The Starving-Crowd Test for Your ZIP Codes

Three criteria, no partial credit. Score every ZIP code you can reach in under thirty minutes of drive time.

PAIN — The five yard problems people near you pay to make stop. Dog, pool code, neighbor, privacy, resale.

PURCHASING POWER — Owner-occupied share, typical home value, and what a fence costs against it, per ZIP.

TARGETABILITY — Where does this buyer already gather? Name the groups, the agents, the builders, the vets.

VERDICT — Which ZIP passes all three, and what single fact would change your mind about it?

Your Homeowner Avatar

One person, not a demographic. Write it in her words, and steal those words for your ads later.

The trigger — what changed in her life this month that put a fence on the list?

What she is afraid of, in her words, not yours.

What she has already tried, and how it went.

The exact phrases she types into her phone at eleven at night.

What she would tell the neighbor about you if you got this right.

Personal Runway Worksheet

Real numbers, not brave ones. Only the last line decides anything.

MONTHLY PERSONAL EXPENSE	AMOUNT	COVERED BY (SAVINGS / SPOUSE / SIDE WORK)
Housing		
Utilities		
Groceries		
Vehicle payment		
Fuel		
Personal insurance		
Health insurance		
Phone and internet		
Childcare		
Debt minimums		
Everything else		
TOTAL monthly nut		
Cash on hand today		
Months of runway (cash divided by nut)		

Demand by Month — Fence Installation

This is fencing's own search seasonality, rescaled so the year averages one. Plan the slow months while you are still busy.

MONTH	DEMAND INDEX	JOBS YOU EXPECT	REVENUE YOU EXPECT	WHAT YOU WILL DO IN THE SLOW MONTHS
Jan	0.83			
Feb	0.89			
Mar	0.99			
Apr	1.09			
May	1.01			
Jun	1.22			
Jul	1.19			
Aug	1.13			
Sep	1.06			
Oct	0.89			
Nov	0.86			
Dec	0.84			
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 outcome, her words, with a clock on it. Write badly first, then cut it down to one sentence.

The specific result she wants, described the way she would describe it to her sister.

The timeframe you will actually hit on a normal week, not a heroic one.

The feeling on the other side of it. What stops being a problem in her life?

The one sentence: result, plus timeframe, plus feeling. Say it out loud before you write it.

Obstacle → Solution Map

Fifteen real reasons she does not sign. Sort, then reverse each one into something you can hand her.

#	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

Name every component. Score it. Keep the high-value, low-cost pieces and cut the rest without mercy.

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

Guarantee and Offer Name

Only promise what you would honor on your worst week of the season.

The risk she is carrying right now that you could carry instead.

Your guarantee, in one sentence, with the response window and who answers the call.

What honoring it costs you on a bad job, and how you price that into every bid.

Three names for the offer. Outcome, buyer, interval. Circle the one you would say on the phone.

Service Area and Jobs You Will Not Do

Define the ring and the refusals now, in writing, while nobody is waving money at you.

Your radius in minutes, and the ZIP codes inside it.

The premium you charge outside the ring, and the sentence you use to explain it.

The jobs you will refuse: material, slope, size, and the neighbor-dispute rule.

Your repair policy: minimum charge, which day of the week, and who runs them.

The one customer type you want more of, described so a friend could spot one.

Ten-Competitor Scan

Search your city and the word fence. First ten results. Read their reviews, not just their homepages.

COMPANY	RATING	REVIEWS	PRICE SIGNAL	THEIR PROMISE	GAP YOU CAN OWN

Drive-Time and Job Density Map

One row per ZIP code. Windshield time is the cost nobody puts on the estimate.

ZIP CODE	DRIVE TIME ONE WAY	AGING FENCES YOU COUNTED	SUPPLY HOUSE NEARBY?	IN OR OUT

Your One-Liner and Positioning Statement

Problem, plan, result. One breath. Test it on someone outside the trade before you print it.

The problem, stated the way she would state it to a friend.

Your plan in three steps, named so she can repeat them.

What her life looks like the week after the fence is done.

The full one-liner, and the operating promise you have to keep for it to stay true.

Entity, EIN and Bank Setup

One weekend, done once. Check the date, not just the box.

