Growth & Capacity Readiness Review

Blueprint Construction

Prepared September 1, 2026

Executive Summary

Growth Destination

Rick wants to grow Blueprint Construction from about $6 million to $12 million in revenue over the next three years — roughly doubling the business. He does not want to become "a giant company," but he does want a business that can run without him handling every major issue, and he wants to get off what he calls the "roller coaster" of slammed months followed by scrambling ones.

Growth and Capacity Readiness Score

37 / 100

Readiness Level: High Growth Risk

Assessment Coverage: Full Coverage — all 5 categories assessed

Growth and Capacity Readiness Interpretation

This score reflects a business where sales, project delivery, and decision-making are still largely reactive rather than built to scale. It does not mean the business is failing — it means the systems underneath it have not yet caught up to the size Rick wants to reach.

What This Means

Blueprint Construction has real strengths to build on, but growth at the pace Rick wants would put immediate pressure on the same few points that already show strain today — lead follow-up, project management capacity, and decisions that depend on Rick personally. Doubling the business without addressing these first would likely increase the "roller coaster" feeling rather than resolve it.

Biggest Opportunity

Blueprint Construction already has real, working demand: a strong local reputation, steady referrals, past customers, and Google reviews. The raw material for growth is already there — the opportunity is in capturing more of it consistently, not in finding new sources of interest.

Biggest Constraint

Production. Asked what would break first if sales doubled tomorrow, Rick answered without hesitation: "Production. Not even close. We'd never keep up." A two-year, unresolved struggle to find and develop strong project managers sits behind this.

Top Recommendation

Build project management capacity before pushing for more sales volume. Start by documenting what Mike currently carries in his head and identifying two or three employees who could grow into the role — this directly targets the point Rick himself identified as where growth would break.

Growth and Capacity Readiness Scorecard

Each category below is scored out of 20 points, based only on what was discussed in the interview. Readiness levels range from Fragile (significant risk) to Growth-Ready (built to scale); most categories here sit in the Reactive range — meaning things are functioning today mainly by responding to problems as they come up, not by design.

Category	Score	Readiness Level
Revenue & Growth	**8 / 20**	Reactive
Client Experience	**8 / 20**	Reactive
People, Leadership & Workforce Stability	**6 / 20**	Reactive
Operations & Capacity	**6 / 20**	Reactive
Financial Visibility	**9 / 20**	Developing

Overall Growth Readiness Score: 37 / 100 — High Growth Risk

Revenue & Growth — 8/20, Reactive

Most Influential Factor: Lead volume and estimate follow-up were both described as inconsistent, with acknowledged lost jobs.

New business runs almost entirely on referrals and reviews with no structured process behind it, and Rick named sales as both his top frustration and the answer to what's holding the company back.

Client Experience — 8/20, Reactive

Most Influential Factor: Customer complaints and large-job friction both land on Rick personally, with no described process for handling them.

The business has a strong reputation, but very little was said about how the client experience is actually managed day to day.

People, Leadership & Workforce Stability — 6/20, Reactive

Most Influential Factor: Major decisions wait for Rick, and job-outcome confidence rests on one senior project manager.

The team has grown to 25 people, but the ability to operate without a few specific individuals has not grown at the same pace.

Operations & Capacity — 6/20, Reactive

Most Influential Factor: Rick said production — not sales — would be the first thing to break if the business doubled.

Follow-up items already fall through the cracks today, and there is no formal way of forecasting capacity needs.

Financial Visibility — 9/20, Developing

Most Influential Factor: Monthly numbers are reviewed consistently, but profitability by project type is not known.

Rick tracks revenue, contracts, and backlog every month — a real habit — but cannot yet say which types of jobs actually make the most money.

Strategic Growth Insights

These are the most significant gaps between what Rick wants for the business and what the business can currently support.

Insight 1: Growth & Lifestyle Goals vs. Owner-Centered Decision-Making

Desired Outcome: A business that can run without Rick handling every major issue.

