

# The Starving-Crowd Test for Your ZIP Codes

Three questions, one list of ZIP codes. Answer with what you can look up this week, not with what you hope is true.

**PAIN** - the three triggers that make somebody near you call today, and which one you hear most often

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**PURCHASING POWER** - owner-occupancy rate, median home age and median income in your target ZIP codes

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**TARGETABILITY** - three places your homeowner already is, and who already has their trust

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**VERDICT** - is this a starving crowd here? If one criterion is weak, what changes: radius, segment or offer

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## Your Homeowner Avatar

Write one real person, not a demographic. If you cannot picture her laundry room, you are not ready to write an ad.

Name her. Her house, its age, her heating and cooling system, and what she does for a living.

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What set her off this week - the trigger that turned a someday job into a today phone call.

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What she is afraid of: the cost, the mess, the stranger, or being sold something she does not need.

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What she has already tried, and the exact words she would type into her phone tonight.

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# Personal Runway Worksheet

Every line your household spends in a month, then the honest answer to who covers it while you build this. Fill it in with your spouse in the room.

[illegible]

## Demand by Month - Air Duct and Dryer Vent Cleaning

The national demand index for this trade is printed for you. Write in the jobs and revenue you expect, then plan the slow months on purpose.

| MONTH       | DEMAND INDEX | JOBS YOU EXPECT | REVENUE YOU EXPECT | WHAT YOU WILL DO IN THE SLOW MONTHS |
|-------------|--------------|-----------------|--------------------|-------------------------------------|
| Jan         | 1.09         |                 |                    |                                     |
| Feb         | 0.96         |                 |                    |                                     |
| Mar         | 0.92         |                 |                    |                                     |
| Apr         | 0.91         |                 |                    |                                     |
| May         | 0.92         |                 |                    |                                     |
| Jun         | 1.09         |                 |                    |                                     |
| Jul         | 1.12         |                 |                    |                                     |
| Aug         | 1.09         |                 |                    |                                     |
| Sep         | 1.09         |                 |                    |                                     |
| Oct         | 1.02         |                 |                    |                                     |
| Nov         | 0.92         |                 |                    |                                     |
| Dec         | 0.85         |                 |                    |                                     |
| <b>Year</b> |              |                 |                    |                                     |

Demand index: 1.00 = an average month for this trade nationally (source in Resources). Your ZIP will differ — pencil your own index in the slow and busy months.

# Dream Outcome Builder

Write it in her words, not yours. If the sentence needs a duct term to make sense, rewrite it.

The result she wants, in one plain sentence, with a timeframe attached to it.

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The feeling underneath it - what she stops worrying about the day after you leave.

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How she will know it worked, using something she can see, smell, hear or measure herself.

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Now compress it into the one line you say in a driveway. Draft it three times, keep the shortest.

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# Obstacle to Solution Map

Fifteen reasons a homeowner near you says no. Sort each into knowledge, skill, environment or psychology, then write the thing your offer does about it.

| #  | WHAT STOPS THE HOMEOWNER | CATEGORY | HOW YOUR OFFER REMOVES IT |
|----|--------------------------|----------|---------------------------|
| 1  |                          |          |                           |
| 2  |                          |          |                           |
| 3  |                          |          |                           |
| 4  |                          |          |                           |
| 5  |                          |          |                           |
| 6  |                          |          |                           |
| 7  |                          |          |                           |
| 8  |                          |          |                           |
| 9  |                          |          |                           |
| 10 |                          |          |                           |
| 11 |                          |          |                           |
| 12 |                          |          |                           |
| 13 |                          |          |                           |
| 14 |                          |          |                           |
| 15 |                          |          |                           |

# Your Value Stack

Score each component on what it is worth to her and what it costs you. Keep the cheap and valuable, bonus the middle, cut the rest without sentiment.

| COMPONENT | PROBLEM IT SOLVES | VALUE TO THEM | COST TO YOU | KEEP / BONUS / CUT |
|-----------|-------------------|---------------|-------------|--------------------|
|           |                   |               |             |                    |
|           |                   |               |             |                    |
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## Guarantee and Offer Name

Bounded, timed, and honest about its edges. Write the exclusions before you write the promise.

What exactly you will do if the work does not hold - re-clean, return visit, or refund of that line.

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The clock on it, and the one condition the customer has to meet for it to apply.

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The exclusions you will say out loud at the estimate, in the words you will actually use.

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Three names for the service. Circle the one that carries the proof, not the one that sounds clever.

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# Service Area and Jobs You Will Not Do

Draw the boundary before the phone makes it for you. Then write the refusals down while nobody is standing in front of you.

Your ZIP codes inside a half-hour drive, ranked by owner-occupancy and home age.

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What has to be true for you to cross the boundary: minimum ticket, stacked route, or account.

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Your primary buyer of the four - homeowner, property manager, referral partner, HVAC sub - and why.

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The jobs you will refuse, and the exact sentence you will use to refuse each one.

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# Ten-Competitor Scan

Search your two words in a private window and fill in the first ten results. You are hunting for the promise nobody is making.

| COMPANY | GOOGLE RATING | REVIEWS | PRICE SIGNAL | THEIR PROMISE | GAP YOU CAN OWN |
|---------|---------------|---------|--------------|---------------|-----------------|
|         |               |         |              |               |                 |
|         |               |         |              |               |                 |
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|         |               |         |              |               |                 |

# Your One-Liner and Positioning Statement

Problem, plan, result - in that order. Test it on somebody who has never worked in this trade.

The problem, in her words. What she is stuck with before you show up.

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The plan, in three steps she could repeat back to her husband.

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The result, stated as something she can see, smell or measure in her own house.

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The whole thing in one breath. Write it three ways and circle the one that survives being said aloud.

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## Entity, EIN and Bank Setup

In order, top to bottom. Nothing below a line gets done until the line above it is finished.

