The Starving-Crowd Test for Your ZIP Codes

One page per market. If any of the three comes back no, the answer is no — go find a different circle on the map.

PAIN — name three situations in your ZIP codes where a homeowner needs a sweep or inspection this month, not someday.

PURCHASING POWER — what does the housing stock tell you? Ages, fireplace types, what a normal repair would be to these owners.

TARGETABILITY — list every way you can reach these homeowners repeatedly without buying a lead.

The verdict. Yes on all three, or which one failed and what you will do about it.

Your Homeowner Avatar

Write in her words, not yours. Steal the phrasing from real reviews of your competitors and from the calls you have taken.

Who is she? House, heating setup, how long she has owned it, who else lives there.

What is she afraid of, exactly? Write the fear in the sentence she would say out loud.

What has she already tried, and why did it not settle the question for her?

What does she type into a search bar at nine at night?

What would make her recommend you to the neighbour with the same chimney?

Personal Runway Worksheet

Real numbers only. This is the sheet that decides which month you launch and how long you can afford to be wrong.

MONTHLY PERSONAL EXPENSE	AMOUNT	COVERED BY (SAVINGS / SPOUSE / SIDE INCOME)

Demand by Month — Chimney Sweep

The index is national search demand for this trade, averaged across five years and normalised so an average month reads as one. Fill in what you intend to sell in the low months before you get there.

MONTH	DEMAND INDEX	JOBS YOU EXPECT	REVENUE YOU EXPECT	WHAT YOU WILL DO IN THE SLOW MONTHS
Jan	1.16			
Feb	0.82			
Mar	0.69			
Apr	0.62			
May	0.64			
Jun	0.73			
Jul	0.77			
Aug	0.89			
Sep	1.19			
Oct	1.66			
Nov	1.62			
Dec	1.21			
Year				

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

Her words, her timeframe, her feeling. If you cannot say it in one sentence, you have not found it yet.

The result she wants, stated as a specific outcome with a timeframe attached to it.

The feeling underneath the result — what changes in her week once this is handled.

The sentence she would use telling a neighbour what you did for her.

What she is quietly afraid you will do to her during the visit.

Your one-sentence dream outcome, rewritten until it sounds like a person said it.

Obstacle → Solution Map

Fifteen things standing between this homeowner and the outcome. Sort each into knowledge, skill, environment or psychology, then reverse 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.

COMPONENT	PROBLEM IT SOLVES	VALUE TO THEM	COST TO YOU	KEEP / BONUS / CUT

Guarantee and Offer Name

Bounded to work you performed, with a window, and with the exclusions written where she can read them.

What exactly are you standing behind? Name the work, not the outcome of the whole chimney.

For how long, and what does making it right actually look like when you are the one driving back?

The exclusions, in plain sentences you would be comfortable reading out loud at the kitchen table.

Three names for this offer. Circle the one a homeowner could repeat from memory.

Service Area and Jobs You Will Not Do

Two rings, one ideal customer, and a no list you would actually hand to whoever answers your phone.

Core ring — the drive time you will accept any day, and the towns and ZIP codes inside it.

Second ring — where you go only when you can book two on the same trip, and how you price the travel.

Your ideal customer in one paragraph: house, habits, what they buy from you over the next few years.

The no list. Jobs, roof conditions, customer situations and price-shoppers you will decline on the phone.

Ten-Competitor Scan

Search your town the way a homeowner would, at night, on a phone. Fill a row for each of the top ten, then find the gap they all left open.

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

Your One-Liner and Positioning Statement

Problem, plan, success. Three beats, no jargon, and short enough for a customer to repeat from memory.

The problem, said the way a homeowner would say it, not the way the trade says it.

Your plan — the three things you do, in order, on every visit.

The success — what her life looks like after, in one concrete sentence.

Assemble it, then rewrite it four times. Circle the version a stranger repeated back correctly.

Entity, EIN and Bank Setup

One week of unglamorous errands. Date each line as you finish it so you can prove to yourself the week happened.

