the hire test · 5 Frank's notes and open questions · A Balance sheet · B Profit and loss

1 The month in words

Needs action

The four questions answered in plain words. Then what to watch, and what Frank needs you to decide.

August brought in $115,256, up $40,732 on August last year. The shop kept $20,153 after every cost, against –$5,275 a year ago. Revenue ran $36,261 over the budget you set.

REVENUE, AUGUST	WHAT ALL WORK KEPT	PROFIT	CASH YOU CAN SPEND TODAY	MONEY OWED TO YOU
$115,256	**$52,084**	**$20,153**	**$67,839**	**$7,101**
+$36,261 on budget (+45.9%)	45.2% margin before truck costs	+$25,428 on Aug 2025	$33,894 over your $33,945 floor	0.0% more than 60 days late
+$40,732 on Aug 2025	35.3% in Aug 2025	17.5% of revenue		$6,074 expected by month end

Cash you can spend today
$67,839
to spend today
On track — You can spend $67,839 today, $33,894 over your $33,945 floor. That's after setting aside the card balance and October 16's payroll.

Cash in the bank, next 13 weeks
$79.9K
13-week low, week 5
On track — Over the floor all 13 weeks. Cash stays over your $33.9K floor all 13 weeks. The low point is $79.9K in week 5, $46.0K of room.

Which work makes money
41.7%
kept, June to August
Needs action — Drain cleaning kept the most, 62.6% before truck costs. Water heaters kept the least at 25.4%, under the 40% to 52% band on 38% of your revenue.

Money owed to you
$7,101
owed to you
On track — You're owed $7,101 on 23 invoices. Nothing is more than 60 days late. Expect about $6,074 in by October 31.

Can you afford to hire?
Not yet
hire verdict
Not yet — Not yet. Your next open slot is tomorrow, so the work isn't there to keep another truck busy yet.

What to watch

Watch this — Recurring base Page 4
129 active plans, 6.8% of your 1,900 customers; best-in-class is 30% to 50%.

Watch this — Bills you owe Page 3
$4,200 of bills are past due, 20.2% of what you owe.

Watch this — Costs without a job type
2.3% of August costs aren't assigned to a job type yet. Frank is on it.

Decisions for you

Needs action — Pricing on water heaters Page 4
Water heaters kept 25.4% over June to August, under the 40% to 52% band. Decide whether to raise the price or change what goes into the quote.

Watch this — Three questions from Frank.
They need your answer before the next close. Page 5

2 Profit and loss by job type

⚠ Watch this

What each type of work brought in and kept, against your budget and last year. Notes only where a gap is big enough to change a call.

Revenue ran $36,261 over budget at $115,256. What all work kept ran $24,234 over, a 45.2% margin against 35.3% budgeted. Against August last year, revenue is up $40,732 and profit is up $25,428.

	ACTUAL, AUG 2026	BUDGET	VARIANCE $	VARIANCE %	LAST YEAR, AUG 2025
REVENUE					
Service and repair	$46,472	$32,050	+$14,422	+45.0%	$30,236
Water heaters 1	$41,602	$26,842	+$14,760	+55.0%	$25,323
Drain cleaning	$15,132	$12,206	+$2,926	+24.0%	$11,515
Repipes and remodels	$12,050	$7,897	+$4,153	+52.6%	$7,450
Total revenue 2	**$115,256**	**$78,995**	**+$36,261**	**+45.9%**	**$74,524**
WHAT EACH JOB KEPT (GROSS PROFIT BEFORE TRUCK COSTS)					
Service and repair	$28,274	$10,175	+$18,099	+177.9%	$9,599
Water heaters 1	$9,541	$8,693	+$848	+9.8%	$8,201
Drain cleaning	$10,598	$5,855	+$4,743	+81.0%	$5,523
Repipes and remodels	$5,113	$3,127	+$1,986	+63.5%	$2,950
Costs not assigned to a job type yet	−$1,442				$0
Total gross profit 2	**$52,084**	**$27,850**	**+$24,234**	**+87.0%**	**$26,273**
Gross margin	*45.2%*	*35.3%*	*+9.9 pts*		*35.3%*
BELOW GROSS PROFIT					
Overhead	$28,928	not budgeted			$28,497
Depreciation, interest and other	$3,003	not budgeted			$3,052
Profit	**$20,153**	**not budgeted**			**−$5,275**