- |                                                                                                                              |            |
|------------------------------------------------------------------------------------------------------------------------------|------------|
| <input type="checkbox"/> Choose the entity with your accountant and register it with your state                              | DATE _____ |
| <input type="checkbox"/> Apply for the federal employer identification number online, free, direct from the government site  | DATE _____ |
| <input type="checkbox"/> Open a business chequing account and a separate savings account for tax set-aside                   | DATE _____ |
| <input type="checkbox"/> Order a debit card for the business account and stop using personal cards for anything work-related | DATE _____ |
| <input type="checkbox"/> Register the business name locally if it differs from the entity name                               | DATE _____ |
| <input type="checkbox"/> Call the state revenue department and get the sales tax answer for your service in writing          | DATE _____ |
| <input type="checkbox"/> Call the county clerk and the city for every jurisdiction inside your service circle                | DATE _____ |
| <input type="checkbox"/> Set up bookkeeping software and connect the business accounts on day one, not in April              | DATE _____ |
| <input type="checkbox"/> Create the customer file naming convention you will use for photographs and reports                 | DATE _____ |
| <input type="checkbox"/> Calendar the annual renewal dates for the entity, any local licence and any certification           | DATE _____ |
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# License Requirements by State - Air Duct and Dryer Vent Cleaning

Ten states, researched and dated. Two license this trade by name. Kentucky and Florida exempt duct cleaning in writing. A state marked \* has no written exemption - its answer is inferred from what its board says it licenses, so confirm that one with the board yourself.

| STATE            | LICENSE REQUIRED? | LICENSE                                                    | BOARD                                       | FEE         | EXAM |
|------------------|-------------------|------------------------------------------------------------|---------------------------------------------|-------------|------|
| Kentucky         | No statewide      | —                                                          | Check city / county                         | —           | No   |
| Texas            | No statewide      | —                                                          | Check city / county                         | —           | No   |
| California       | Yes               | C-61/D-64 Air Duct Cleaning (Limited Specialty Contractor) | Contractors State License Board (CSLB)      | \$200–\$350 | Yes  |
| Florida          | No statewide      | —                                                          | Check city / county                         | —           | No   |
| New York         | No statewide      | —                                                          | Check city / county                         | —           | No   |
| Pennsylvania     | No statewide      | —                                                          | Check city / county                         | —           | No   |
| Illinois         | No statewide      | —                                                          | Check city / county                         | —           | No   |
| Ohio             | No statewide      | —                                                          | Check city / county                         | —           | No   |
| Georgia *        | No statewide      | —                                                          | Check city / county                         | —           | No   |
| North Carolina * | No statewide      | —                                                          | Check city / county                         | —           | No   |
| Michigan         | Yes               | Category 3 (Ductwork) Mechanical Contractor License        | Michigan LARA, Bureau of Construction Codes | \$300–\$400 | Yes  |

Federal: NADCA Air Systems Cleaning Specialist (ASCS) Certification (Not legally mandated by any state, but the trade's de facto national credential — required for NADCA membership, and commonly required or preferred by insurers, property managers, and commercial/municipal duct-cleaning RFPs nationwide regardless of state licensing status). Rules change — confirm with the board before you spend a dollar.

## Insurance Lines and Annual Cost Ranges

What each line covers and what it typically costs a company this size. Get three quotes on every line and record them on the next page.

| COVERAGE          | TYPICAL ANNUAL COST       | WHAT IT COVERS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | YOUR QUOTE |
|-------------------|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| General liability | \$500–\$1,500             | Damage or injury you cause to others                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |            |
| Workers comp      | 3.5–9.5 per \$100 payroll | Your crew, hurt on the job                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |            |
| Commercial auto   | \$1,368–\$4,908           | The truck and what it hits                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |            |
| Bond              | \$25,000–\$25,000         | Not universally required for air duct/dryer vent cleaning; only mandated where a state requires contractor licensing for the trade. California's CSLB requires a flat \$25,000 contractor bond for all licensees, including the C-61/D-64 Air Duct Cleaning specialty. Michigan's mechanical contractor licensees are also subject to bonding/insurance requirements set by LARA. Most other states impose no state-level bond on air duct/dryer vent cleaning businesses since the trade is unlicensed there. |            |
| Tools & equipment |                           | Theft from the truck or site                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |
| Umbrella          |                           | Above the GL limit                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |            |

# Insurance Quote Log

Three carriers per line, same limits, same deductible, or the comparison is meaningless. Note who answers the phone in a hurry - you will need that later.

| CARRIER / AGENT | LINE | LIMITS | ANNUAL PREMIUM | DEDUCTIBLE | DECISION |
|-----------------|------|--------|----------------|------------|----------|
|                 |      |        |                |            |          |
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# Questions for Your Attorney and Accountant

Two hours of professional time, once, before the first deposit. Tick each question when you have the answer in writing.

|                                                                                                                            |            |
|----------------------------------------------------------------------------------------------------------------------------|------------|
| <input type="checkbox"/> Which entity fits my situation, and when does a different tax election start to make sense?       | DATE _____ |
| <input type="checkbox"/> What has to be in the customer agreement before I cut an access opening in someone's duct system? | DATE _____ |
| <input type="checkbox"/> How should the guarantee and its exclusions be worded so they hold up?                            | DATE _____ |
| <input type="checkbox"/> What does my state require when a customer cancels a contract signed in their own home?           | DATE _____ |
| <input type="checkbox"/> What is my exposure if a homeowner claims pre-existing damage was mine?                           | DATE _____ |
| <input type="checkbox"/> Do I need anything additional in writing before working in an occupied rental?                    | DATE _____ |
| <input type="checkbox"/> Is my service taxable in this state, and does adding a sanitizing treatment change the answer?    | DATE _____ |
| <input type="checkbox"/> How much of every deposit should go straight into the tax account, and on what schedule?          | DATE _____ |
| <input type="checkbox"/> How do I document equipment purchases and mileage so the deduction survives a question?           | DATE _____ |
| <input type="checkbox"/> When does hiring my first helper change my insurance, my payroll and my filings?                  | DATE _____ |

