THE GAP AUDIT · FIELD VERSION SAMPLE REPORT

Scorecard and Findings

Ridgeline Landscape Co.

Nine modules scored. Three leaks priced. Five fixes for the next thirty days. This is what a Field Audit delivers on Day 2, before the readout.

PREPARED FOR
Ridgeline Landscape Co. (illustrative)

PREPARED BY
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COMPANY PROFILE
$4.2M revenue · Tampa Bay · 5 crews · 17 field

ONSITE
Two consecutive days, Monday and Tuesday

DATA SET
7 of 8 items received; job costing partial

READOUT
60 minutes, Day 2, 3:30 PM

READOUT SUMMARY

The number is *$128,270 a year.*

Three leaks, documented from your own hours, your own rate, and two days in your yard. None of them is a people problem. All three are the absence of a written standard that somebody owns.

$128,270	2.2 / 5	$0
TOP THREE, ANNUALIZED	SCORECARD AVERAGE, NINE MODULES	COST TO MAKE THE THIRTY-DAY FIVE

What the two days found

The operation is better than the scorecard looks. Crews know their properties, the work on site is competent, and the customers renew. The margin is leaving in the forty minutes before the trucks move, in enhancement scope that gets done and never billed, and in six maintenance properties that were priced from a driveway. Those three account for the number above and they are all fixable by the people already on payroll.

What to do Monday

Post the 6:45 wheels-up standard and track it on the whiteboard, by crew, every day. That single fix is worth more than the other four combined, and it costs a marker.

> **How to read this report.** Page 3 is the scorecard. Pages 4 to 6 are the three largest leaks with the math shown so you can check it. Page 7 is the Thirty-Day Five. Page 8 is what didn't make the top three and what was missing from the data. Page 9 is what happens next, and all three outcomes are fine.

THE SCORECARD

Nine modules. *One to five, one line each.*

5 is a written standard, owned and measured. 3 is working, undocumented. 1 is costing money today. Brass bars mark the modules feeding the Top Three.

Module	Type	Score	Finding
Financials	PAPER	3	Labor runs 41.2% of revenue against a 36 to 38% target for this mix. Job costing exists for enhancement only; maintenance margin by property is not tracked.
Estimating	PAPER	2	6 of the last 20 maintenance bids run 15 to 22% over estimated hours. No production-rate library; rates live in the owner's head and one estimator's spreadsheet.
Routing	PAPER	3	Route density is reasonable for the territory. Drive time is 19% of paid hours on the two north routes, 11% elsewhere. One route crosses another twice on Thursdays.
Job packages	PAPER	2	A crew leader is handed a name, an address, and a service code. Scope, standard, and access notes are verbal. 11 of 14 owner calls logged in two days were package questions.
SOPs	PAPER	2	Four written procedures exist; two are current. Load-out, end-of-day return, and change-order handling live in one person's head each.
Decision rights	PAPER	2	14 calls to the owner in two days. 9 were under $300 and inside a crew leader's competence. No written threshold anywhere in the company.
Start of day	FIELD	1	Scheduled wheels-up 6:45. Observed 7:14 to 7:31 across five crews on both days. Fuel, missing string, and a shared trailer key were the three causes, in that order.
End of day	FIELD	2	Return is unsupervised after 4:00. Two of five trucks came back with tomorrow's materials unstaged both days. Nobody signs off that the return happened.
Path of motion	FIELD	3	On the four properties observed, setup was sound. Trips back to the truck averaged 6 per visit; crew leader off the tools about 30% of the visit, mostly directing, not waiting.

Average 2.2. Field modules are observed, not surveyed. Paper modules are scored from the data set plus the owner questionnaire.

THE TOP THREE · LEAK 01

Wheels-up drift. *Thirty-seven minutes a day, five crews.*

ANNUALIZED

$73,380 DOCUMENTED

What is happening

Scheduled departure is 6:45. Across five crews on two mornings, the last wheel left the yard between 7:14 and 7:31. The average slip was 37 minutes. Three causes, in order: fueling on the way out instead of the night before, a shared string and blade bin that runs empty by Wednesday, and one trailer key for two trailers.