Accrual basis. Gross profit is before truck costs: field labor sits in cost of goods at a burdened rate, trucks are overhead. Budget is the monthly budget by job type set with you at onboarding. Variance is actual minus budget.

Notes on the gaps that matter

1 ⚠ Watch this

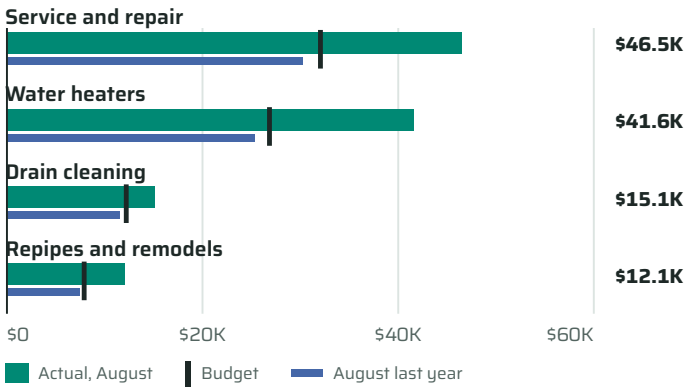
Water heaters brought in $14,760 more than budget, but its margin ran 22.9% against 32.4% budgeted, 9.5 points short. At the budgeted margin that work would have kept $3,932 more. Last August it brought in $25,323. Price or job cost moved, so check the last few tickets before you quote more of this work.

2 ✓ On track

Every job type beat budget. Revenue ran $36,261 over, 45.9%, and what all work kept ran $24,234 over. Last August brought in $74,524. If September runs the same way, the budget is set too low across the board, and we should reset it together.

A note shows only where a job type misses or beats its budget by 10% or more and by at least $3,950 of revenue or $1,393 of what it kept (5% of the month's budget).

Revenue by job type, August: actual, budget and last year



2.3% of August cost of goods ($1,442) isn't assigned to a job type yet. It sits on its own line so the totals still tie.

3 Cash

On track

How cash moved in August and where it's headed over the next 13 weeks. Then who owes you, and what you owe.

