ABC Construction Company
Operating Budget - Sample
2003-2004

		WorkType A		Work Type B		Work Type C		Work Type D		Total Company			
	Revenue	300,000	100.00%	300,000	100.00%	400,000	100.00%	400,000	100.00%	$1,400,000	100.00%		
	Cost of Revenue												
	Materials	82,426	27.48%	100,441	33.48%	62,312	15.58%	113,004	28.25%	$358,182	25.58%		
	Labor	204,950	68.32%	54,185	18.06%	96,482	24.12%	111,211	27.80%	$466,829	33.34%		
	Equipment	2,970	0.99%	5,286	1.76%	0	0.00%	0	0.00%	$8,257	0.59%		
	Subcontract	6,683	2.23%	58,150	19.38%	174,874	43.72%	116,592	29.15%	$356,299	25.45%		
	Other	0	0.00%	0	0.00%	0	0.00%	0	0.00%	$0	0.00%		
	Total Cost of Sales	297,030	99.01%	218,062	72.69%	333,668	83.42%	340,807	85.20%	$1,189,567	84.97%		
	Gross Profit	2,970	0.99%	81,938	27.31%	66,332	16.58%	59,193	14.80%	$210,433	15.03%		
	Overhead Costs											Total	Variance
A	Advertising	429		429		571		571		2,000.00	0.14%	$2,000.00	0
C	Bonuses	4,390		1,161		2,067		1,985		10,000.00	0.71%	$9,602.31	398
C	Cell Phone	8,781		2,321		4,134		3,969		20,000.00	1.43%	$19,204.62	795
D	Commissions	529		14,602		11,821		12,406		37,500.00	2.68%	$39,357.76	-1858
A	Computer Expense	1,286		1,286		1,714		1,714		6,000.00	0.43%	$6,000.00	0
A	Depreciation - G&A	10,714		10,714		14,286		14,286		50,000.00	3.57%	$50,000.00	0
A	Discounts Given	321		321		429		429		1,500.00	0.11%	$1,500.00	0
D	Donations	71		1,947		1,576		1,654		5,000.00	0.36%	$5,247.70	-248
D	Dues & Subscriptions	52		1,441		1,166		1,224		3,700.00	0.26%	$3,883.30	-183
D	Employee Recruiting	71		1,947		1,576		1,654		5,000.00	0.36%	$5,247.70	-248
D	Insur - W/C, Office	71		1,947		1,576		1,654		5,000.00	0.36%	$5,247.70	-248
D	Insur - Auto	212		5,841		4,728		4,962		15,000.00	1.07%	$15,743.10	-743
D	Insur - Other	423		11,681		9,456		9,925		30,000.00	2.14%	$31,486.21	-1486
D	Interest Expense	71		1,947		1,576		1,654		5,000.00	0.36%	$5,247.70	-248
D	Legal and Professional	212		5,841		4,728		4,962		15,000.00	1.07%	$15,743.10	-743
A	Licenses, Permits & Plans	429		429		571		571		2,000.00	0.14%	$2,000.00	0
D	Meals & Entertainment	113		3,115		2,522		2,647		8,000.00	0.57%	$8,396.32	-396
D	Mileage	14		389		315		331		1,000.00	0.07%	$1,049.54	-50
D	Miscellaneous	0		0		0		0		0.00	0.00%	$0.00	0
D	Office Exp. & Supplies	282		7,788		6,304		6,617		20,000.00	1.43%	$20,990.81	-991
A	Oil & Gas	8,571		8,571		11,429		11,429		40,000.00	2.86%	$40,000.00	0
A	Postage & Freight	321		321		429		429		1,500.00	0.11%	$1,500.00	0
C	Propane	2,195		580		1,033		992		5,000.00	0.36%	$4,801.15	199
D	R&M - Building	141		3,894		3,152		3,308		10,000.00	0.71%	$10,495.40	-495
C	R&M - Trucks & Equip.	12,293		3,250		5,787		5,557		28,000.00	2.00%	$26,886.46	1114
D	Rent	169		4,673		3,783		3,970		12,000.00	0.86%	$12,594.48	-594
C	Safety & Recall Incentives	1,537		406		723		695		3,500.00	0.25%	$3,360.81	139
D	Salaries & Wages	3,035		83,717		67,771		71,129		215,000.00	15.36%	$225,651.17	-10651
C	Shop supplies & tools	10,976		2,902		5,167		4,961		25,000.00	1.79%	$24,005.77	994
D	Taxes - Other	4		97		79		83		250.00	0.02%	$262.39	-12
D	Taxes - Payroll, Office	268		7,398		5,989		6,286		19,000.00	1.36%	$19,941.27	-941
D	Taxes - Property	14		389		315		331		1,000.00	0.07%	$1,049.54	-50

D	Taxes - Franchise	71		1,947		1,576		1,654		5,000.00	0.36%	$5,247.70	-248
C	Telephone & Pagers	3,951		1,045		1,860		1,786		9,000.00	0.64%	$8,642.08	358
C	Training	2,195		580		1,033		992		5,000.00	0.36%	$4,801.15	199
D	Travel	35		973		788		827		2,500.00	0.18%	$2,623.85	-124
C	Uniforms	3,293		871		1,550		1,488		7,500.00	0.54%	$7,201.73	298
C	Unapplied Labor & Overhead	2,195		580		1,033		992		5,000.00	0.36%	$4,801.15	199
D	Unapplied Materials	0		0		0		0		0.00	0.00%	$0.00	0
D	Utilities	28		779		630		662		2,000.00	0.14%	$2,099.08	-99
												$0.00	
	Total Gen/Admin Expenses	79,762	26.59%	198,120	66.04%	185,245	46.31%	190,786	47.70%	637,950.00	45.57%	$653,913.08	-15963
	Net Income Before Taxes	-76,792	-25.60%	-116,181	-38.73%	-118,914	-29.73%	-131,594	-32.90%	-427,516.89	-30.54%		
D	FIT Expense	-2,414	-0.80%	-66,587	-22.20%	-53,904	-13.48%	0	0.00%	-171,006.76	-12.21%		
	Net Income After Taxes	-74,378	-24.79%	-49,595	-16.53%	-65,010	-16.25%	-131,594	-32.90%	-256,510.14	-18.32%		
A	Percent of Sales	21%		21%		29%		29%		100%			
B	Percent of Materials	23%		28%		17%		32%		100%			
C	Percent of Labor	44%		12%		21%		24%		100%			
D	Percent of Gross Profit	1%		39%		32%		28%		100%			
J	Judgment												
	Proforma	**Work Type A**		**Work Type B**		**Work Type C**		**Work Type D**					
	Cost of Sales	808		227		199		223					
	Materials	222	27.48%	76	33.48%	31	15.58%	63	28.25%				
	Labor	552	68.32%	41	18.06%	48	24.12%	62	27.80%				
	Equipment	8	0.99%	4	1.76%	0	0.00%	0	0.00%				
	Subcontract	18	2.23%	44	19.38%	87	43.72%	65	29.15%				
	Profit	8	0.99%	62	27.31%	33	16.58%	33	14.80%				