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## Equipment Budget - Air Duct and Dryer Vent Cleaning

Real price ranges, sourced and dated. The essential column is what you need on day one; the rest waits until a paying job asks for it.

| ITEM                                                                                                                           | LOW            | HIGH            | DAY ONE? | YOUR PRICE | BOUGHT |
|--------------------------------------------------------------------------------------------------------------------------------|----------------|-----------------|----------|------------|--------|
| Turnkey rotary-brush + HEPA vacuum air duct cleaning system (source-removal method, single-tech portable, e.g. Rotobrush aiR+) | \$7,499        | \$8,999         | Yes      |            |        |
| Drill-powered dryer vent cleaning brush + extension rod kit (up to ~12 ft reach)                                               | \$7            | \$31            | Yes      |            |        |
| Duct/vent inspection borescope camera (pre/post-job documentation, blockage location)                                          | \$129          | \$349           | Yes      |            |        |
| HEPA-filter-capable wet/dry shop vacuum (register and work-area cleanup)                                                       | \$109          | \$199           | Yes      |            |        |
| Portable 6-gal. 150 PSI air compressor (powers pneumatic rotary-brush agitation tools)                                         | \$119          | \$219           | Yes      |            |        |
| Foil mastic duct sealant tape (reseals access holes/panels cut to run cleaning tools)                                          | \$14           | \$30            | Yes      |            |        |
| 3M P100 reusable half-face respirator + cartridges (mold, dust and allergen protection)                                        | \$20           | \$149           | Yes      |            |        |
| Heavy-duty canvas drop cloth (floor and furnishings protection during cleaning)                                                | \$12           | \$35            | Yes      |            |        |
| 6 ft. fiberglass step ladder (register/vent access)                                                                            | \$119          | \$227           | Yes      |            |        |
| Duct agitation whip/brush attachment kit (compressed-air line whips for hard-to-reach trunk and branch runs)                   | \$1,000        | \$5,000         | Yes      |            |        |
| Standalone negative-air containment machine (upgrade for larger commercial/multi-system jobs)                                  | \$5,499        | \$6,499         | Later    |            |        |
| EPA-registered antimicrobial/sanitizer treatment (Sporicidin or equivalent, for a paid sanitizing add-on service)              | \$40           | \$148           | Later    |            |        |
| <b>Essential equipment</b>                                                                                                     | <b>\$9,028</b> | <b>\$15,238</b> |          |            |        |

Ranges are retail prices at the time of research (sources in Resources). Used and rental are the day-one shortcuts.

# Total Startup Budget

Gear, vehicle, insurance and launch marketing added up. Write your own quotes in the margin, then add a reserve line the printed total does not include.

| LINE                                                                          | LOW             | HIGH            | YOUR NUMBER |
|-------------------------------------------------------------------------------|-----------------|-----------------|-------------|
| Essential equipment (previous page)                                           | \$9,028         | \$15,238        |             |
| Used compact cargo van (2018-2019 Ford Transit Connect Cargo, ~7-8 years old) | \$11,550        | \$12,850        |             |
| General liability, year one                                                   | \$500           | \$1,500         |             |
| Launch marketing                                                              | \$2,000         | \$5,000         |             |
| Licenses and permits                                                          |                 |                 |             |
| Software and phone, 3 months                                                  |                 |                 |             |
| Personal runway (chapter 1)                                                   |                 |                 |             |
| Reserve (10% of the total)                                                    |                 |                 |             |
| <b>Total startup</b>                                                          | <b>\$23,078</b> | <b>\$34,588</b> |             |

# Funding Sources

Every place the money could come from, ranked by what it costs and what it takes from you if year one runs slow.

| SOURCE | AMOUNT AVAILABLE | WHAT IT COSTS | WHAT IT RISKS | RANK | USE IT? |
|--------|------------------|---------------|---------------|------|---------|
|        |                  |               |               |      |         |
|        |                  |               |               |      |         |
|        |                  |               |               |      |         |
|        |                  |               |               |      |         |
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|        |                  |               |               |      |         |
|        |                  |               |               |      |         |

# Client-Financed Acquisition Plan

How the money from the job you are standing in pays for the next one. Write the splits before the first deposit lands, not after.

Your terms: deposit, payment on completion, or both - and the exact sentence you say when you ask for it.

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The split. Of every dollar that lands, what percentage goes to tax, reserve, marketing and you.

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What the marketing slice buys this week, named specifically, with who is doing it and by when.

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The smallest amount of money that gets you to your first paying job. Show your arithmetic.

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## Typical Jobs and Price Ranges - Air Duct and Dryer Vent Cleaning

What this trade actually bills by job type, sourced and dated. Write your own price in the margin next to each one, then check it against your break-even rate.

| TYPICAL JOB                                                          | LOW   | HIGH    | HOURS | PER HOUR (HIGH ÷ HOURS) | YOUR PRICE |
|----------------------------------------------------------------------|-------|---------|-------|-------------------------|------------|
| Whole-home air duct cleaning (national average job)                  | \$271 | \$509   | 3.5   | \$145                   |            |
| Air duct cleaning, larger or complex multi-system home               | \$450 | \$1,000 | 5     | \$200                   |            |
| Air duct cleaning, typical single-system home                        | \$300 | \$500   | 3     | \$167                   |            |
| Standard dryer vent cleaning                                         | \$75  | \$325   | 1     | \$325                   |            |
| Additional supply vent cleaned (per-vent add-on beyond base package) | \$25  | \$50    | 0.25  | \$200                   |            |
| EPA-registered duct/HVAC-unit sanitizing and disinfection add-on     | \$200 | \$550   | 1.5   | \$367                   |            |

Crews in this trade bill \$90–\$125 an hour (flat pricing). Technicians earn \$18–\$21 an hour.