CASH YOU CAN SPEND, OCT 12
$67,839
$33,894 over your $33,945 floor
On track

13-WEEK LOW
$79,945
Week 5, Nov 9; $46.0K over your floor
On track

FIRST WEEK UNDER THE FLOOR
None
Floor $33.9K
On track

How cash moved in August

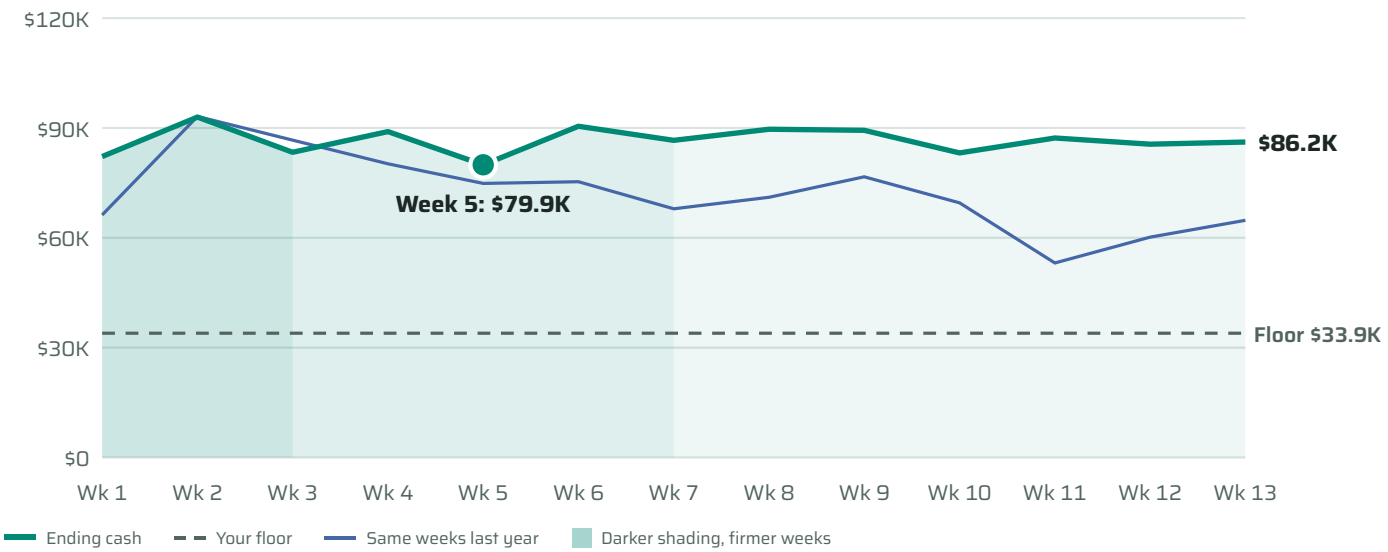
	AUG 2026	JUL 2026	AUG 2025
In the bank, start of month	**$88,722**	**$90,208**	**$109,350**
+ Customer payments	$3,493	$2,617	$1,275
+ Deposits	$111,917	$93,218	$81,125
Money in	**$115,409**	**$95,835**	**$82,400**
– Payroll and journal entries	–$35,959	–$42,051	–$41,612
– Bills paid	–$39,169	–$32,650	–$27,404
– Card payments	–$7,744	–$10,334	–$10,170
– Checks and debits	–$12,011	–$12,286	–$12,472
Money out	**–$94,884**	**–$97,321**	**–$91,658**
In the bank, end of month	**$109,247**	**$88,722**	**$100,093**
Change over the month	+$20,525	–$1,485	–$9,258

August opened with $88,722 in the bank and closed with $109,247, up $20,525. Money in was $115,409 against $95,835 in July, and money out was $94,884 against $97,321.

Your bank account as QuickBooks shows it (the book balance), from the general ledger for your bank accounts. Payroll posts as a journal entry, so it shows on that line.

Cash in the bank, next 13 weeks, from Oct 12

Over the floor all 13 weeks
On track



Cash stays over your $33.9K floor all 13 weeks. The low point is $79.9K in week 5, $46.0K of room.

	WK 1	WK 2	WK 3	WK 4	WK 5	WK 6	WK 7	WK 8	WK 9	WK 10	WK 11	WK 12	WK 13
Week of	Oct 12	Oct 19	Oct 26	Nov 2	Nov 9	Nov 16	Nov 23	Nov 30	Dec 7	Dec 14	Dec 21	Dec 28	Jan 4
Ending cash	**$82.2K**	**$93.0K**	**$83.3K**	**$89.0K**	**$79.9K**	**$90.5K**	**$86.6K**	**$89.6K**	**$89.3K**	**$83.2K**	**$87.2K**	**$85.6K**	**$86.2K**
Against the floor	+$48.3K	+$59.1K	+$49.4K	+$55.1K	+$46.0K	+$56.5K	+$52.7K	+$55.7K	+$55.4K	+$49.2K	+$53.3K	+$51.6K	+$52.2K
Same week last year	$66.2K	$93.1K	$86.7K	$80.2K	$74.9K	$75.3K	$67.9K	$71.1K	$76.7K	$69.5K	$53.1K	$60.2K	$64.8K

Bank basis: week 1 opens at the balance your bank shows. Your floor is $33,945. The full line-by-line table is on the dashboard.

Floor $33,945: the larger of $33,945 (next payroll plus a cushion) and $29,613 (one month of fixed costs). You can change it any time.

