

It has been more than two years since the start of the COVID-19 pandemic, and there is still no sign of when the



inception of the company, there has not been much emphasis put on accounting and estimating. The veteran management team has a lot of industry knowledge and has consistently been able to bid and perform work at 30% profit margins. Overall, the company has always ended each year with more money than it started with, and all appears to be well.

Now let's factor in the economic issues above. The company begins to see material costs rise dramatically and various delays occur. In the past, management was always able to issue a purchase order for materials needed the following week on a Friday and pick them up the next Monday, but now they're delayed five months. On top of that, the company is having trouble securing new work as multiple industries are scaling back on developing new projects based on fear of the unknowns. With less work, the company must lay off certain employees, and others may elect to take the opportunity to retire early.

When the work is finally able to begin, the company now has trouble securing new workers, and the new workers they do find are not as skilled, causing additional time to be

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