# Good / Better / Best Builder

Three tiers on one page. Fill the anchor first, then work down. Name what each tier does NOT include - that column is what sells the one above it.

| TIER                      | WHAT IS INCLUDED | WHAT IT DOES NOT INCLUDE | YOUR PRICE | SHARE WHO CHOOSE IT |
|---------------------------|------------------|--------------------------|------------|---------------------|
| Best (anchor, said first) |                  |                          |            |                     |
| Better (the one you sell) |                  |                          |            |                     |
| Good (the honest floor)   |                  |                          |            |                     |
| Add-ons on every job      |                  |                          |            |                     |

# Break-Even Hourly Rate

The rate at which you have not lost money yet. Every dollar above it is the only pay you will ever actually see.

| LINE                       | YOUR NUMBER | WHERE THE NUMBER CAME FROM |
|----------------------------|-------------|----------------------------|
| Vehicle, fuel and upkeep   |             |                            |
| Insurance, all lines       |             |                            |
| Software, phone, banking   |             |                            |
| Marketing you will not cut |             |                            |
| Equipment replacement fund |             |                            |
| Your own household draw    |             |                            |
| Total annual overhead      |             |                            |
| Billable hours per week    |             |                            |
| Weeks you will really work |             |                            |
| Total billable hours       |             |                            |
| Break-even hourly rate     |             |                            |
| Target rate at your margin |             |                            |

## Markup vs Margin Table

Markup is what you add on top of cost. Margin is what you keep out of the price. Run ten real jobs through both columns and find out which one you have been using.

| JOB | YOUR TRUE COST | MARKUP YOU ADDED | PRICE QUOTED | MARGIN YOU ACTUALLY KEPT |
|-----|----------------|------------------|--------------|--------------------------|
|     |                |                  |              |                          |
|     |                |                  |              |                          |
|     |                |                  |              |                          |
|     |                |                  |              |                          |
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|     |                |                  |              |                          |



# Your Price-Raise Ladder

Quote ten, log the reaction, raise, repeat. Stop one step back from where the nos start outweighing the yeses.

Your Better price today, and the exact sentence you will use to say it without softening it.

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Ten quotes at that price: who flinched, who asked what was included, who just said yes.

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The new price after the raise, the date it starts, and what you changed in the scope to earn it.

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The price where the nos finally outweighed the yeses - and the one step back you settled on.

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# Your Attraction Offer

The first thing a stranger will buy from a company they have never heard of. Small, fast, real, and photographable.

The offer in one line: what they get, how long it takes, and the price you will publish.

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What it deliberately does NOT include, said out loud before they ask.

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The photograph or measurement that proves you did it, and how it reaches the customer.

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Where the next problem shows itself while you are doing this job.

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The sentence you will say to move from this job to the quote, word for word.

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# Upsell and Downsell Plan

Two upsells, three downsells. Decide them at the kitchen table so you never improvise one in a driveway.

**Upsell one:** what it is, the moment you offer it, and the proof you will be holding.

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**Upsell two:** what it is, the moment you offer it, and the proof you will be holding.

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**Downsell by scope:** what you remove, what you name it, and what stays priced as written.

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**Downsell by schedule or terms:** how they pay or when you split the work across visits.

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**The line you will not cross:** what you refuse to sell even when they would buy it.

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# Continuity or Referral Plan

Run this as a sixty-day test, not a plan step. Fill in the offer, write the kill number BEFORE the first offer, then log the count.

| ELEMENT OR MEASURE                     | WHAT IT IS | WHAT IS EXCLUDED | CADENCE | YOUR NUMBER |
|----------------------------------------|------------|------------------|---------|-------------|
| Annual dryer run and hood check        |            |                  |         |             |
| Filter swap on the visit               |            |                  |         |             |
| Priority scheduling                    |            |                  |         |             |
| Duct cleaning credit                   |            |                  |         |             |
| Renewal and cancellation terms         |            |                  |         |             |
| Your annual price, and how you set it  |            |                  |         |             |
| Offers made (target: 30 minimum)       |            |                  |         |             |
| Members sold                           |            |                  |         |             |
| Your kill number - stop below this     |            |                  |         |             |
| If it fails: the referral play instead |            |                  |         |             |

# What One Customer Is Worth Over Five Years

Run one real customer down the column. The total is what you are actually allowed to spend to find the next one.

| YEAR                       | WHAT THEY BUY | YOUR PRICE | YOUR TRUE COST | GROSS PROFIT KEPT |
|----------------------------|---------------|------------|----------------|-------------------|
| Year 1 - attraction job    |               |            |                |                   |
| Year 1 - upsell same visit |               |            |                |                   |
| Year 2                     |               |            |                |                   |
| Year 3                     |               |            |                |                   |
| Year 4                     |               |            |                |                   |
| Year 5                     |               |            |                |                   |
| Referrals they sent        |               |            |                |                   |
| Five-year total            |               |            |                |                   |

## Job-Start Checklist

The first ten minutes decide the review. Work it in order, every house, including the ones where you know the customer.

- |                                                                                                                        |            |
|------------------------------------------------------------------------------------------------------------------------|------------|
| <input type="checkbox"/> Confirmation text sent the day before and an on-my-way text when leaving the last job         | DATE _____ |
| <input type="checkbox"/> Parked without blocking them in, boot covers on before crossing the threshold                 | DATE _____ |
| <input type="checkbox"/> Walk the house with the homeowner: systems, registers, returns, dryer run and its termination | DATE _____ |
| <input type="checkbox"/> Scope and price confirmed out loud, and any change agreed and written before work starts      | DATE _____ |
| <input type="checkbox"/> Floor and furniture protection down at the air handler and every register to be opened        | DATE _____ |
| <input type="checkbox"/> Containment set, negative air running, sealed registers verified before agitation begins      | DATE _____ |
| <input type="checkbox"/> Camera in the return with the homeowner watching, and the starting photographs captured       | DATE _____ |
| <input type="checkbox"/> Pets located, doors and gates confirmed, and the family told where you will be working        | DATE _____ |
| <input type="checkbox"/> Water, power and access to the exterior dryer hood confirmed before you need them             | DATE _____ |
| <input type="checkbox"/> Safety data sheets in the van for every product on board today                                | DATE _____ |
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# Job-Close Checklist