Default **Assumed pattern, not yours.** Weeks 5 to 13 follow a stand-in seasonal pattern until two years of your own history exist. Source: Sturdy assumption; no published plumbing seasonality exists.

Default **Collection curve.** The later aging buckets use the Gaviti default until about 30 of your own paid invoices land in each.

Money owed to you

On track

You're owed $7,101 on 23 invoices. Nothing is more than 60 days late. Expect about $6,074 in by October 31. At Aug 31 you were owed $6,451.

AGE	INVOICES	TODAY, OCT 12	SHARE	AT AUG 31
Current	13	$4,183	58.9%	$4,599
1 to 30 days late	7	$2,179	30.7%	$1,578
31 to 60 days late	3	$740	10.4%	$274
61 to 90 days late	0	$0	0.0%	$0
Over 90 days late	0	$0	0.0%	$0
Total owed	**23**	**$7,101**	**100.0%**	**$6,451**

Denise B. Harris 3 days late	**$1,068**
Russell Guidry not due yet	**$564**
Andre Simoneaux not due yet	**$543**
Corey Ford not due yet	**$478**
Lisa Palmer not due yet	**$430**

Expected in by the end of October: $6,074 (from your payment history, default curve for the later buckets).

Watch line: 10% of what you're owed more than 60 days late; action line 20%. Sturdy default; no published residential benchmark exists.

Today's column is QuickBooks' aged receivables report. The Aug 31 column is rebuilt from your invoices and the payments applied to them.

Bills you owe

Watch this

You owe $20,777 on 12 bills, $10,974 of it due in the next 14 days. $4,200 is past due, 20.2% of what you owe. At Aug 31 you owed $30,742.

AGE	BILLS	TODAY, OCT 12	SHARE	AT AUG 31
Current	10	$16,578	79.8%	$30,742
1 to 30 days late	2	$4,200	20.2%	$0
31 to 60 days late	0	$0	0.0%	$0
61 to 90 days late	0	$0	0.0%	$0
Over 90 days late	0	$0	0.0%	$0
Total you owe	**12**	**$20,777**	**100.0%**	**$30,742**

Marketing agency · #B12758 due Oct 10	**$3,600**
Water heater distributor · #B12571 due Oct 29	**$3,256**
Water heater distributor · #B12430 due Oct 22	**$2,061**
Water heater distributor · #B12281 due Oct 13	**$1,998**

Today's column is QuickBooks' aged payables report. The Aug 31 column is rebuilt from your bills and the payments applied to them.

4 Job types, techs and the hire test

What each job type kept against its target band, what each tech brings in, your plan base, and whether another tech pays.