Where it happens

The yard, 6:30 to 7:30, every day. Nobody owns it. The ops manager is on the phone with customers, the owner is in the office, and the crews are waiting on each other.

Diagnostic checklist

✕ FAILED AT RIDGELINE · ✓ IN PLACE · UNBLURRED IN YOURS

- ✕ [illegible]
- ✓ [illegible]
- ✕ [illegible]
- ✕ [illegible]
- ✕ [illegible]
- ✕ [illegible]

The math

INPUT	SOURCE	VALUE
Average slip past 6:45	Observed, 10 crew-departures	37 min
Crews	Route sheets	5
Average crew size	Payroll summary	3.4
Working days per year	Year-round Florida schedule, 5-day week	250
Paid hours lost per year	37 ÷ 60 × 5 × 3.4 × 250	2,621 hrs
Loaded field rate	Payroll, wages plus burden	$28.00
Annualized cost of the slip		**$73,380**

Conservative. This counts paid time only. It does not count the properties pushed to the next day, the overtime at the back of the route, or the 7:30 phone calls from customers who expected a 7:00 crew.

Enhancement scope done, *never billed.*

ANNUALIZED

$29,990 DOCUMENTED

What is happening

Of 20 completed enhancement jobs reviewed, 7 included work the crew performed that was not on the proposal: an extra bed edged, a downspout extension, three additional plants because the customer asked on site. None of the 7 carried a change order. Average value of the unbilled scope, priced at your own rates, was $612.

Where it happens

On the property, between the crew leader and the customer. The crew leader has no authority to price added scope and no form to write it on, so he does the work to keep the customer happy and the office never hears about it.

Diagnostic checklist

✕ FAILED AT RIDGELINE · ✓ IN PLACE · UNBLURRED IN YOURS

- ✕ [illegible]
- ✓ [illegible]
- ✕ [illegible]
- ✕ [illegible]
- ✓ [illegible]
- ✕ [illegible]

The math

INPUT	SOURCE	VALUE
Jobs reviewed	Last 20 completed enhancement jobs	20
Jobs with unbilled added scope	Invoice vs. crew notes and photos	7 (35%)
Average unbilled value	Your price list, applied to the added scope	$612
Enhancement jobs per year	Last 12 months invoiced	140
Jobs affected per year	140 × 35%	49
Annualized unbilled scope		**$29,990**

The 35% rate is from a sample of 20. The true rate could be higher or lower; the fix is the same either way, and the fix is a form and a threshold, not a conversation about honesty.

THE TOP THREE · LEAK 03

Six maintenance properties *priced from a driveway.*

ANNUALIZED

$24,900 DOCUMENTED ON THE SAMPLE

What is happening

Of the last 20 maintenance bids, 6 properties run 15 to 22% over estimated hours every visit. The estimates were built from a drive-by and a per-acre rule of thumb. The properties have grade, fence lines, and bed edges the rule of thumb doesn't see. The crews are not slow. The number was wrong before the truck started.

Where it happens

At the estimate, once, and then every week for the life of the contract. Three of the six renew in the next 90 days at the same price.

Diagnostic checklist

✕ FAILED AT RIDGELINE · ✓ IN PLACE · UNBLURRED IN YOURS

- ✕ [illegible]
- ✕ [illegible]
- ✕ [illegible]
- ✕ [illegible]
- ✕ [illegible]
- ✓ [illegible]

The math

INPUT	SOURCE	VALUE
Properties over estimate	Last 20 bids vs. crew hours	6 of 20
Estimated hours, six properties, annual	Bid sheets × visit frequency	4,780 hrs
Actual hours, six properties, annual	Crew hours, last 12 months	5,669 hrs
Hours given away	5,669 – 4,780	889 hrs
Loaded field rate	Payroll, wages plus burden	$28.00
Annualized underpricing, six properties		**$24,900**

Not extrapolated. Six of 20 is a 30% hit rate; the maintenance book is 84 properties. If the rate holds across the book, the real number is two to three times this. That is a finding for the Deep Dive, not a claim for this report.

THE THIRTY-DAY FIVE

Five fixes. *Nothing to buy. Nobody to hire.*

Each one names a person who isn't the owner. That's deliberate. The owner's job in the next thirty days is to sign fix 5 and stay out of the other four.

