The Starving-Crowd Test for Your ZIP Codes

Three ZIP codes. Three criteria each. Write the evidence you actually saw, not the score you hope for.

The three ZIP codes you can reach inside a twenty-minute drive, and why those three:

PAIN — which flooring calls near you are urgent this month rather than someday? What did you see or hear that proves it?

PURCHASING POWER — age of the housing stock, owner-occupied share, and what that tells you about who pays:

TARGETABILITY — how you reach these houses cheaply and repeatedly, and what it costs you to try:

Your Homeowner Avatar

One person, not a category. Write her the way you would describe her to somebody who has to go and meet her.

Who she is: the house, the household, the room that bothers her, and how long it has bothered her:

What she is afraid of when a flooring stranger comes to the door — in her words, not yours:

What she typed into a search bar the last time she looked at her floor and gave up:

What she has already tried, who let her down, and what that failure cost her:

Personal Runway Worksheet

Household costs only — the business budget lives in chapter 5. Total it, divide your savings by the total, and write the months at the bottom.

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

Demand by Month — Flooring Installation

The index is national search interest, detrended across five years. Treat the summer peak as a shape, not a promise, and pencil your own local numbers beside it.

MONTH	DEMAND INDEX	JOBS YOU EXPECT	REVENUE YOU EXPECT	WHAT YOU WILL DO IN THE SLOW MONTHS
Jan	0.80			
Feb	0.82			
Mar	0.88			
Apr	0.91			
May	0.87			
Jun	1.48			
Jul	1.35			
Aug	1.25			
Sep	1.06			
Oct	0.89			
Nov	0.84			
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 words, not yours. If a sentence contains a product name or a trade term, it is your language and it does not count.

What she wants the room to be like when it is finished — one sentence, in her words:

The deadline behind the call: what is happening in her life that made this the month she rang somebody?

What she would have to stop worrying about for this to feel finished:

The timeframe you can actually promise, with the acclimation window inside it:

Obstacle → Solution Map

Fifteen reasons a homeowner does not sign. Bucket each one — knowledge, capability, environment, psychology — then reverse it into a line in your offer.

#	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

High value to her and low cost to you goes in and stays in. Expensive to you and invisible to her comes out, or becomes a paid add-on.

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

Guarantee and Offer Name

Write only what one person with one van can honour. Then write the exclusions in the same size type.

What you guarantee, for how long, and on which work — one sentence you could read at a kitchen table:

The exclusions, said plainly: material warranty, moisture, existing structure, work by others, licensed trades:

How a claim actually works — who she calls, how fast you answer, what you do:

Three names for the offer. Unit of work plus promise. Circle the one that needs no explaining:

Service Area and Jobs You Will Not Do

Drive time from where the van sleeps, not miles. Then the list you will be tempted to break the first slow week.

Your twenty-minute core: the towns, subdivisions and ZIP codes inside it:

Your forty-minute band, and the minimum job size that justifies going there:

Your lead customer type and your ballast type, with one reason for each:

Jobs you will not take at the normal price, and who you will refer each one to:

Ten-Competitor Scan

Installers only, no directories. Read the one-star reviews first — the complaints are your specification.

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

Your One-Liner and Positioning Statement

Problem, plan, result. No adjectives. If somebody has to ask a follow-up question, rewrite it.

The problem, in her words — what the worn floor actually costs her day to day:

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

The result she gets, with the finishing details that nobody else mentions:

The whole thing as one sentence, then rewritten shorter:

Entity, EIN and Bank Setup

One afternoon, in this order. Date each line as you finish it.

- [ ] Decide the entity type with your accountant, and write down the reason. DATE ______
- [ ] File the entity with your Secretary of State and save the stamped papers. DATE ______
- [ ] Get the federal employer identification number direct from the tax authority — free, online, minutes. DATE ______
- [ ] Open a business checking account with the entity papers and the identification number. DATE ______
- [ ] Open a second account, same bank, labelled tax. Nothing leaves it but tax. DATE ______
- [ ] Get a debit or credit card on the business account for material and fuel only. DATE ______
- [ ] Register for state sales tax if installed flooring is taxable where you work. DATE ______
- [ ] Check your city or county for a local business licence or home-improvement registration. DATE ______
- [ ] Set up bookkeeping software and connect both accounts before the first deposit lands. DATE ______
- [ ] Put the entity name, address and licence number on the work order template your attorney gives you. DATE ______

License Requirements by State — Flooring Installation

Eleven states, researched. Read it for the shapes the rules take — by trade, by dollar volume, by project size — then verify your own state and county with the board on the day you apply.