- [ ] Pick the entity with your accountant and file it with the state. DATE
- [ ] Get the EIN direct from the tax authority — free, online, same day. DATE
- [ ] Open a business checking account in the entity name and fund it deliberately. DATE
- [ ] Open a business card that never buys anything personal. DATE
- [ ] Register the business name and check the matching domain and email are available. DATE
- [ ] Check the city and county occupational licence requirements for every town in your core ring. DATE
- [ ] Ask the accountant whether services, parts or both are taxable in your state. DATE
- [ ] Set up bookkeeping software before the first invoice, not after the first hundred. DATE
- [ ] Claim and verify your Google Business Profile with real service areas. DATE
- [ ] Create a business phone line that is not your personal number. DATE
- [ ] Set a calendar reminder for the annual entity filing so you never let it lapse. DATE
- [ ] Book the certification exam date and pay for it so it becomes real. DATE

License Requirements by State — Chimney Sweep

Read this table twice. A no means routine sweeping is unlicensed there — it does not mean relining, crown and cap work are, and that is where the thresholds bite.

STATE	LICENSE REQUIRED?	LICENSE	BOARD	FEE	EXAM
Kentucky	No statewide	—	Check city / county	—	No
Texas	No statewide	—	Check city / county	—	No
California	No statewide	—	Check city / county	—	No
Florida	No statewide	—	Check city / county	—	No
New York	No statewide	—	Check city / county	—	No
Pennsylvania	Yes	Home Improvement Contractor (HIC) Registration	PA Office of Attorney General	$100	No
Illinois	No statewide	—	Check city / county	—	No
Ohio	No statewide	—	Check city / county	—	No
Georgia	Yes	Residential-Basic Contractor	GA State Licensing Board for Residential and General Contractors (Secretary of State)	$210–$342	Yes
North Carolina	No statewide	—	Check city / county	—	No
Michigan	No statewide	—	Check city / county	—	No

Rules change — confirm with the board before you spend a dollar.

Insurance Lines and Annual Cost Ranges

What each line covers and what a one-van shop typically pays. Get three quotes on every row and ask each agent what they will not cover.

COVERAGE	TYPICAL ANNUAL COST	WHAT IT COVERS	YOUR QUOTE
General liability	\$500–\$1,500	Damage or injury you cause to others	
Workers comp	1.68–2.45 per \$100 payroll	Your crew, hurt on the job	
Commercial auto	\$3,000–\$4,800	The truck and what it hits	
Bond	\$10,000–\$25,000	Most states do not license chimney sweeping, so no statewide license bond is required; where a state or municipality does require one (as part of a home-improvement contractor registration, or in the handful of states that specifically license chimney sweeps), typical bond face values run \$10,000-\$25,000 with annual premiums of 1-5% of the bond amount.	
Tools & equipment		Theft from the truck or site	
Umbrella		Above the GL limit	

Insurance Quote Log

Three quotes per line, from agents who have written this trade before. Note the exclusions — that is where the differences actually live.

CARRIER / AGENT	LINE	LIMITS	ANNUAL PREMIUM	DEDUCTIBLE	DECISION

Questions for Your Attorney and Accountant

Take this page to both appointments. Write their answers in the margin — they are the ones qualified to give them.

- [ ] Which entity fits my situation in this state, and what does it cost to maintain each year? DATE ____
- [ ] What do I have to do annually to keep the liability separation intact? DATE ____
- [ ] What must my written scope and change-order process contain so a growing job does not become a dispute? DATE ____
- [ ] What does this state require me to give a homeowner before work begins? DATE ____
- [ ] Is there a cancellation period for work sold inside the home, and how do I document it? DATE ____
- [ ] Are my services taxable here? Are parts taxable? How do I collect and remit? DATE ____
- [ ] How much of every deposit should move out of operating the day it lands, and where to? DATE ____
- [ ] What is the honest contractor-versus-employee test in this state, and what is the penalty if I get it wrong? DATE ____
- [ ] What records do you want from me monthly, and in what format? DATE ____
- [ ] What happens to the business if I am hurt and cannot work for a season? DATE ____

Equipment Budget — Chimney Sweep

Researched price ranges with the essentials flagged. Fill the last column with your own quotes and circle anything that can wait until a customer funds it.