Needs action

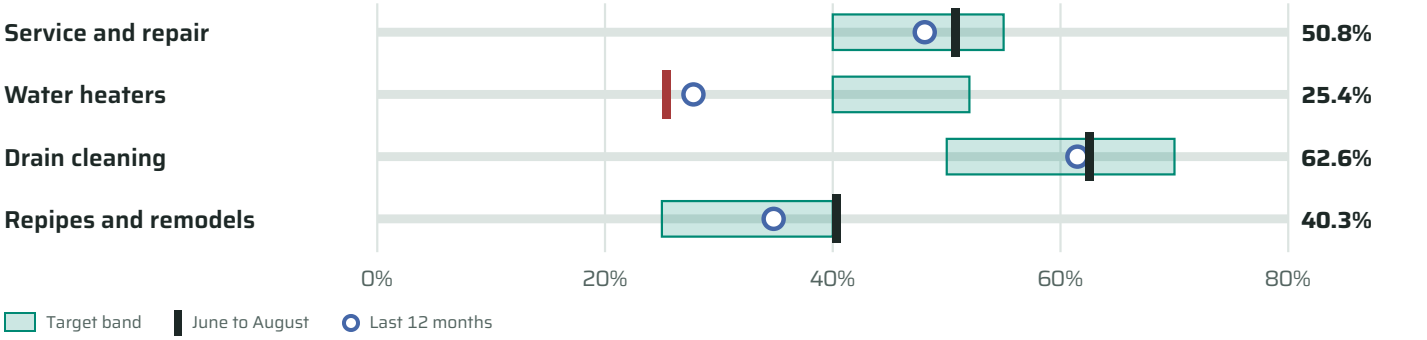
Which work makes money, June to August

Needs action

REVENUE, LAST 3 MONTHS
$306,157
$306,157 against a $297,000 goal

WHAT ALL WORK KEPT
41.7%
before truck costs

What each job type kept, June to August, against its target band



Drain cleaning kept the most, 62.6% before truck costs. Water heaters kept the least at 25.4%, under the 40% to 52% band on 38% of your revenue.

JOB TYPE	REVENUE	SHARE	KEPT	TARGET BAND	WHERE IT SITS	LAST 12 MONTHS	SAME MONTHS LAST YEAR	STATUS
Service and repair	$120.2K	39.3%	50.8%	40% to 55%	in the band	48.1%	43.9%	On track
Water heaters	$117.0K	38.2%	25.4%	40% to 52%	below the band, thin	27.8%	28.0%	Needs action
Drain cleaning	$47.4K	15.5%	62.6%	50% to 70%	in the band	61.5%	58.3%	On track
Repipes and remodels	$21.4K	7.0%	40.3%	25% to 40%	above the band	34.8%	25.5%	On track

Gross margin before truck costs. Technician labor is in cost of goods at a burdened rate; trucks are overhead. Bands: Steph's Books plumbing margins; CEO Finance Academy (48 to 60%); CEO Finance Academy; Acquira (gas and water heater tier); Sturdy plumbing research, October 6, 2026; CEO Finance Academy (60 to 75%).

0.8% of costs aren't assigned to a job type yet.

Revenue per tech and per truck

Watch this

PER FIELD TECH, LAST 12 MONTHS
$274,087
under $300K usually means too many techs or prices too low; well-run band $338,000 to $380,000

PER TRUCK
$274,087
$200K to $300K is solid

TRUCK OVERHEAD PER TRUCK
$18,989
fuel, insurance, upkeep, interest and depreciation

Each of your four field people brought in $274,087 over the last 12 months, under the well-run band. Each truck carries $18,989 a year of overhead.

Sources: Steph's Books plumbing margins. Per truck: ShareWillow (observations from 200-plus shops); Leach, ACHR News 2013 ($200K per service truck).

Recurring base

Watch this

ACTIVE PLANS
129
6.8% of your 1,900 customers; best-in-class is 30% to 50%

ANNUAL VALUE
$25,671
$113,430 at 30%

RENEWALS DUE IN 30 DAYS
7
$1,393

RENEWAL RATE
83.3%
86% reference

129 customers are on a plan, 6.8% of your customers. Most shops sit under 15%. At 30% the base would bring in $113,430 a year.

Sources: Plan invoices in QuickBooks. Reference: Contracting Business, 2016; Margin One (best-in-class residential).

Can you afford to hire?

[X] Not yet

At $8,200 a month all in, the default cost of a service tech with a truck.

Not yet. Your next open slot is tomorrow, so the work isn't there to keep another truck busy yet.

Profit left each month with the hire, at full speed	Months your cushion over the floor covers the full cost
$9,212	**5.6**

Revenue the hire needs to break even	Revenue for a 12% profit
$204,680 a year, at the margin above	**$272,764** a year

Demand: your next open slot is tomorrow (your answer at the last close, not measured).

Cover: 1.34 on the service and repair margin, 48.1%.

Cash: $43,507 over your floor at the tightest week with the hire.

Slowest three months (Oct, Sep, Nov): with one more tech, each would bring in about $17,249 a month, against the $17,057 a month the hire needs to break even.