She will not remember the trunk line. She will remember whether her house looked disturbed after you left.

|                                                                                                                             |            |
|-----------------------------------------------------------------------------------------------------------------------------|------------|
| <input type="checkbox"/> Every access opening resealed with listed mastic or foil tape, photographed, location written down | DATE _____ |
| <input type="checkbox"/> Registers and grilles back on straight, screws tight, nothing left loose or rattling               | DATE _____ |
| <input type="checkbox"/> Floors vacuumed where you worked and along the path you walked, including the stairs               | DATE _____ |
| <input type="checkbox"/> Handrails, door frames and light switches wiped where hands and hoses touched them                 | DATE _____ |
| <input type="checkbox"/> Filter changed or the correct size written down and handed to the homeowner                        | DATE _____ |
| <input type="checkbox"/> Dryer airflow checked at the exterior hood in front of the customer, and the reading noted         | DATE _____ |
| <input type="checkbox"/> Before-and-after photographs shown on screen, then the report emailed the same day                 | DATE _____ |
| <input type="checkbox"/> Walk-through completed with the homeowner and any concern fixed before the van is loaded           | DATE _____ |
| <input type="checkbox"/> Invoice presented, payment taken on site, receipt sent                                             | DATE _____ |
| <input type="checkbox"/> Review asked for in person, once, plainly - and the next visit booked or a reminder set            | DATE _____ |

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# Chemicals, Keys and Route Density

The three back-end habits that decide whether this trade is profitable or merely busy.

Every product you carry, and where its safety data sheet lives in the van.

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Your dilution rule: who mixes, in what, measured how, and how the container is marked.

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Key and code custody: what you log, where it is stored, and how it gets handed back.

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Your service area split into day-zones, and which day each zone gets.

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Jobs per day and drive minutes per job today - and the target you are working toward.

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# Equipment Log

One line per entry: date, machine, what you did, hours or jobs on it. Ten seconds now, or a Friday afternoon breakdown later.

[illegible]

# Your Warm 100 — 1 of 2

One hundred names, one at a time, by name. Log the contact and the follow-up date - most yeses in this trade arrive on the second or third try.

| #  | NAME | HOW YOU KNOW THEM | DATE CONTACTED | RESPONSE | FOLLOW-UP DATE |
|----|------|-------------------|----------------|----------|----------------|
| 1  |      |                   |                |          |                |
| 2  |      |                   |                |          |                |
| 3  |      |                   |                |          |                |
| 4  |      |                   |                |          |                |
| 5  |      |                   |                |          |                |
| 6  |      |                   |                |          |                |
| 7  |      |                   |                |          |                |
| 8  |      |                   |                |          |                |
| 9  |      |                   |                |          |                |
| 10 |      |                   |                |          |                |
| 11 |      |                   |                |          |                |
| 12 |      |                   |                |          |                |
| 13 |      |                   |                |          |                |
| 14 |      |                   |                |          |                |
| 15 |      |                   |                |          |                |
| 16 |      |                   |                |          |                |
| 17 |      |                   |                |          |                |
| 18 |      |                   |                |          |                |
| 19 |      |                   |                |          |                |
| 20 |      |                   |                |          |                |
| 21 |      |                   |                |          |                |
| 22 |      |                   |                |          |                |
| 23 |      |                   |                |          |                |
| 24 |      |                   |                |          |                |
| 25 |      |                   |                |          |                |

Your Warm 100 — 2 of 2

| #  | NAME | HOW YOU KNOW THEM | DATE CONTACTED | RESPONSE | FOLLOW-UP DATE |
|----|------|-------------------|----------------|----------|----------------|
| 26 |      |                   |                |          |                |
| 27 |      |                   |                |          |                |
| 28 |      |                   |                |          |                |
| 29 |      |                   |                |          |                |
| 30 |      |                   |                |          |                |
| 31 |      |                   |                |          |                |
| 32 |      |                   |                |          |                |
| 33 |      |                   |                |          |                |
| 34 |      |                   |                |          |                |
| 35 |      |                   |                |          |                |
| 36 |      |                   |                |          |                |
| 37 |      |                   |                |          |                |
| 38 |      |                   |                |          |                |
| 39 |      |                   |                |          |                |
| 40 |      |                   |                |          |                |
| 41 |      |                   |                |          |                |
| 42 |      |                   |                |          |                |
| 43 |      |                   |                |          |                |
| 44 |      |                   |                |          |                |
| 45 |      |                   |                |          |                |
| 46 |      |                   |                |          |                |
| 47 |      |                   |                |          |                |
| 48 |      |                   |                |          |                |
| 49 |      |                   |                |          |                |
| 50 |      |                   |                |          |                |

# Lead Magnet Plan

A small, complete, genuinely useful thing you give away - and the honest next problem it uncovers.

| ELEMENT                               | YOUR ANSWER |
|---------------------------------------|-------------|
| What you give away                    |             |
| How long it takes you                 |             |
| What it costs you to deliver          |             |
| Who exactly it is for                 |             |
| Where you offer it                    |             |
| What it reveals                       |             |
| The job that follows                  |             |
| The words you use to move to a quote  |             |
| How you follow up if they say not now |             |

# LTGP : CAC Worksheet

Gross profit over the customer's whole life with you, divided by what it cost to find them. Revenue is not the input.