	Fix	Owner	By · Feeds
01	**Post the wheels-up standard and track it daily.** 6:45 on the whiteboard, by crew, every morning. Fuel and string staged the night before (see fix 4). One trailer key per trailer, on a hook, by Friday.	Ops manager	Day 1 Leak 01
02	**Change-order rule, with authority.** No added scope without a change order on the tablet. Crew leaders may price and approve added scope up to $500 on site, from the price list. Above that, one call to the office, not the owner.	Office manager	Day 5 Leak 02
03	**Retime the six properties. Reprice the three that renew.** One crew, one visit each, wheel to wheel. Reprice at renewal from the timed hours, not the rule of thumb. Start a production-rate library with those six.	Estimator	Day 20 Leak 03
04	**Night-before staging with a named closer.** Return checklist: unload, fuel, equipment check, paperwork in, tomorrow staged against tomorrow's route. One person signs. Rotate weekly.	Yard lead	Day 3 End of day
05	**Write the decision thresholds on one page.** Material substitution under $250, schedule swaps within the day, and customer add-ons under $500 are crew-leader decisions. The owner signs the page and reads it out loud in Monday's huddle.	Owner	Day 10 Decision rights

What thirty days is worth. Fixes 1 and 2 alone, if they hold, recover about $8,600 a month against the Top Three. Fix 3 recovers its share at renewal, not on Monday. Fixes 4 and 5 are what keep 1 and 2 from sliding back by week six.

BELOW THE LINE

What didn't make the top three. *And what was missing.*

Everything here is real and none of it is urgent. It goes in a drawer with a date, and the date is the ninety-day mark, after the Thirty-Day Five have had a chance to hold.

The drawer (revisit at 90 days)

- Drive time on the two north routes is 19% of paid hours. A Thursday resequence would take about 40 minutes a day off one crew. Worth roughly $7,000 a year.
- Maintenance margin by property is not tracked. You cannot tell which of the 84 properties earn. That is a Deep Dive finding, not a thirty-day fix.
- Two of the four written SOPs are out of date. Load-out and change-order handling need to be written; both are covered by fixes 1 and 2.
- Crew leader time off the tools ran about 30%. Mostly directing, not waiting, which is the healthy version. Recheck after job packages improve.
- The applicator license sits with one person. Cross-train a second by spring. Cost: a few hundred dollars and a few weeks.

Data notes

- Job costing was partial: enhancement only. Maintenance hours were reconstructed from crew timesheets, which is adequate for this report and not adequate for pricing.
- The owner questionnaire logged 14 owner calls over the two onsite days. Nine were under $300. That number is the baseline for fix 5.
- Route sheets for one week were provided in three formats. Fine for the audit. It is also a finding.
- No customer or employee names appear in this report. Photos from the two days are held by LeadScape and shared only with the owner on request.

WHAT HAPPENS NEXT

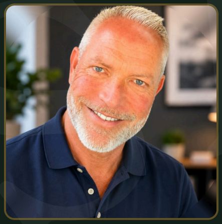
Three outcomes. *All of them are fine.*

You have the scorecard, the number, and the five. What you do with them is your decision, and the report was built so that any of the three works.

Fix it yourself. Run the Thirty-Day Five with the people named on page 7. Recheck the scorecard at ninety days. Most owners who take this route recover the first two leaks and stall on the third, because pricing needs a rate library nobody has built yet.

Bring in help for the structural work. The Deep Dive picks up where this report stops: decision rights built with your managers in the room, the maintenance book job-costed, a production-rate library, and a weekly cadence your team is running before I leave. Four weeks, $9,976, travel included. Half of what you paid for this Audit comes off it if you book within 60 days of the readout.

Do nothing, with a clearer picture. A legitimate outcome. The number is now a decision with a price on it instead of a condition you live inside. It will still be here next season.



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Thirty years in the green industry. Owner three times. Slow learner. Fast builder.

This is a sample report. Ridgeline Landscape Co. is illustrative; the numbers are representative of a $4M company and are not a client's data. Every real report is built from the client's own hours, rates, and properties, with the math shown, and is confidential to the owner.