- [ ] Choose the entity type and confirm the annual filing cost in your state — DATE
- [ ] File the formation paperwork and save the stamped copy where you can find it — DATE
- [ ] Get the federal EIN directly from the tax authority — never through a paid service — DATE
- [ ] Register the business name locally if your state or county requires it — DATE
- [ ] Open a business checking account and order a debit card in the business name — DATE
- [ ] Open a second account for taxes and move a fixed share of every deposit into it — DATE
- [ ] Set up bookkeeping software and connect the bank feed before the first job — DATE
- [ ] Confirm sales tax treatment for fence materials and labor in your state — DATE
- [ ] Register for state and local business licenses where required — DATE
- [ ] Put the entity name, EIN and account numbers in one document your spouse can find — DATE

License Requirements by State — Fence Installation

Fencing is lightly licensed and unevenly licensed. Find your state, then call your county anyway.

STATE	LICENSE REQUIRED?	LICENSE	BOARD	FEE	EXAM
Kentucky	No statewide	—	Check city / county	—	No
Texas	No statewide	—	Check city / county	—	No
California	Yes	C-13 Fencing Contractor	Contractors State License Board (CSLB)	$200–$350	Yes
Florida	Yes	Certified Fence Contractor (Specialty Building Contractor)	Florida DBPR / Construction Industry Licensing Board (CILB)	$145–$245	Yes
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)	$200–$332	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

Four lines. Get two quotes on each and compare limits and deductibles, not just the premium.

COVERAGE	TYPICAL ANNUAL COST	WHAT IT COVERS	YOUR QUOTE
General liability	$600–$1,500	Damage or injury you cause to others	
Workers comp	6.53–25.93 per $100 payroll	Your crew, hurt on the job	
Commercial auto	$1,200–$3,000	The truck and what it hits	
Bond	$15,000–$25,000	Bond requirement depends on state contractor licensing: Washington requires a $15,000 specialty-contractor bond; California CSLB requires a $25,000 bond for C-13 Fencing Contractor licensees. States with no fence-specific license (KY, TX, NY, IL, OH, NC, MI) have no bond requirement. Annual premium is typically 1-5% of the bond face amount.	
Tools & equipment		Theft from the truck or site	
Umbrella		Above the GL limit	

Insurance Quote Log

Same coverage, same limits, two agents minimum. Write the date you called so nothing goes stale.

CARRIER / AGENT	LINE	LIMITS	ANNUAL PREMIUM	DEDUCTIBLE	DECISION

Questions for Your Attorney and Accountant

One hour each. Walk in with this list filled out and you will leave with everything you need.

- [ ] What does my state require in a residential home improvement agreement? DATE
- [ ] Am I required to give a written right to cancel, and how long does it run? DATE
- [ ] How must change orders be documented here to be enforceable? DATE
- [ ] What are my mechanics lien deadlines and where do I file in this county? DATE
- [ ] What language protects me when hidden rock, roots or utilities change the scope? DATE
- [ ] How should I handle a job where the neighbors dispute the property line? DATE
- [ ] Is fence labor taxable in my state? Are materials? Who remits? DATE
- [ ] What test does my state use to separate a subcontractor from an employee? DATE
- [ ] How much of every deposit should I set aside for taxes, and how often do I file? DATE
- [ ] Who do I call first when a homeowner disputes a bill? DATE

Equipment Budget — Fence Installation

Essential items are what you cannot install a fence without. Price everything locally before you buy any of it.

ITEM	LOW	HIGH	DAY ONE?	YOUR PRICE	BOUGHT
Clamshell manual post hole digger	$30	$150	Yes		
One-man gas-powered earth auger (fence post holes)	$157	$380	Yes		
4 ft. magnetic box/I-beam level	$20	$70	Yes		
Come-along / wire fence stretcher	$80	$150	Yes		
Cordless drill/driver kit	$62	$389	Yes		
Cordless circular saw (post/rail cuts)	$89	$299	Yes		
Steel tamping/digging bar (post-hole backfill)	$40	$60	Yes		
Contractor-grade steel wheelbarrow (6 cu. ft.)	$114	$249	Yes		
Chalk line reel kit (fence-line layout)	$5	$42	Yes		
100 ft. long tape measure (fence-line distances)	$10	$36	Yes		
Work boots, safety glasses, gloves and tool belt	$85	$250	Yes		
Chain-link fence stretcher bar/tensioning kit	$24	$100	Later		
Heavy-duty auger powerhead (larger commercial jobs)	$299	$410	Later		
Essential equipment	**$692**	**$2,075**			

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

Total Startup Budget

Equipment plus vehicle plus insurance plus launch marketing. Add your own reserve line at the bottom.