| LINE                             | YOUR NUMBER | HOW YOU WORKED IT OUT |
|----------------------------------|-------------|-----------------------|
| Average first-job price          |             |                       |
| Labour on that job               |             |                       |
| Fuel, consumables, card fee      |             |                       |
| Gross profit on job one          |             |                       |
| Upsells on the same visit        |             |                       |
| Repeat work per year after       |             |                       |
| Years they stay with you         |             |                       |
| Referrals they send              |             |                       |
| Lifetime gross profit (LTGP)     |             |                       |
| Spend per lead                   |             |                       |
| Leads needed per customer        |             |                       |
| Cost to acquire a customer (CAC) |             |                       |
| LTGP : CAC ratio                 |             |                       |

# Rule of 100 - Daily Tracker

Pick your lane and hit the number on the days you do not feel like it. Those are the only days this measures anything.

| MEASURE                      | W1 | W2 | W3 | W4 | W5 | W6 | W7 | W8 | W9 | W10 | W11 | W12 |
|------------------------------|----|----|----|----|----|----|----|----|----|-----|-----|-----|
| Warm reach-outs sent         |    |    |    |    |    |    |    |    |    |     |     |     |
| Cold contacts made in person |    |    |    |    |    |    |    |    |    |     |     |     |
| Content posted               |    |    |    |    |    |    |    |    |    |     |     |     |
| Ad spend placed              |    |    |    |    |    |    |    |    |    |     |     |     |
| Conversations started        |    |    |    |    |    |    |    |    |    |     |     |     |
| Quotes given                 |    |    |    |    |    |    |    |    |    |     |     |     |
| Jobs booked                  |    |    |    |    |    |    |    |    |    |     |     |     |
| Follow-ups due today         |    |    |    |    |    |    |    |    |    |     |     |     |

## WEEK NOTES

# Estimate Visit Checklist

Run it in this order every time. The order is the technique - asking before telling is what makes the price land.

|                                                                                                                                       |            |
|---------------------------------------------------------------------------------------------------------------------------------------|------------|
| <input type="checkbox"/> Arrive inside the window, boot covers on, phone silenced before you knock                                    | DATE _____ |
| <input type="checkbox"/> Ask about the house first: age, systems, register count, whether the ductwork has ever been opened           | DATE _____ |
| <input type="checkbox"/> Ask what made them call, and write their exact words down where they can see you writing                     | DATE _____ |
| <input type="checkbox"/> Ask how long it has been happening and what they have already tried                                          | DATE _____ |
| <input type="checkbox"/> Answer the four fears before they are raised: mess, being cheated, being oversold, the stranger in the house | DATE _____ |
| <input type="checkbox"/> Camera into the return with the screen turned toward them, then stop talking                                 | DATE _____ |
| <input type="checkbox"/> Check the dryer run and the exterior hood while you are there, whether or not it was the reason you came     | DATE _____ |
| <input type="checkbox"/> Present the price in writing, with what is included and what is excluded, said out loud                      | DATE _____ |
| <input type="checkbox"/> Say the number, then stay quiet until they respond                                                           | DATE _____ |
| <input type="checkbox"/> Book the date on the spot, or set the specific follow-up time before you leave the driveway                  | DATE _____ |
|                                                                                                                                       |            |
|                                                                                                                                       |            |
|                                                                                                                                       |            |
|                                                                                                                                       |            |
|                                                                                                                                       |            |

# Objections and Replies - Air Duct and Dryer Vent Cleaning

The eight you will hear in your first month, with what each one usually means. Write the reply in your own words - a line read off a page sounds like a line read off a page.

| WHAT THEY SAY                                                                | WHAT IT REALLY MEANS                                                                    | YOUR REPLY |
|------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|------------|
| The other company does the whole house for a lot less.                       | I cannot see any difference between you two, so I am picking on price.                  |            |
| Does this actually do anything? I read that duct cleaning is a scam.         | I have been burned or I have read about people who were.                                |            |
| My HVAC company says I do not need it.                                       | Somebody I already trust told me not to buy from you.                                   |            |
| Can you just do the dryer vent today and we will talk about the ducts later? | I want to test you on something small before I risk the big ticket.                     |            |
| How do I know you will not find mould and jack the price up?                 | I have heard about the bait-and-switch and I am watching for it.                        |            |
| We just moved in - is it not already clean?                                  | I do not know how long this stuff lasts or who did what before me.                      |            |
| Let me talk to my husband and get back to you.                               | Either they genuinely decide together, or I have not been given a reason to move today. |            |
| Is there going to be dust everywhere when you are done?                      | I am afraid of the mess more than I am afraid of the price.                             |            |



## The Proof Kit You Carry to Every Visit

Proof, authority and reciprocity, all of it in a folder and on your phone before you knock on the first door.

- |                                                                                                                |            |
|----------------------------------------------------------------------------------------------------------------|------------|
| <input type="checkbox"/> Before-and-after photographs from at least three houses the same age as theirs        | DATE _____ |
| <input type="checkbox"/> A short video of a camera going into a return, ready to play without hunting for it   | DATE _____ |
| <input type="checkbox"/> Reviews from their own town, screenshotted so they load without signal                | DATE _____ |
| <input type="checkbox"/> A current certificate of insurance you offer before they ask for it                   | DATE _____ |
| <input type="checkbox"/> Your written scope sheet showing what is included and what is not                     | DATE _____ |
| <input type="checkbox"/> The airflow meter, working and calibrated, for the dryer hood check                   | DATE _____ |
| <input type="checkbox"/> A clean shirt, boot covers, and a folder that does not look like the floor of a truck | DATE _____ |
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# Review Request Script

Asked in the hallway it is a favour. Asked by text three days later it is spam. Write yours, then say it out loud until it stops sounding written.

The exact sentence you will say at the door, word for word, after the walk-through.

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What you hand them or show them at that moment, and where the link lives.

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What you will say if they hesitate - and why the answer is never to offer them something.

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Your one follow-up: when it goes out, on what channel, and what it says.

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How you reply to a bad review in public, in two sentences, without arguing.