ITEM	LOW	HIGH	DAY ONE?	YOUR PRICE	BOUGHT
Rotary chimney cleaning system (drill-powered whip + rod kit)	$78	$100	Yes		
Chimney brush kit (poly/wire, assorted flue sizes)	$29	$50	Yes		
Smoke chamber brush (angled, for the area above the firebox)	$25	$50	Yes		
Industrial HEPA ash/soot vacuum	$600	$1,500	Yes		
Chimney video inspection camera kit (Level 2 scans)	$150	$500	Yes		
32-40 ft. extension ladder (roof/chimney access)	$499	$599	Yes		
Roof fall-protection harness & lifeline bucket kit	$94	$125	Yes		
PPE kit (dust respirator + safety goggles)	$40	$85	Yes		
Drop cloths / dust curtains (hearth and floor protection)	$10	$40	Yes		
Inspection flashlight / headlamp	$30	$100	Yes		
Cordless drill/driver kit (powers rotary rods)	$99	$329	Yes		
Telescoping inspection mirror	$10	$30	Yes		
Chemical creosote remover / conditioner	$15	$25	Later		
Starter stock of chimney caps (assorted sizes/materials)	$15	$1,000	Later		
Silane/siloxane masonry waterproofing sealer (per gallon)	$40	$65	Later		
Fireplace glass door cleaner	$8	$15	Later		
Essential equipment	**$1,664**	**$3,508**			

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

Total Startup Budget

Essentials plus vehicle, liability and launch marketing. Add your own reserve and owner-pay lines at the bottom — they are not in the total.

LINE	LOW	HIGH	YOUR NUMBER
Essential equipment (previous page)	$1,664	$3,508	
General liability, year one	$500	$1,500	
Launch marketing	$1,000	$3,000	
Subtotal before a vehicle	**$3,164**	**$8,008**	
Used cargo van (2021 Ford Transit Connect, ~5 years old)	$16,650	$18,150	
Licenses and permits			
Software and phone, 3 months			
Personal runway (chapter 1)			
Reserve (10% of the total)			
Total startup	**$19,814**	**$26,158**	

Funding Sources

List every source you could actually use, ranked cheapest and least risky first. Be honest in the last column.

SOURCE	AMOUNT AVAILABLE	COST (RATE / EQUITY / FAVOR)	SPEED	USE IT?

Client-Financed Acquisition Plan

How the money from the job you did today buys the customer you serve next week. Write the loop down and then run it.

How you collect on site — the exact method, and what you say when you ask for payment.

Your split the moment money lands: tax share, marketing share, operating share.

What the marketing share buys this week, specifically, in your ZIP codes.

How you will know it worked — the number you check and when you check it.

Typical Jobs and Price Ranges — Chimney Sweep

Researched national ranges for this trade's common jobs. Write your own number in the last column and the conditions that move it.

TYPICAL JOB	LOW	HIGH	HOURS	PER HOUR (HIGH ÷ HOURS)	YOUR PRICE
Standard chimney sweep & Level 1 inspection (residential)	$129	$381	1.5	$254	
Level 1-2 chimney inspection (camera scan)	$100	$600	2	$300	
Chimney cap installation/replacement	$75	$500	1.5	$333	
Chimney crown repair/resurfacing	$150	$450	3	$150	
Chimney crown full replacement	$750	$3,000	8	$375	
Dryer vent cleaning & inspection (CSIA C-DET add-on)	$130	$220	1	$220	
Stainless steel chimney liner installation	$1,500	$5,000	6	$833	

Crews in this trade bill $65—$80 an hour (flat pricing). Technicians earn $16—$31 an hour.

Good / Better / Best Builder

Build all three before you quote any of them. The anchor gets shown first and it has to be a real offer you would happily deliver.

	GOOD	BETTER	BEST
Name			
What is included			
What is left out			
Price			
Guarantee			
Who buys it			
Anchor shown first?			

Break-Even Hourly Rate

Every fixed cost, then the hours a customer actually pays for. The quotient is the floor your price starts above.

LINE	MONTHLY AMOUNT	NOTES
Your pay		
Insurance		
Vehicle + fuel		
Software + phone		
Tools + repairs		
Marketing		
Other fixed		
TOTAL monthly nut		
Billable hours per month		
Break-even hourly = nut ÷ hours		
Target margin %		
Your rate = break-even ÷ (1 − margin)		

Markup vs Margin Table

Fill this once, keep it on the visor. Marking a cost up by half does not leave you half the price.

JOB COST	MARKUP %	PRICE	MARGIN %

Your Attraction Offer

The first thing a stranger buys from you. Priced, specific, and built around what she is actually afraid of.

What is the offer, in the sentence you would say on the phone?

What does it reveal that she could not see herself — and what proof does she keep afterward?

What does it cost her, what does it cost you, and how fast do you get paid?

Where do you advertise it, and what makes somebody call today rather than in October?

Upsell and Downsell Plan

What a solved problem creates next, and what you offer when the answer is no. Never a discount on the same job.