LINE	LOW	HIGH	YOUR NUMBER
Essential equipment (previous page)	$692	$2,075	
Used pickup truck or cargo van (5-8 years old)	$15,000	$40,000	
General liability, year one	$600	$1,500	
Launch marketing	$1,000	$5,000	
Licenses and permits			
Software and phone, 3 months			
Personal runway (chapter 1)			
Reserve (10% of the total)			
Total startup	**$17,292**	**$48,575**	

Funding Sources

Rank by what each source costs you in a bad month, not by how quickly the money shows up.

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

Client-Financed Acquisition Plan

Write the deposit terms you will actually say out loud, then decide where every dollar of the balance goes.

Your deposit: how much, what it covers, and when it is due.

The sentence you say when a homeowner asks why you need money up front.

Where the balance splits: taxes, reserve, materials for the next job, marketing.

The one marketing action you will fund with the profit from job one.

Typical Jobs and Price Ranges — Fence Installation

National ranges with typical hours. Write your own number in the last column after you run the break-even sheet.

TYPICAL JOB	LOW	HIGH	HOURS	PER HOUR (HIGH ÷ HOURS)	YOUR PRICE
Wood privacy/picket fence installation (~200 linear ft with gate)	$3,000	$7,000	16	$438	
Vinyl privacy fence installation (~150 linear ft)	$2,250	$6,000	12	$500	
Chain-link fence installation (~150 linear ft)	$1,838	$6,000	10	$600	
Aluminum/ornamental fence installation (~150 linear ft)	$2,250	$6,000	14	$429	
Wrought iron fence installation (~100 linear ft)	$2,200	$4,000	14	$286	
Fence panel/section repair	$150	$1,500	3	$500	

Crews in this trade bill $45—$120 an hour (quoted per linear foot installed). Technicians earn $17—$23 an hour.

Good / Better / Best Builder

Build all three out of material and hardware you can actually get. Show the Best column first.

	GOOD	BETTER	BEST
Material and grade			
Gate hardware			
What is included			
What is left out			
Price			
Warranty			
Who buys it			
Anchor shown first?			

Break-Even Hourly Rate

Everything that leaves your account whether you work or not, divided by the hours you can honestly bill.

LINE	MONTHLY AMOUNT	NOTES
Your pay		
Insurance (liability, auto, comp)		
Truck payment and fuel		
Phone, software, bookkeeping		
Tool repair and replacement		
Marketing		
Other fixed		
TOTAL monthly nut		
Billable hours per month		
Break-even hourly = nut divided by hours		
Target margin		
Your rate = break-even divided by one minus margin		

Markup vs Margin Table

Run your last five jobs through this. The gap between the two right-hand columns is where the money goes missing.

JOB COST	MARKUP APPLIED	PRICE	ACTUAL MARGIN

Your Attraction Offer

Something with a name, a deliverable, and an obvious next problem it uncovers.

The name of the offer, said the way you would say it on the phone.

What she physically walks away holding when you leave.

The next problem it reveals, and the offer that solves that one.

What it costs you in time and material, and how many you can run in a week.

How you ask for the estimate appointment before you drive off.

Upsell and Downsell Plan

Price these before you need them. The offer only works if you make it while the problem is in front of both of you.

Three upsells, priced, and the exact moment on the job you offer each one.

Your downsell by scope: what you remove, and what the new number is.

Your downsell by terms: deposit, progress payment, balance.

The sentence you use to walk away when neither one closes it.

Continuity or Referral Plan

Fencing has no natural subscription. Build the referral engine instead and work it on a schedule.

REFERRAL SOURCE	WHO EXACTLY	WHAT YOU GIVE THEM	HOW OFTEN YOU TOUCH THEM	JOBS IT PRODUCED

Neighbor Circuit — Every Job You Finish

A fence is visible from three other yards. Work the block before you pull the sign out of the ground.

JOB ADDRESS	DOORS KNOCKED EITHER SIDE	ACROSS THE STREET	CARD OR LETTER LEFT?	FOLLOW-UP DATE

Job-Start Checklist

Everything that happens before the first hole. Most of it is documentation that protects you later.