STATE	LICENSE REQUIRED?	LICENSE	BOARD	FEE	EXAM
Kentucky	No statewide	—	Check city / county	—	No
Texas	No statewide	—	Check city / county	—	No
California	Yes	C-15 Flooring and Floor Covering Contractor	California Contractors State License Board (CSLB)	$200–$450	Yes
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 Commercial General Contractors (Secretary of State)	$210–$342	Yes
North Carolina	No statewide	—	Check city / county	—	No
Michigan	Yes	Maintenance and Alteration Contractor — Tile & Marble classification	Michigan LARA, Residential Builders Section	$195	Yes

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

Insurance Lines and Annual Cost Ranges

Researched ranges for a flooring contractor. Your quote will land somewhere inside them depending on payroll, vehicles, limits and claims history.

COVERAGE	TYPICAL ANNUAL COST	WHAT IT COVERS	YOUR QUOTE
General liability	$500–$2,000	Damage or injury you cause to others	
Workers comp	2–6.5 per $100 payroll	Your crew, hurt on the job	
Commercial auto	$1,200–$3,500	The truck and what it hits	
Bond	$25,000–$25,000	Bond face value tied to state contractor licensing varies; California's CSLB requires a uniform $25,000 contractor's bond across all classifications including C-15 Flooring. Neither of the other two required-license states in this list (PA's HIC registration, GA's Residential-Basic Contractor) mandates a bond.	
Tools & equipment		Theft from the truck or site	
Umbrella		Above the GL limit	

Insurance Quote Log

Three agents, same limits, so the numbers are comparable. Ask every one of them what the policy excludes for flooring work.

CARRIER / AGENT	LINE	LIMITS	ANNUAL PREMIUM	DEDUCTIBLE	DECISION

Questions for Your Attorney and Accountant

Ask these out loud and write the answers down. Two meetings, before the first deposit.

- [ ] Which entity, and how should it be taxed at my expected revenue? DATE ________
- [ ] What has to be in my work order and my change order, and will you draft both? DATE ________
- [ ] What does my workmanship guarantee actually commit me to in this state? DATE ________
- [ ] How must customer deposits be handled here, and is there a limit on what I can take up front? DATE ________
- [ ] What are my lien rights, what is the deadline, and what has to be on the paperwork to keep them? DATE ________
- [ ] Is installed flooring a real property improvement or a retail sale with installation for sales tax? DATE ________
- [ ] What records do I keep, in what form, and for how long? DATE ________
- [ ] What are my estimated tax dates, and what should I be setting aside from every deposit? DATE ________
- [ ] When does a helper become an employee, and what changes on that day? DATE ________
- [ ] What insurance limits do property managers and builders in this market normally require? DATE ________

Equipment Budget — Flooring Installation

Researched ranges, essentials marked. Circle what has to be in the van on day one and cross out what a booked job has not paid for yet.

ITEM	LOW	HIGH	DAY ONE?	YOUR PRICE	BOUGHT
Pneumatic 3-in-1 flooring nailer/stapler	$133	$688	Yes		
Wet tile saw (benchtop)	$65	$1,039	Yes		
Laminate/vinyl plank flooring cutter (guillotine)	$20	$323	Yes		
Carpet knee kicker	$45	$196	Yes		
Cordless oscillating multi-tool	$79	$349	Yes		
Concrete/wood subfloor moisture meter kit	$189	$975	Yes		
Tapping block, pull bar & spacer installation kit	$34	$111	Yes		
Laser level (layout)	$23	$264	Yes		
Notched trowel, utility knife & knee pad combo kit	$5	$167	Yes		
Wet/dry shop vacuum	$45	$209	Yes		
Compact tape-measure / laser-level combo	$23	$53	Yes		
Carpet power stretcher	$12	$213	Later		
Essential equipment	**$661**	**$4,374**			

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

Total Startup Budget

Essential kit, vehicle, first-year general liability and launch marketing. Write your household reserve underneath and treat the sum as the real number.

LINE	LOW	HIGH	YOUR NUMBER
Essential equipment (previous page)	$661	$4,374	
Used cargo van (2018-2019 Ford Transit 250, ~7 years old)	$12,200	$17,500	
General liability, year one	$500	$2,000	
Launch marketing	$300	$500	
Licenses and permits			
Software and phone, 3 months			
Personal runway (chapter 1)			
Reserve (10% of the total)			
Total startup	**$13,661**	**$24,374**	

Funding Sources

Work down in order of risk and stop at the first line that covers you. Speed is not a reason to skip a line.