The three findings you most often see, and the job each one turns into.

The exact words you use to move from the report to the repair.

Downsell A — change how they pay. What terms can you actually afford to offer?

Downsell B — change what they get. Which reduced scope is still honest work?

Continuity or Referral Plan

This trade has a real annual cycle. Design the membership, the reward for referrals, and when in the visit you offer each.

PLAY	WHAT THEY GET	PRICE / REWARD	WHEN YOU OFFER IT	TARGET TAKE-RATE

Job-Start Checklist

Before anything gets dirty. Print it, laminate it, follow it on the day you feel too experienced for it.

- [ ] Confirm with the customer what she thinks she is buying, out loud, before you unload. DATE
- [ ] Walk the exterior — roof line, crown, cap, flashing — and photograph anything already damaged. DATE
- [ ] Photograph the hearth, surround and nearest furnishings before you touch them. DATE
- [ ] Ask about pets, children and anybody sleeping, and agree where you will be working. DATE
- [ ] Seal the fireplace opening and lay drop cloths well past where you think you need them. DATE
- [ ] Set the HEPA vacuum and start it before the first brush goes in. DATE
- [ ] Confirm the flue is cold and the damper position before starting. DATE
- [ ] Set the ladder at the correct angle and tie it off; harness on before the roof, every time. DATE
- [ ] Check weather and wind before any roof-level work and reschedule without apology if it is wrong. DATE
- [ ] Tell her roughly how long you will be and what she will hear. DATE

Job-Close Checklist

This is the list that earns the review. The work was already done — this is what she remembers.

- [ ] Vacuum the firebox, surround and floor; leave it cleaner than you found it. DATE
- [ ] Wipe the glass doors and the hearth. DATE
- [ ] Remove every cloth, every tool, every scrap of packaging from the property. DATE
- [ ] Walk her through the findings with the photos in your hand, including what passed. DATE
- [ ] Deliver the written report and any quote before you leave the driveway. DATE
- [ ] Take payment on site. DATE
- [ ] Book next year's visit or offer the annual plan while she is standing there. DATE
- [ ] Ask for the review in person, then send the link the same day. DATE
- [ ] Attach every photo and note to her customer record, not your camera roll. DATE
- [ ] Note anything you deferred, so next year's visit starts where this one stopped. DATE

Family Worksheet

Chemicals, keys and route density — the three unglamorous things that decide whether this business is insurable and profitable.

SDS binder: every product you carry, where the paper copy lives, where the cloud copy lives, who updates it.

Dilution and labelling rules for your sealers, removers and cleaners — write the rule, not the intention.

Key and alarm-code custody: how they are logged, labelled, stored and returned. Who is responsible.

Route density: how you group bookings by geography and what you offer a neighbour on the same morning.

Equipment Log

What you own, what it cost, and when it is next due for service. A minute a week tells you what your gear actually costs to run.

ITEM	BOUGHT	COST	SERVICE DUE	SERVICED	NOTES

Your Warm 100 — 1 of 2

A hundred names, not fifty. Family, the old crew, church, the parts counter, the school pickup line. Ask each one who they know — never ask for the job.

#	NAME	HOW YOU KNOW THEM	CONTACTED	RESPONSE	REFERRAL?
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	CONTACTED	RESPONSE	REFERRAL?
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

One small problem, solved completely and given away, which reveals the bigger one you get paid for. Include the checks she can genuinely do herself — that honesty is the mechanism.

ELEMENT	YOUR ANSWER
Narrow problem it solves	
Type (reveal / sample / one step)	
Delivery format	
Name (test three)	
Time to consume	
The next problem it reveals	
The offer that solves it	

LTGP : CAC Worksheet

What a customer is worth against what a customer costs. Use last month's real spend and last month's real new customers, not the numbers from a good month.

LINE	AMOUNT	HOW YOU GOT IT
Average job price		
Gross margin %		
Gross profit per job		
Jobs per customer (lifetime)		
LTGP		
Marketing spend last 30 days		
New customers last 30 days		
CAC		
LTGP : CAC		

Rule of 100 — Daily Tracker

One of these every working day. Twelve weeks of ticks. The empty weeks will explain your quiet months better than any theory ever could.

MEASURE	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12
Cold reaches												
Warm reaches												
Content minutes												
Ad minutes / dollars												
Follow-ups sent												
Estimates booked												

WEEK NOTES

Estimate Visit Checklist

An hour in somebody's house. Run the same order every single time, so the nervous visits go the way the easy ones do.