- [ ] Utility locate requested and marks confirmed on the ground — DATE ______
- [ ] Permit and homeowners association approval in hand — DATE ______
- [ ] Plat reviewed and property corners staked with the homeowner present — DATE ______
- [ ] Existing damage photographed — grass, driveway, irrigation heads, landscaping — DATE ______
- [ ] Irrigation, buried pet fence and low-voltage lighting located and flagged — DATE ______
- [ ] String line pulled and gate locations agreed to out loud — DATE ______
- [ ] Material counted against the order before anyone starts digging — DATE ______
- [ ] Gate post locations marked for deeper holes and extra mix — DATE ______
- [ ] Access route and spoil staging agreed with the homeowner — DATE ______
- [ ] Day's hazards said out loud: overhead lines, slope, ladder work, heat — DATE ______
- [ ] Ladder set on a stable base at the correct angle if height work is involved — DATE ______
- [ ] Start and finish dates confirmed with the homeowner in writing — DATE ______

Job-Close Checklist

The list that earns the review. Nothing here takes long and every line is visible to the customer.

- [ ] Every gate opened, closed and latched in front of the homeowner — DATE
- [ ] Hardware tightened, drop rods seated, hinges adjusted — DATE
- [ ] Old fence, posts and concrete footings hauled off the property — DATE
- [ ] Spoil dirt removed or spread exactly where she asked — DATE
- [ ] Magnet pass along the full work line for nails and staples — DATE
- [ ] Sod and mulch replaced, ruts raked, driveway swept — DATE
- [ ] Photos of every corner, every gate and every run — DATE
- [ ] Walkthrough completed and any punch item written down — DATE
- [ ] Warranty explained in plain words and left in writing — DATE
- [ ] Review asked for, by name, before you drive away — DATE
- [ ] Final invoice sent the same day — DATE
- [ ] Thirty-day check-in scheduled on your calendar — DATE

Family Worksheet

Ladders, weather days and the clean-up standard. Write your rules before the season writes them for you.

Your ladder and height rules, and who is allowed to break them (nobody).

Your weather policy: what stops work, and how you tell the homeowner.

How many open days a week you leave for weather, and how you price them.

Your written clean-up standard — the list she can hold you to.

Ground conditions that stop a dig, and what the crew does that day instead.

Equipment Log

Date, item, what you did, when it is due again. Half a minute a line beats a dead auger in June.

DATE	ITEM	SERVICE PERFORMED	HOURS / USES	NEXT DUE	COST

Your Warm 100 — 1 of 2

Names, not leads. Fill every line before you spend a dollar anywhere else.

#	NAME	HOW YOU KNOW THEM	BEST CHANNEL	CONTACTED	ASKED FOR A 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	BEST CHANNEL	CONTACTED	ASKED FOR A 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 page, good enough to charge for, and it has to reveal the problem your line walk solves.

ELEMENT	YOUR ANSWER
Working title	
The one problem it solves completely	
The bigger problem it reveals	
Format and length	
Where it lives	
How people get it	
The next step you ask for	
How you will know it worked	

LTGP : CAC Worksheet

What a customer is worth against what it costs to get one. Run it per channel, never as an average.

CHANNEL	SPEND	LEADS	COST PER LEAD	JOBS CLOSED	GROSS PROFIT	RATIO

Rule of 100 — Daily Tracker

One line per working day. Do one of these every day for a hundred days before you judge any of it.

MEASURE	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12
Warm outreach: people contacted												
Doors knocked on the block you are working												
Neighbor letters or cards left												
Photos or posts published												
Business profile post or photo added												
Reviews asked for												
Estimates booked												
Estimates delivered												
Jobs closed												

WEEK NOTES

Estimate Visit Checklist

Same order, every visit. The order is what makes it feel like a process instead of a sales call.