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# First-Hire Scorecard

Hire against a standard, not a feeling. Score every candidate on the same rows and keep the sheets.

| WHAT YOU ARE TESTING                      | HOW YOU TEST IT | WHAT GOOD LOOKS LIKE | CANDIDATE A | CANDIDATE B |
|-------------------------------------------|-----------------|----------------------|-------------|-------------|
| Shows up on time to the interview         |                 |                      |             |             |
| Comfortable in crawlspaces and attics     |                 |                      |             |             |
| Can be trusted alone in a house           |                 |                      |             |             |
| Clean driving record and licence          |                 |                      |             |             |
| Respirator fit and willingness to wear it |                 |                      |             |             |
| Explains something technical to a layman  |                 |                      |             |             |
| Takes correction without argument         |                 |                      |             |             |
| Photographs and paperwork discipline      |                 |                      |             |             |
| Reason they left the last job             |                 |                      |             |             |
| References who actually answer            |                 |                      |             |             |
| How they talk about customers             |                 |                      |             |             |
| Wage they need to stay two years          |                 |                      |             |             |

## 30 / 60 / 90 Ramp Plan

Write it before he starts. Training from memory teaches your habits, including the ones you meant to fix.

| BLOCK                              | WHAT HE DOES | WHAT YOU STILL OWN | HOW YOU CHECK IT | THE STANDARD TO PASS |
|------------------------------------|--------------|--------------------|------------------|----------------------|
| Days 1-30: ride along              |              |                    |                  |                      |
| Days 1-30: safety and respirator   |              |                    |                  |                      |
| Days 31-60: dryer runs solo        |              |                    |                  |                      |
| Days 31-60: registers and returns  |              |                    |                  |                      |
| Days 61-90: full system supervised |              |                    |                  |                      |
| Days 61-90: photo report reviewed  |              |                    |                  |                      |
| Day 90: keep, correct or part ways |              |                    |                  |                      |

# Org Chart at \$250k, \$500k and \$1M

Draw the boxes for each size, then name the hat you must take off to get there.

At \$10K months with one van: every role you personally hold today, listed.

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At \$250k: who exists, who answers the phone, and what you stop doing.

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At \$500k: vans, lead technician, office and dispatch - and how your week changes.

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At \$1M: the roles you must hire before the work arrives, not after.

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The job you enjoy that you will have to hand to somebody else first.

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# Pay Plan and the Behaviour It Buys

Whatever you pay on is what you will get, delivered enthusiastically, including the version you did not intend.

| ELEMENT                         | HOW IT IS CALCULATED | THE BEHAVIOUR IT REWARDS | THE BEHAVIOUR IT RISKS |
|---------------------------------|----------------------|--------------------------|------------------------|
| Hourly base                     |                      |                          |                        |
| Per-job or per-system bonus     |                      |                          |                        |
| Complete photo sets uploaded    |                      |                          |                        |
| Callbacks at zero               |                      |                          |                        |
| Reviews naming the technician   |                      |                          |                        |
| Confirmed add-ons               |                      |                          |                        |
| Attendance and truck condition  |                      |                          |                        |
| Annual review and raise trigger |                      |                          |                        |

## Twelve-Month Forecast

The seasonal index is measured and printed. Fill jobs first, then price, then revenue - and decide now what you will sell in December.

| MONTH       | MONTH | INDEX | JOBS PLANNED | AVERAGE TICKET | REVENUE |
|-------------|-------|-------|--------------|----------------|---------|
| Jan         | 1.09  |       |              |                |         |
| Feb         | 0.96  |       |              |                |         |
| Mar         | 0.92  |       |              |                |         |
| Apr         | 0.91  |       |              |                |         |
| May         | 0.92  |       |              |                |         |
| Jun         | 1.09  |       |              |                |         |
| Jul         | 1.12  |       |              |                |         |
| Aug         | 1.09  |       |              |                |         |
| Sep         | 1.09  |       |              |                |         |
| Oct         | 1.02  |       |              |                |         |
| Nov         | 0.92  |       |              |                |         |
| Dec         | 0.85  |       |              |                |         |
| <b>Year</b> |       |       |              |                |         |

Demand index: 1.00 = an average month for this trade nationally (source in Resources). Your ZIP will differ — pencil your own index in the slow and busy months.

## Cash Flow Log

What landed, what left, and what is still owed to you. Deposits go in their own column and stay there until the work is finished.



# Profit First Allocations

Five accounts, moved on a fixed day. Start with shares small enough that you will not quietly stop doing it.

| ACCOUNT                        | SHARE YOU TAKE | MOVED ON | WHAT IT IS FOR | WHAT IT IS NEVER FOR |
|--------------------------------|----------------|----------|----------------|----------------------|
| Income (everything lands here) |                |          |                |                      |
| Tax                            |                |          |                |                      |
| Owner's pay                    |                |          |                |                      |
| Profit                         |                |          |                |                      |
| Operating expenses             |                |          |                |                      |
| Deposits held for jobs         |                |          |                |                      |
| Equipment replacement fund     |                |          |                |                      |

# KPI Scorecard - Air Duct and Dryer Vent Cleaning

The benchmarks are printed and sourced. Fill your own figure in beside each one, monthly, in pen, including the months you would rather not.

| MEASURE                                                                                               | W1 | W2 | W3 | W4 | W5 | W6 | W7 | W8 | W9 | W10 | W11 | W12 |
|-------------------------------------------------------------------------------------------------------|----|----|----|----|----|----|----|----|----|-----|-----|-----|
| Net margin, van-based single-truck operation (before owner comp) (target 47.5%)                       |    |    |    |    |    |    |    |    |    |     |     |     |
| Duct-cleaning franchise-model gross profit margin (target 60%)                                        |    |    |    |    |    |    |    |    |    |     |     |     |
| Broader HVAC-industry median net profit margin (ACCA benchmark) (target 5.8%)                         |    |    |    |    |    |    |    |    |    |     |     |     |
| Average duct-cleaning job ticket (EPA-cited range) (target 725 USD)                                   |    |    |    |    |    |    |    |    |    |     |     |     |
| Minimum viable startup capital (single rotary-brush system business) (target 5,995 USD)               |    |    |    |    |    |    |    |    |    |     |     |     |
| Average dryer vent cleaning ticket (target 140 USD)                                                   |    |    |    |    |    |    |    |    |    |     |     |     |
| Recurring home-maintenance membership price (includes annual dryer vent cleaning) (target 899 USD/yr) |    |    |    |    |    |    |    |    |    |     |     |     |

## WEEK NOTES

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## Monthly P&L

One line per account, this month against the same month last year. If gross profit slipped while revenue rose, find out why before the next quote.

