

<b>FitzGerald &amp; FitzGerald, P.C.</b>	
<b>Operating Plan - Detailed Analysis</b>	
<b>For the year ended December 31, 2019</b>	
	<b>Key Assumptions or Problems that Could Arise</b>
<b>Employee</b>	
Employee skill assessments	1. We have hired the right people
Employee evaluations/compensation	2. Employees want to grow in their job
Continuing Education	3. Expectations for compensation and advancement are realistic
	4. We are able to retain employees
	5. We have adequately trained our employees
<b>Marketing</b>	
Detailed Client Improvement Plans	1. We have the skills to help clients to the next level
- Seven Needs Analysis	2. Clients are interested in having us help them
- Game Plan Analysis	3. We do not lose clients
- Fee Quote and Improvement Plan	4. Employees buy into the service vision
Client Advisory Board	5. The vision is properly communicated to employees
Business Building Seminar	6. We have the time and financial resources to run a seminar
Website	7. We have the time to put together a client advisory board
	8. We are dependent on the website administrators
	9. We are not the client's most trusted advisor
	10. We do not have the right marketing message
	11. We cannot get in front of the right potential clients
<b>Operating</b>	
Key Client Monitoring	1. Computers and network could go down
Client Systems Improvements	2. Key software (Proseries) could have errors
Attend BGR session	3. New tax developments could change approaches
Update business plan	4. New accounting developments could change practices
Quarterly F&F Advisory Board	5. Offices could be destroyed or damaged
Monthly management meeting	6. Key employee or spouse could be disabled or could die
Weekly team meetings	7. Clients businesses could take a downturn and they could not afford our fees.
Work Flow Monitoring	8. Clients businesses could expand so quickly that we can't keep up
Quality Control - Self Review	9. We take on the wrong new client
	10. We stray from our strategic path
	11. We make a significant error in client services
<b>Financial</b>	
Develop breakeven sales numbers	1. Funding sources could change.
Prepare cash flow forecasts	2. Unexpected expenditures could arise
Prepare monthly financial statements	3. Client profitability could decrease
Annual review of client profitability	4. Employee productivity could decrease
Weekly Kpi/WIP/Receivable monitoring	5. Clients refuse or are unable to pay our bills