Rules of thumb for revenue per new tech, which disagree by more than two to one:

- $200,000 a year per service truck (Leach, 2013)
- $343,200 per single-tech truck (Ruth King's hourly build-up)
- $492,230 at five times burdened cost, a stretch goal, not a gate

Trucks: the cost above includes a dedicated truck. Section 179 and bonus depreciation are tax questions for your CPA.

5 Frank's notes and open questions

Watch this

Frank's read on August and the questions only you can answer. Then what to watch in October.

Frank's notes

August brought in $115,256, $36,261 over the budget we set and $40,732 more than last August. Every job type beat its number, so the budget we built off last year is set too low. I'll reset it with you before September's report.

Water heaters are the one I want to talk about. They kept 22.9% in August, against 32.4% last August and under the 40% to 52% band. Volume is up $16,279 on last August, so the margin went somewhere: either the equipment costs more or the extras aren't making it onto the ticket. That's the first question below.

$1,442 of August parts and materials didn't get a job type. That's 2.3% of cost of goods, so it doesn't change the picture, but I want it clean before September closes.

You're still new with us, so a couple of numbers use defaults until your own history fills in: the seasonal pattern is an assumption, and collections lean on the default curve for the older invoices. They're labeled wherever they show up.

Frank

Open questions for you

1. Water heaters kept 22.9% in August against 32.4% last August. Did your cost on the units go up this summer, or are extras like expansion tanks getting left off the ticket?
   About: Which work makes money · The number: 22.9% · Asked Sep 14
2. $1,442 of August parts and materials has no job type. Can you tell me which jobs those were for?
   About: Which work makes money · The number: $1,442 · Asked Sep 14
3. I'm measuring everything against a suggested floor of $33,945, your next payroll plus a cushion. Is that the number you want, or would you sleep better with more in the bank?
   About: Cash in the bank, next 13 weeks · The number: $33,945 · Asked Sep 14

Answer in your dashboard under Ask Frank. You'll hear back by the next business day, and questions never cost extra.

What to watch in October

Watch this **Payroll**
Five field paydays and three office paydays in October, $47,882 with employer taxes, against $36,020 in September.

Watch this **Bills coming due**
$17,580 on 10 bills by Oct 31, the biggest $3,600 to your marketing agency. Cash you can spend today is $67,839.

Watch this **Plan renewals**
Seven plans renew in the next 30 days, worth $1,393. Your renewal rate is 83.3% against the 86% reference.

Watch this **Costs without a job type**
2.3% of August costs aren't assigned to a job type yet. Frank is on it.

On track **Money coming in**
About $6,074 of the $7,101 you're owed should land by the end of October (from your payment history, default curve for the later buckets).

On track **Corey Prejean: Repipe**
Final invoice of $6,580, ready to bill. The job is 39% complete on costs posted so far (costs still landing), against a $9,400 bid.

APPENDIX A

Balance sheet

As of August 31, 2026 · Accrual basis

	AMOUNT	SHARE OF TOTAL
ASSETS		
Current assets		
Bank accounts		
Operating Checking	$109,247	58.1%
Total bank accounts	**$109,247**	**58.1%**
Accounts receivable		
Accounts Receivable	$6,451	3.4%
Total accounts receivable	**$6,451**	**3.4%**
Other current assets		
Undeposited Funds	$10,605	5.6%
Total other current assets	**$10,605**	**5.6%**
Total current assets	**$126,303**	**67.2%**
Fixed assets		
Trucks and Equipment	$168,000	89.4%
Accumulated Depreciation	−$106,400	−56.6%
Total fixed assets	**$61,600**	**32.8%**
Total assets	**$187,903**	**100.0%**
LIABILITIES AND EQUITY		
Liabilities		
Current liabilities		
Accounts payable		
Accounts Payable	$30,742	16.4%
Total accounts payable	**$30,742**	**16.4%**
Credit cards		
Business Card	$13,499	7.2%
Total credit cards	**$13,499**	**7.2%**
Other current liabilities		
Customer Deposits Held	$0	0.0%
Prepaid Maintenance Plans	$12,471	6.6%
Sales Tax Payable	$1,103	0.6%
Total other current liabilities	**$13,573**	**7.2%**
Total current liabilities	**$57,815**	**30.8%**
Long-term liabilities		
Truck Loans	$33,127	17.6%
Total long-term liabilities	**$33,127**	**17.6%**
Total liabilities	**$90,942**	**48.4%**
Equity		
Owner Equity	$189,841	101.0%
Owner Distributions	−$170,000	−90.5%
Retained Earnings	−$5,731	−3.1%
Net Income	$82,852	44.1%
Total equity	**$96,961**	**51.6%**
Total liabilities and equity	**$187,903**	**100.0%**