- [ ] Confirm the evening before with a real arrival time, not a window — DATE ____
- [ ] Text when you leave the previous job — DATE ____
- [ ] Wipe your feet, cover your boots, ask where she would like you to come in — DATE ____
- [ ] Ask about naps, pets and calls before you start making noise — DATE ____
- [ ] Ask the five questions and write the answers down where she can see you writing — DATE ____
- [ ] Walk the exterior and photograph anything already damaged before you touch it — DATE ____
- [ ] Cloths down, hearth sealed, vacuum running before the first brush moves — DATE ____
- [ ] Photograph what passes as well as what fails — DATE ____
- [ ] Name anything that needs a licensed trade or a certification you do not hold, and hand over two numbers — DATE ____
- [ ] Do one small useful thing at no charge and say nothing about it — DATE ____
- [ ] Show the findings on the screen before you say any price — DATE ____
- [ ] Present the three options highest first, then stop talking — DATE ____
- [ ] Book the next visit and ask for the review before you leave the room — DATE ____

Objections and Replies — Chimney Sweep

The first two columns are printed for you. The third is blank on purpose: write the reply in your own words, then say it out loud until it stops sounding like a script.

WHAT THEY SAY	WHAT IT REALLY MEANS	YOUR REPLY
My cousin does chimneys on the side and he'd do it for half.	I cannot tell two sweeps apart, so price is the only ruler I have been handed.	
The last guy said everything was fine.	I am worried you are about to invent a problem so you can sell me something.	
How do I know I actually need a liner?	This is a repair I cannot see, priced like a used car, sold by a stranger in my living room.	
Can you just clean it and skip the inspection?	I want the cheap half of what you are selling and I do not know the inspection is where the safety lives.	
That's a lot of money for one visit.	I am comparing you to a two-hour errand, not to what the visit prevents.	
I need to talk to my husband before we decide.	Either that is true, or you have not given me anything I feel comfortable repeating to him.	
Can you come out today?	Something scared me last night and I want it to stop today.	
Why is the camera scan extra?	I think you are unbundling something that should have been included.	

Review Request Script

At the door, in person, while she is looking at the clean hearth. Ask everybody. Offer nothing in exchange.

Your ask, word for word — short enough to say without reading it:

When and how the link goes out, and who is standing where when it does:

Your reply to a bad review — you are writing to the next hundred readers, not the reviewer:

Your weekly review count, and the day you check it:

First-Hire Scorecard

All of them true, with the evidence written in beside each one, or the answer is not yet. Not yet is a real answer, not a failure.

SIGNAL	YES / NO	EVIDENCE
Turning away work weekly		
Working > 55 hours		
Callbacks rising		
Cash covers 8 weeks of wages		
A job description exists		
A training week is planned		
A 90-day exit plan exists		

30 / 60 / 90 Ramp Plan

Write it before the first interview. What he owns at each stage, what he touches, and what you still inspect with your own eyes.

MILESTONE	DAY 30	DAY 60	DAY 90

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

Seats, not names. Write down who answers the phone at each size — in this trade that one seat decides more than any other.

At $250k: who does what, and which single seat would unlock the most billable hours?

At $500k: what has to be written down before a second van can run without you inside it?

At $1M: what are you doing all day, and who owns the calendar?

The seat you would fill first if the money appeared tomorrow — and why that one:

Loaded Cost of One Technician

The wage is never the cost. Fill every line monthly, then divide by the hours he can actually bill to find what he has to earn before he earns you anything.

LINE	MONTHLY AMOUNT	NOTES
Base wage		
Employer payroll taxes		
Workers compensation		
Phone and uniform		
Second set of tools		
Fuel and vehicle share		
Training time (unbilled)		
TOTAL loaded monthly cost		
Billable hours per month		
Loaded cost per billable hour		
Revenue he must produce to break even		

Twelve-Month Forecast

The printed index is national search interest for this trade, detrended across five years. Pencil in jobs, ticket and revenue beside it — then correct yourself in three months.

MONTH	DEMAND INDEX	JOBS	AVG TICKET	REVENUE	COSTS	PROFIT
Jan	1.16					
Feb	0.82					
Mar	0.69					
Apr	0.62					
May	0.64					
Jun	0.73					
Jul	0.77					
Aug	0.89					
Sep	1.19					
Oct	1.66					
Nov	1.62					
Dec	1.21					
Year						

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

One line a week. The deposits column is money you are holding that is not yours to spend — keep that column honest and it will keep you solvent.