Current Reality: Pricing, hiring, customer issues, and large purchases all currently wait for him, and confidence in job outcomes rests heavily on one project manager.

Business Impact: Rick's time is already consumed by approvals, job-site issues, and estimate reviews — the exact pattern he says he wants to move away from.

Recommended Focus Area: Decide which categories of decisions someone other than Rick can make.

Insight 2: Growth & Revenue Goals vs. Delivery Capacity

Desired Outcome: Roughly double revenue over the next three years.

Current Reality: Rick's own answer to what would break first under growth was production — not enough project managers, crews, or subcontractors to keep up.

Business Impact: Larger, more complex jobs are already the hardest to manage profitably, and this is the type of work most likely needed to reach a much higher revenue number.

Recommended Focus Area: Build project management capacity ahead of demand, not in response to it.

Insight 3: Growth Goals vs. Financial Visibility

Desired Outcome: A specific, ambitious revenue target.

Current Reality: Rick cannot currently say which project types are most profitable, and hiring or spending decisions are not tied to financial data.

Business Impact: Growth could end up concentrated in work that generates more revenue without generating more profit.

Recommended Focus Area: Build visibility into profitability by project type.

Most Likely Blindspot

Owner's Belief: "If we had more leads and more signed projects, everything else would work itself out."

Assessment: When asked directly what would break first if sales doubled, Rick's own answer was production — not sales. The evidence points to project management and delivery capacity, not lead volume, as the real binding constraint.

Why It Matters: Solving the lead problem alone, without also building delivery capacity, risks recreating the exact strain Rick wants to escape — just triggered by success instead of a slow month.

Top 3 Priorities

Priority 1: Build Project Management Capacity

Why It Matters: This is the exact point Rick identified as where growth would break, and it has been an unresolved problem for two years.

What Good Looks Like: Project management capacity built ahead of demand, with confidence in job outcomes spread across more than one person.

Recommended Actions

1. Identify two or three employees to grow into project management roles, starting on smaller jobs.
2. Turn Mike's know-how into a written checklist others can learn from.
3. Track each project manager's job load so staffing decisions happen before everyone is overwhelmed.

Priority 2: Reduce Owner Dependency on Major Decisions

Why It Matters: Pricing, hiring, customer issues, and purchases all wait for Rick — directly at odds with his own goal of stepping back from every major issue.

What Good Looks Like: Clear decision boundaries exist so major categories of decisions do not all require Rick personally.

Recommended Actions

1. List recurring decision types and set thresholds others can act on.
2. Replace ad hoc interruptions with a scheduled weekly check-in.
3. Develop a second project manager with the same level of trust as Mike.

Priority 3: Build a Consistent Sales Follow-Up Process

Why It Matters: This was the most frequently discussed issue in the entire conversation — the top frustration and the closing answer on what's holding the company back.

What Good Looks Like: A predictable lead flow with consistent follow-up, so growth does not depend on which projects happen to be top of mind.

Recommended Actions

1. Write a standard follow-up cadence for every estimate sent.
2. Log every lead and its source to see what's actually working.
3. Add a recurring weekly review of open estimates.

Recommended Action Steps

Quick Wins

Immediate, low effort, high impact:

- Write a standard follow-up cadence for every estimate sent.
- Log every new lead and its source in a simple spreadsheet.
- Add a recurring weekly review of open estimates.

Foundational Improvements

Increase consistency, improve visibility, strengthen accountability, build stability:

- Turn Mike's knowledge into a written checklist or reference guide.
- Build a simple tracker of each project manager's job load.
- Replace ad hoc interruptions with a scheduled weekly decision check-in.

Growth-Enabling Actions

Increase capacity, reduce dependency, improve scalability, support long-term growth:

- Grow two or three current employees into project management roles.
- Set clear decision thresholds others can act on without Rick.
- Develop a second project manager with the same trust and authority as Mike.