- [ ] Arrive when you said, in a clean truck, with a folder — DATE ________
- [ ] Walk the line first, before you talk about material — DATE ________
- [ ] Ask the five questions and write her answers down in front of her — DATE ________
- [ ] Measure the run and count gates out loud so she hears the math — DATE ________
- [ ] Note slope, access, rock, roots, irrigation and the tree in the corner — DATE ________
- [ ] Ask about the neighbor and whether there is a survey — DATE ________
- [ ] Show photos of your own work from her area — DATE ________
- [ ] Hand her the certificate of insurance without being asked — DATE ________
- [ ] Present the top option first, then the middle, then the entry — DATE ________
- [ ] Put schedule, scope and warranty in writing before you talk price — DATE ________
- [ ] Summarize what she said she wanted, in her words — DATE ________
- [ ] Propose the next step as a statement, not a question — DATE ________

The Five Questions That Sell the Job

Write your own version of each one. Say them out loud until they stop sounding like a script.

Your version of: why now, rather than last year?

Your version of: walk me through a bad day in this yard.

Your version of: what does this look like next summer if nothing changes?

Your version of: who else uses the yard, and what would make them happy?

Your version of: when it is done, what is the first thing you do out here?

Objections and Replies — Fence Installation

The middle column is the point. Fill the third column in your own words before you need it.

WHAT THEY SAY	WHAT IT REALLY MEANS	YOUR REPLY
The other guy quoted way less.	I cannot see any difference between the two bids, so I am deciding on the only number I understand.	
My neighbor said he would split it with me.	I have not actually asked him yet and I am nervous about the conversation.	
Let me think about it.	One specific thing is still bothering me and I do not want to say it out loud.	
Can you do it cheaper if I dig the holes?	I want this to cost less and I am looking for a lever I control.	
Why do you need money before you start?	I have heard the story about the contractor who took the deposit and vanished.	
I want to wait until spring.	This feels like a big spend and delaying it is comfortable.	
Do I really need a permit for a fence?	I am worried about a hassle, a fee, or getting in trouble.	
Can I just buy the material myself?	I think I am paying too much for lumber and I want to check.	

Review Request Script

Asked in person, at the walkthrough, naming the one detail you want mentioned.

Your one-sentence ask, word for word.

The specific detail you want her to name in the review.

What you hand her or text her so it takes under a minute.

Your follow-up if she says yes and forgets, and when you send it.

How you reply to a review — good and bad — and how fast.

First-Hire Scorecard

Score every candidate on the same lines. Attitude and reliability outrank experience in this trade.

TRAIT OR OUTCOME	WHAT GOOD LOOKS LIKE	QUESTION THAT TESTS IT	CANDIDATE A	CANDIDATE B
Shows up on time, every day				
Works in bad weather without drama				
Follows the clean-up standard				
Handles a homeowner conversation				
Can read a tape and a level				
Takes correction without sulking				
Cares whether the gate swings right				
Safe around tools and ladders				
Has reliable transportation				
References check out				

30 / 60 / 90 Ramp Plan

What he does, what you check, and the one honest decision at the end of ninety days.

PERIOD	WHAT HE OWNS	WHAT YOU CHECK DAILY	WHAT GOOD LOOKS LIKE	DECISION
Days 1–30				
Days 31–60				
Days 61–90				
Keep / coach / part ways				

Pay Structure Builder

Base plus a bonus tied to the finish, never to speed alone. Write the numbers you will actually pay.

COMPONENT	AMOUNT OR RATE	WHAT IT REWARDS	HOW IT IS MEASURED
Hourly base			
Overtime policy			
Finish bonus (clean-up, gate, photos)			
Callback deduction or hold			
Fuel or drive-time pay			
Tool allowance			
Paid day policy			
Raise trigger			

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

Draw all three before you need them, and name the next person you would hire at each stage.

At a $10K month: who does what, and what breaks first?

At $250k a year: what have you handed off, and to whom?

At $500k: second crew, office help, or both — and in what order?

At $1M: what is your actual job, and who runs the work?

Twelve-Month Forecast

The index is this trade's own seasonality. Multiply your average month through it before you plan a single expense.

MONTH	DEMAND INDEX	INSTALLS FORECAST	REVENUE FORECAST	ACTUAL REVENUE	VARIANCE
Jan	0.83				
Feb	0.89				
Mar	0.99				
Apr	1.09				
May	1.01				
Jun	1.22				
Jul	1.19				
Aug	1.13				
Sep	1.06				
Oct	0.89				
Nov	0.86				
Dec	0.84				
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

Money in, money out, running balance. Weekly is enough. Guessing is not.