WEEK	CASH IN	CASH OUT	BALANCE	DEPOSITS HELD	NOTES

Profit First Allocations

Allocate on the day the money lands, into separate accounts, before you spend any of it. Start small enough that you barely notice, then raise a step each quarter.

ACCOUNT	TARGET %	THIS MONTH $	ACTUAL %
Income (100%)			
Profit			
Owner pay			
Tax			
Operating expenses			
Materials / subs pass-through			

KPI Scorecard — Chimney Sweep

Researched benchmarks, printed for you. Fill in your own number each month and watch the direction of travel, not the gap.

MEASURE	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12
Completed jobs per technician per day (service/repair work) (target 4 jobs/day)												
Technician utilization rate (billable hours / available hours) (target 70%)												
Gross margin (well-run field-service shop) (target 52.5%)												
Net profit margin (healthy field-service business) (target 12.5%)												
Same-day booking rate (target 12.5%)												
One-time customer to recurring-plan conversion rate (target 40%)												

WEEK NOTES

Monthly P&L

Direct costs and overhead on separate lines, every month, without exception. That split is the only reason this page can tell you anything.

MONTH	REVENUE	MATERIALS + SUBS	LABOR	OVERHEAD	NET PROFIT

Days 1–30: Get Cash

One measure this month: a stranger pays you. Tick these in order and ignore anything that is not on the list.

- [ ] Entity formed, EIN issued, business bank account open — DATE ______
- [ ] General liability bound and the certificate saved where you can send it in a minute — DATE ______
- [ ] Essential kit only — nothing from the nice-to-have column — DATE ______
- [ ] Attraction offer written in one sentence you can say without reading it — DATE ______
- [ ] Price sheet built: Good, Better, Best, with the anchor shown first — DATE ______
- [ ] Map profile live with photographs of your own work, in the town you serve — DATE ______
- [ ] The hundred names written down before you message anybody — DATE ______
- [ ] All hundred contacted individually inside seven days — DATE ______
- [ ] First paying job completed, photographed and reviewed the same day — DATE ______
- [ ] Card payment working on the phone, tested on a real transaction — DATE ______
- [ ] Job-start and job-close checklists printed and in the van — DATE ______
- [ ] Office hour booked into the calendar as a recurring appointment — DATE ______

Days 31–60: Get More Cash

No new customers required this month. Make the ones you already have worth more, and find out what your price can actually be.

- [ ] Camera scan on every single visit, no exceptions — DATE
- [ ] Written report with photographs delivered before you leave the driveway — DATE
- [ ] Attachment rate tracked weekly and written where you can see it — DATE
- [ ] Price raised once, on a named date, for new customers only — DATE
- [ ] Existing customers told in writing that their price holds until renewal — DATE
- [ ] Nos counted for three weeks after the raise — DATE
- [ ] Declined repairs logged with photographs for the spring callback list — DATE
- [ ] Three referral partners visited in person — DATE
- [ ] Reviews asked for on every job and counted every Friday — DATE
- [ ] First month of books reconciled and the P&L read once — DATE

Days 61–90: Get the Most Cash

Make the year repeat, then decide about people. Use the scorecard for the hire, not your mood on a Sunday night.

- [ ] Membership offered on every completed visit — DATE ________
- [ ] Next year's visit booked into the calendar before leaving the driveway — DATE ________
- [ ] One referral asked for by name from every satisfied customer — DATE ________
- [ ] Referral reward chosen — something real, and not a discount — DATE ________
- [ ] Spring products scheduled: dryer vents and waterproofing — DATE ________
- [ ] Declined-repair list called in order — DATE ________
- [ ] First-hire scorecard completed with written evidence — DATE ________
- [ ] Tax set-aside account funded from every deposit since day one — DATE ________
- [ ] Wheel reviewed: the thinnest spoke named and dated — DATE ________
- [ ] Next ninety days written before this one ends — DATE ________

Milestones and Tripwires

A milestone without a tripwire is a wish. Write what tells you it is going wrong while there is still time to do something about it.

MILESTONE	TARGET DATE	TRIPWIRE (WHAT TELLS YOU IT IS OFF)	HIT?

Decision Log

Every decision, why you made it, and the date you will look at it again. This page is how you stop arguing with yourself about settled things.

DATE	DECISION	WHY	REVISIT ON