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

Client-Financed Acquisition Plan

How the deposit on job one buys the material for job one and the marketing that finds job two.

Your deposit: how much, when it is due, and the one sentence you say to explain what it buys:

What the deposit is never allowed to pay for, written down so you can read it back to yourself:

The fixed slice of each completed job that goes back into marketing, and where it goes:

How you will know it worked: what you will count, and when you will look at it:

Typical Jobs and Price Ranges — Flooring Installation

Researched national ranges with the hours each job takes. Write your own local price beside each line, then divide by the hours and see what you are really charging.

TYPICAL JOB	LOW	HIGH	HOURS	PER HOUR (HIGH ÷ HOURS)	YOUR PRICE
Carpet installation, bedroom (~150 sq ft)	$400	$1,200	4	$300	
Single-room LVP/vinyl plank flooring installation	$600	$2,000	6	$333	
Hardwood flooring, main living area	$3,000	$10,000	32	$313	
Hardwood flooring, small room	$1,500	$5,000	16	$313	
Bathroom tile flooring installation	$1,065	$3,483	12	$290	
Flooring installation, ~500 sq ft space (material varies)	$1,528	$4,859	24	$202	

Crews in this trade bill $20–$30 an hour (quoted per sq ft of installed flooring (material + labor, varies by type)). Technicians earn $22–$36 an hour.

Good / Better / Best Builder

Three real scopes, not three discounts. Present Best first. If Good means worse workmanship instead of less work, rebuild it.

TIER	WHAT IS INCLUDED	WHAT IS DELIBERATELY LEFT OUT	PRICE
Best — whole level, full prep			
Better — priority rooms, same standard			
Better — same rooms, faster product			
Good — smallest scope you would sign			
Add-on: furniture handling			
Add-on: subfloor levelling			
Add-on: stairs, trim, transitions			

Break-Even Hourly Rate

Every fixed cost for a year, divided by the hours you can genuinely sell. Estimating, driving and material runs are not sellable hours.

LINE	ANNUAL AMOUNT	NOTES
General liability insurance		
Commercial auto and fuel		
Van payment or replacement fund		
Phone and internet		
Software (jobs, books)		
Licence and registration renewals		
Accounting and bookkeeping		
Marketing		
Tools, blades and consumables		
Your own pay		
TOTAL fixed cost		
Sellable hours per year		

Markup vs Margin Table

Markup is added to cost. Margin is what survives in the price. Fill both columns until the difference stops surprising you.

JOB	YOUR COST	MARKUP APPLIED	RESULTING MARGIN

Your Attraction Offer

The thing that gets a hand in the air. It has to reveal something real and leave a document behind.

What you actually do in the hour — readings, checks, and what she watches you do:

What she receives afterwards, and what is on that page:

What it costs her, and the sentence you use to explain why it is worth booking:

How you follow up with the people who do not book today, and when:

Upsell and Downsell Plan

Priced in advance, so nothing gets invented in a hallway with a customer watching your face.

Your five upsells, each with a price and the moment in the job when you raise it:

The finding that is never an upsell — how you present subfloor work as a requirement:

Your three downsell moves: fewer rooms, different product, different payment terms:

What you will never do to close a job, written down before somebody tempts you:

Continuity or Referral Plan

Flooring has no subscription and this book will not invent one. The referral engine and the property-manager list are what replace it.

PLAY	WHO IT TARGETS	WHEN IT RUNS	WHAT IT COSTS YOU	WHAT YOU COUNT
Care sheet handed over at close-out				
Referral ask on the finished floor				
Referral reward paid immediately				
Seasonal follow-up, year one				
Annual follow-up, aimed at the next room				
Property manager turnover list				
Builder or remodeler sub relationship				
Past-customer message when you work their street				

Job-Start Checklist

Before a single box comes off the van. Date each line — this is the list that protects the review.