DATE	IN / OUT	DESCRIPTION	JOB	AMOUNT	RUNNING BALANCE

Profit First Allocations

Decide the share before the money arrives. Move it the day it clears, not at the end of the month.

ACCOUNT	SHARE OF EVERY DEPOSIT	WHAT IT IS FOR	WHERE IT IS HELD	REVIEWED HOW OFTEN
Income (everything lands here)				
Taxes				
Owner pay				
Reserve				
Materials for the next job				
Marketing				
Operating expenses				
Equipment replacement				

KPI Scorecard — Fence Installation

This trade's benchmarks are printed for you. Fill your own column monthly and look at the gap.

MEASURE	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12
Average residential job size (target 5,500 USD)												
Gross margin (mixed residential book) (target 38%)												
Net margin after overhead (target 20%)												
Two-person crew installation rate (target 125 linear ft/crew-day)												
Solo-operator monthly install volume (target 5 installs/month)												
Lead-to-close rate, referrals/past customers (target 50%)												
Material markup (target 22.5%)												
Chain-link high-volume installer rate (target 2.5 jobs/day)												

WEEK NOTES

Monthly P&L

Revenue, then what it cost to deliver, then what it cost to exist. The last line is the only one that pays you.

MONTH	REVENUE	MATERIAL	LABOR	GROSS PROFIT	OVERHEAD	NET

Days 1–30: Get Cash

One goal this month: one paying job. Everything on this list exists to make that happen sooner.

- [ ] Entity filed and tax number in hand — DATE ________
- [ ] Business checking and tax accounts open — DATE ________
- [ ] Two insurance quotes on identical coverage — DATE ________
- [ ] Magnetic sign on the truck and a card in your pocket — DATE ________
- [ ] Business profile on the map claimed, with five real photos — DATE ________
- [ ] Essential tool kit bought or borrowed — DATE ________
- [ ] Hundred names written down — DATE ________
- [ ] First twenty-five names contacted personally — DATE ________
- [ ] Line-walk offer named and run once for free — DATE ________
- [ ] One-page lead magnet written — DATE ________
- [ ] First estimate delivered in writing — DATE ________
- [ ] First deposit collected and split into accounts — DATE ________
- [ ] First job finished, photographed and reviewed — DATE ________

Days 31–60: Get More Cash

Stop being a person who installs fences. Start being a company that sells them.

- [ ] Three upsells priced and carried in the truck — DATE
- [ ] Per-foot price raised once and held all month — DATE
- [ ] Upsell offered out loud on every single job — DATE
- [ ] Neighbor circuit worked on every job you finish — DATE
- [ ] Yard sign left up for the full week — DATE
- [ ] Work posted weekly, including the hard corners — DATE
- [ ] Every finished job costed against the estimate — DATE
- [ ] Bid line that was wrong actually corrected — DATE
- [ ] Review asked for in person on every job — DATE
- [ ] Gross margin and estimates-delivered tracked weekly — DATE
- [ ] One channel beyond warm outreach worked every working day — DATE

Days 61–90: Get the Most Cash

No subscription in this trade, so build the thing that replaces one — and decide on the hire with evidence.

- [ ] Spring gate-check message written and scheduled for every past customer — DATE ________
- [ ] Two property managers or agents met in person — DATE ________
- [ ] One landscaper and one pool builder who know your name — DATE ________
- [ ] Written thank-you sent to everyone who referred a job — DATE ________
- [ ] Referral offer defined and said out loud on every job — DATE ________
- [ ] First-hire evidence reviewed: turned-down work, night paperwork, backlog — DATE ________
- [ ] Hire made, or the decision written down with the date you will revisit it — DATE ________
- [ ] Slow months circled and something booked into them — DATE ________
- [ ] Next quarter's calendar built with prices already raised — DATE ________
- [ ] Reserve funded to at least one month of your nut — DATE ________

Milestones and Tripwires

A risk without a tripwire is just worrying. Every line needs a number, a date and what you do when it trips.

MILESTONE OR RISK	TARGET AND DATE	TRIPWIRE (THE EARLY SIGN)	WHAT YOU DO THE DAY IT TRIPS

Decision Log

What you decided, why, and what you expected. Read it in ninety days and find out how your judgment is doing.

DATE	DECISION	WHY	WHAT YOU EXPECTED	WHAT ACTUALLY HAPPENED