As QuickBooks prints it, grouped the same way. Cash-basis versions go to your CPA.

APPENDIX B

Profit and loss

August 2026 · Accrual basis

	AUG 2026	% OF INCOME	AUG 2025	JAN TO AUG 2026
Income				
Service and Repair Income	$44,333	38.5%	$28,611	$298,723
Water Heater Income	$41,602	36.1%	$25,323	$254,390
Drain Cleaning Income	$15,132	13.1%	$11,515	$136,161
Repipe and Remodel Income	$12,050	10.5%	$7,450	$82,850
Maintenance Plan Income	$2,139	1.9%	$1,625	$15,688
Total income	**$115,256**	**100.0%**	**$74,524**	**$787,812**
Cost of goods sold				
Equipment	$28,934	25.1%	$13,592	$160,298
Parts and Materials	$8,856	7.7%	$3,948	$60,140
Permits	$181	0.2%	$0	$1,165
Field Labor	$22,789	19.8%	$28,039	$201,524
Field Payroll Taxes	$1,743	1.5%	$2,145	$16,662
Field Benefits and Workers' Comp	$669	0.6%	$526	$4,730
Total cost of goods sold	**$63,172**	**54.8%**	**$48,251**	**$444,519**
Gross profit	**$52,084**	**45.2%**	**$26,273**	**$343,293**
Expenses				
Owner Salary	$8,462	7.3%	$8,462	$71,923
Office Wages	$2,154	1.9%	$2,154	$18,308
Office Payroll Taxes	$812	0.7%	$812	$7,455
Rent	$2,195	1.9%	$2,169	$17,499
General Liability Insurance	$1,347	1.2%	$1,332	$10,743
Marketing	$3,593	3.1%	$3,551	$28,643
Software and Phones	$1,000	0.9%	$1,000	$8,000
Professional Fees	$2,844	2.5%	$2,811	$22,672
Utilities	$609	0.5%	$602	$4,875
Shop and Office Supplies	$499	0.4%	$514	$4,100
Vehicle Insurance	$599	0.5%	$592	$4,774
Vehicle Fuel	$1,570	1.4%	$1,123	$10,829
Vehicle Maintenance	$1,460	1.3%	$1,089	$10,495
Bank, Card and Financing Fees	$1,786	1.5%	$2,288	$15,985
Total expenses	**$28,928**	**25.1%**	**$28,497**	**$236,302**
Net operating income	**$23,156**	**20.1%**	**-$2,223**	**$106,991**
Other expenses				
Depreciation	$2,800	2.4%	$2,800	$22,400
Interest Expense	$203	0.2%	$252	$1,740
Total other expenses	**$3,003**	**2.6%**	**$3,052**	**$24,140**
Net other income	**-$3,003**	**-2.6%**	**-$3,052**	**-$24,140**
Net income	**$20,153**	**17.5%**	**-$5,275**	**$82,852**

As QuickBooks prints it, with the same month last year and the year to date beside it. Cash-basis versions go to your CPA.

Sturdy Numbers. Bookkeeping for HVAC and plumbing shops.

Cane Row Plumbing is a fictional sample company. Its numbers come from a simulated QuickBooks file run through the same engine as a client's. FSF Holding Group, LLC, doing business as Sturdy Numbers.