- [ ] Scope confirmed out loud against the signed work order, including what is excluded. DATE ______
- [ ] Deposit received and material delivered, counted and inspected for damage and dye lot. DATE ______
- [ ] Acclimation period completed and recorded, with the date it started. DATE ______
- [ ] Subfloor moisture and flatness readings taken again and written down. DATE ______
- [ ] Photographs of every room, every wall and every existing floor before anything moves. DATE ______
- [ ] Furniture plan agreed: what you move, what she empties, where it goes. DATE ______
- [ ] Protection down — paper or hardboard on the path, plastic on doorways, vents sealed. DATE ______
- [ ] Daily start and finish times agreed and written where she can see them. DATE ______
- [ ] Pets, children and door rules agreed out loud with whoever is home. DATE ______
- [ ] Parking, power, water and rubbish agreed so nothing gets improvised at seven in the morning. DATE ______
- [ ] Cutting station set up outside or in the garage, on a tarp, with the vacuum attached. DATE ______

Job-Close Checklist

Finishing, not stopping. Everything here happens while you are still standing in the house.

- [ ] Transitions, thresholds, reducers and shoe moulding installed and fastened. DATE ______
- [ ] Expansion gaps checked at every wall, pipe and doorway before trim goes on. DATE ______
- [ ] Seams, locks and edges walked and pressed by hand across the whole floor. DATE ______
- [ ] Furniture returned, with felt on every leg that touches the finished floor. DATE ______
- [ ] Full vacuum of the finished area and the path, plus the room next to it. DATE ______
- [ ] All offcuts, packaging and pallets removed from the property. DATE ______
- [ ] Leftover material labelled with the product name and left with her for future repairs. DATE ______
- [ ] Final photographs of every room taken and filed to the customer folder. DATE ______
- [ ] Care sheet handed over and walked through, especially what will ruin this product. DATE ______
- [ ] Walk-through with the customer, snag list written and dated if there is one. DATE ______
- [ ] Balance collected before you leave the driveway. DATE ______
- [ ] Review asked for on the floor, and the referral asked for right after it. DATE ______

Family Worksheet

Working inside somebody's home. Answer these at the quote, not on the morning of day one.

Who is home during the day, who naps, who works from the house, and what that changes:

Animals: which ones, whose rule about doors and gates, and what happens if one gets out:

Furniture: what you move, what she empties herself, and where it lives while you work:

Room sequence so a bed is sleepable and a bathroom is reachable every night:

Equipment Log

What you own, what it cost, and when it was last serviced or calibrated. The meter line is the one that matters most.

TOOL	PURCHASED	COST	LAST SERVICE / CALIBRATION	NEXT DUE	NOTES

Your Warm 100 — 1 of 2

Everybody who already knows you. Fill the rows before you spend a dollar. Personal messages only — no group send.

NAME	HOW YOU KNOW THEM	BEST CHANNEL	DATE CONTACTED	RESPONSE	FOLLOW-UP DATE

Your Warm 100 — 2 of 2

NAME	HOW YOU KNOW THEM	BEST CHANNEL	DATE CONTACTED	RESPONSE	FOLLOW-UP DATE

Lead Magnet Plan

Something small, genuinely useful, and traded for a phone number. It must end by revealing the next problem.

MAGNET	WHO IT IS FOR	WHAT IT REVEALS	HOW THEY GET IT	WHAT YOU ASK FOR NEXT
Floor and subfloor check, on site				
Choosing flooring for pets, kids and a slab				
What we find under carpet				
Room-by-room budget planner				
Rental turnover price list				
Care and cleaning guide by product				
Before-and-after gallery from your own ZIP				

LTGP : CAC Worksheet

What a customer is worth against what one costs. Fill it per channel, not once for the whole business.

LINE	YOUR NUMBER	WHERE IT CAME FROM
Average job price		
Gross margin percentage		
Gross profit per first job		
Upsells and second rooms per customer		
Referrals generated per happy customer		
Lifetime gross profit per customer		
Spend on this channel this month		
Leads produced		
Quotes given		
Customers won		
Cost per customer acquired		
Ratio: lifetime gross profit to acquisition cost		

Rule of 100 — Daily Tracker

One channel, one number, every working day. Consistency is the variable being tested here, not creativity.

MEASURE	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12
Warm contacts made												
Cold contacts made												
Minutes creating content												
Dollars spent on ads												
Conversations started												
Estimates booked												

WEEK NOTES

Estimate Visit Checklist

Forty minutes, in this order. Everything here is evidence that you are not the one who disappeared.