## Days 1-30: Get Cash

One job this month: a paying customer who is not related to you. Date every line as you tick it.

- |                                                                                                                      |            |
|----------------------------------------------------------------------------------------------------------------------|------------|
| <input type="checkbox"/> Entity formed, tax number applied for, business bank account open and separate              | DATE _____ |
| <input type="checkbox"/> General liability bound, and the certificate saved where you can send it from your phone    | DATE _____ |
| <input type="checkbox"/> Licence question answered for your own state, in writing, from the state's own source       | DATE _____ |
| <input type="checkbox"/> Essential gear only bought - the list from chapter five, nothing from the ballroom demo     | DATE _____ |
| <input type="checkbox"/> Attraction offer written with one published price and what it excludes                      | DATE _____ |
| <input type="checkbox"/> One page live: phone number, service area, price, six photographs                           | DATE _____ |
| <input type="checkbox"/> The warm hundred written down, and the first twenty contacted one at a time                 | DATE _____ |
| <input type="checkbox"/> Three HVAC companies, two property managers and one appliance repair tech visited in person | DATE _____ |
| <input type="checkbox"/> First paying job completed, photographed, invoiced and paid on site                         | DATE _____ |
| <input type="checkbox"/> First review asked for in the hallway, in person, before leaving                            | DATE _____ |
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## Days 31-60: Get More Cash

This month is about the customers you already found, and about your own nerve on the price.

|                                                                                                                      |            |
|----------------------------------------------------------------------------------------------------------------------|------------|
| <input type="checkbox"/> Upsell offered on every single job at the moment of proof, without pre-judging the customer | DATE _____ |
| <input type="checkbox"/> Add-ons quoted as separate line items, never bundled in by accident                         | DATE _____ |
| <input type="checkbox"/> Price raised once, on new quotes only, with the date it took effect written down            | DATE _____ |
| <input type="checkbox"/> Ten quotes logged with the reaction to each, not just the outcome                           | DATE _____ |
| <input type="checkbox"/> Rule of 100 daily number hit on at least twenty working days                                | DATE _____ |
| <input type="checkbox"/> Photo report sent the same day on every job                                                 | DATE _____ |
| <input type="checkbox"/> Review asked for in person on every completed job                                           | DATE _____ |
| <input type="checkbox"/> Bank reconciled and the first monthly profit and loss actually read                         | DATE _____ |
| <input type="checkbox"/> Job-start and job-close checklists in use and taped inside the van door                     | DATE _____ |
| <input type="checkbox"/> Equipment log started, with filters and brushes checked and dated                           | DATE _____ |

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# Days 61-90: Get the Most Cash

Where a busy person becomes an owner: one experiment with a kill number, two decisions, four questions you can answer cold.

|                                                                                                                   |            |
|-------------------------------------------------------------------------------------------------------------------|------------|
| <input type="checkbox"/> Membership written on one page: included, excluded, renewal, cancellation                | DATE _____ |
| <input type="checkbox"/> Kill number written down before the first membership offer is made                       | DATE _____ |
| <input type="checkbox"/> Membership offered at the closeout walk on every finished job, and every offer counted   | DATE _____ |
| <input type="checkbox"/> Membership test read honestly at day 90: cleared the kill number, or referrals instead   | DATE _____ |
| <input type="checkbox"/> Referral relationships named, contacted personally, and thanked for anything sent        | DATE _____ |
| <input type="checkbox"/> Work turned away in the last sixty days counted and written down                         | DATE _____ |
| <input type="checkbox"/> First-hire scorecard drafted and the sub-versus-employee question put to your accountant | DATE _____ |
| <input type="checkbox"/> Break-even hourly rate recalculated with real numbers from real months                   | DATE _____ |
| <input type="checkbox"/> December decided: what you will sell and who you will sell it to                         | DATE _____ |
| <input type="checkbox"/> Tripwires written as numbers, with somebody else told what they are                      | DATE _____ |
| <input type="checkbox"/> Twelve-month forecast filled in, jobs first, against the seasonal index                  | DATE _____ |
| <input type="checkbox"/> The four questions answered without looking anything up                                  | DATE _____ |
|                                                                                                                   |            |
|                                                                                                                   |            |
|                                                                                                                   |            |
|                                                                                                                   |            |
|                                                                                                                   |            |

# Milestones and Tripwires

Every milestone gets a date. Every failure mode gets a number that fires without your permission.

| MILESTONE OR FAILURE MODE            | THE NUMBER | THE DATE | WHAT HAPPENS WHEN IT FIRES | WHO ELSE KNOWS |
|--------------------------------------|------------|----------|----------------------------|----------------|
| First paying stranger                |            |          |                            |                |
| First \$10K month                    |            |          |                            |                |
| Price raised once                    |            |          |                            |                |
| Ten quotes logged                    |            |          |                            |                |
| First member sold                    |            |          |                            |                |
| Reserve floor breached               |            |          |                            |                |
| Outreach missed three days running   |            |          |                            |                |
| Any job below break-even             |            |          |                            |                |
| A one-star review or second callback |            |          |                            |                |
| New monthly obligation signed        |            |          |                            |                |
| Work turned away for eight weeks     |            |          |                            |                |
| First hire started                   |            |          |                            |                |

## Decision Log

What you decided, when, why, and what you expected to happen. In a year this is the most valuable page in the book.