

Am I Ready to Hire a Fractional Controller?

A self-assessment for construction companies and real estate investors who have outgrown bookkeeping alone and need strategic financial oversight to scale.

REVENUE AND COMPLEXITY SIGNALS

- My annual revenue is approaching or has exceeded \$3 million.

- I am managing multiple active projects or properties simultaneously, each with its own costs and billing cycles.

- I have a bookkeeper (or use an accounting platform), but I don't fully trust the accuracy or completeness of the reports it produces.

- My financial complexity — job costing, WIP tracking, subcontractor draws, retainage — has grown beyond what my current team can manage confidently.

REPORTING AND VISIBILITY GAPS

- My books are not closed by the 15th of the following month — I'm frequently working from stale data.

- I cannot quickly produce a Work-in-Progress (WIP) report that shows percentage of completion and over/under-billing by job.

- I don't have reliable, real-time visibility into job-level profitability — I find out a project was a loss after it's over.

- My Profit & Loss statement doesn't match my bank account and I don't know why.

- I'm not tracking retainage as restricted cash — I've counted it as available and been caught short.

LENDER, BONDING, AND GROWTH PRESSURE

- A lender, bonding agent, or surety has asked for financial statements I couldn't provide — or I was embarrassed by what I produced.

- I want to pursue larger contracts but I'm not confident my financial infrastructure can support the bonding requirements.

- My CPA spends significant time cleaning up my books before filing — this costs me money and delays my returns.

- I've had an audit, loan review, or partner inquiry that revealed gaps in my internal controls or record-keeping.

CASH FLOW AND MARGIN WARNING SIGNS

- My top-line revenue is growing but my profit margins are shrinking — and I don't know exactly where the money is going.

- I've used cash from one project to cover shortfalls on another.

- Payroll stress — wondering if a delayed progress payment will cover Friday's payroll — is a recurring experience.

- I don't have a rolling cash flow forecast. My financial planning is based on my bank balance and gut feel.

- I'm not tracking my burn rate against my anticipated receipts — I'm often surprised by cash crunches.

LEADERSHIP AND DECISION-MAKING

- I'm making bid decisions without real data on job costs, overhead allocation, or current project margins.

- I don't have internal controls in place to catch errors, duplicate payments, or vendor discrepancies.

- I want to grow — but I need someone to build the financial infrastructure before I bring on a CFO or outside investors.

How to read your results

1–5 boxes checked: You may not need a controller yet — but if your revenue is growing, start building your foundation now. Clean books today make controller-level oversight much easier to onboard later.

6–12 boxes checked: You're in the 'missing middle' — past basic bookkeeping, not yet at CFO-level strategy. A fractional controller is likely the right next step for your firm.

13+ boxes checked: Your financial infrastructure is not keeping pace with your business. The cost of delay — in margin erosion, lender relationships, and missed opportunities — is compounding every month.

If you checked 6 or more boxes, it's time to talk. Okie Accounting Group provides fractional controller services built specifically for construction companies and real estate investors — delivering lender-ready financials, disciplined job costing, and real-time cash flow visibility.

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