- [ ] Confirm the appointment the morning of, with an arrival window. DATE
- [ ] Arrive on time, shoes covered or off, and say how long you expect to be. DATE
- [ ] Ask what is down now, what is wrong with it, what happens if it stays, and what she has already been quoted. DATE
- [ ] Listen for the deadline behind the call and write it down. DATE
- [ ] Measure every room, and photograph the edges, thresholds and any existing damage. DATE
- [ ] Take the subfloor moisture reading and show her the screen. DATE
- [ ] Check flatness across the room and note anything that needs levelling. DATE
- [ ] Lay a full box of the material out in her light and stop talking while she looks. DATE
- [ ] Say out loud what would change the price and what would not. DATE
- [ ] Present the largest scope first, then the middle, then the smallest. DATE
- [ ] Read the guarantee and its exclusions aloud before quoting the price. DATE
- [ ] Leave a written quote, the readings and the exclusions — on paper, in her hand. DATE
- [ ] Agree the next step and the date you will follow up, and write it in front of her. DATE

Objections and Replies — Flooring Installation

What they say, what it really means, and your reply in your own words. A borrowed reply will not survive her follow-up question.

WHAT THEY SAY	WHAT IT REALLY MEANS	YOUR REPLY
The store quoted me less and the installation was free.	She is not comparing installers. She is comparing your number to a bundled price whose fine print she has not read yet.	
My brother-in-law says he can knock this out in a weekend.	She has a free option she feels obligated to use, and she is hoping you will give her a reason not to.	
Can you just give me a price per square foot over the phone?	She has been burned by a number that grew after the furniture moved, and she is testing whether yours will hold.	
Why does the material have to sit in my house first? The other guy said he could install it the same day.	She thinks acclimation is an excuse for a slower schedule, and she is right to ask.	
The last quote said they could lay it right over the old floor.	She wants the cheaper path and needs to know what she is trading away.	
That is more than I wanted to spend.	Usually not a rejection. Usually the scope is bigger than the picture she had in her head when she called.	
I need to talk to my husband about it.	Either it is true, or she is looking for a polite exit because something in the visit did not land.	

Review Request Script

Asked on the finished floor, before the last box goes in the van. Ask for the complaint first.

How you invite the complaint before you ask for the praise, in your words:

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

What you tell her to write about, so the review answers the next customer's real fear:

How and when you send the link, and what you do if nothing comes back in a week:

First-Hire Scorecard

Loaded cost against hours returned. If the answer is not obviously yes, it is a no and you wait a month.

LINE	YOUR NUMBER	WHERE IT CAME FROM
Hours you worked last week		
Hours that were skilled install work		
Hours anybody could have done		
Hourly wage you would offer		
Payroll taxes and workers compensation on top		
Loaded hourly cost		
Your break-even hourly rate from chapter 6		
Extra billable hours this frees per week		
Extra revenue those hours can carry		
Verdict: hire, wait, or subcontract the overflow		

30 / 60 / 90 Ramp Plan

Written before you interview anybody. Each row is a skill, a way to check it, and the date it has to be true by.

SKILL OR STANDARD	HOW YOU WILL TEACH IT	HOW YOU WILL CHECK IT	DUE BY

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

Draw the boxes and write a name or a blank in each. The blanks are your hiring plan.

At $250k: who does the installing, the selling, the scheduling and the books?

At $500k: what is the constraint, and which box gets filled first to break it?

At $1M: the crews, the leads, the office, and what your own week looks like:

Which of those three companies do you actually want to own, and why:

Twelve-Month Forecast

The index is national search interest, detrended. Use the shape rather than the exact heights, and write your own jobs, average value and revenue beside it.

MONTH	DEMAND INDEX	JOBS	AVERAGE JOB VALUE	REVENUE	FIXED COSTS	LEFT OVER
Jan	0.80					
Feb	0.82					
Mar	0.88					
Apr	0.91					
May	0.87					
Jun	1.48					
Jul	1.35					
Aug	1.25					
Sep	1.06					
Oct	0.89					
Nov	0.84					
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

Every movement, with the job it belongs to. Deposits held for material get their own column so you never spend them twice.

DATE	JOB / CUSTOMER	IN	OUT	DEPOSIT HELD	RUNNING BALANCE

Profit First Allocations

The day money lands, split it. Set the shares with your accountant, then move the money on the same day every week.

ACCOUNT	SHARE	WHERE IT LIVES	WHAT IT IS FOR
Tax			
Profit			
Owner pay			
Operating			
Material float			
Equipment replacement			

KPI Scorecard — Flooring Installation

Researched benchmarks for flooring. Write your own number beside each one monthly and only chase the one that is furthest off.

MEASURE	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12
Target gross margin (target 30%)												
Quote close rate (target 50%)												
Monthly revenue increase after adopting field service software (1 yr) (target 35%)												
Average job price, 500 sq ft space (target 3,159 USD)												
Average flooring installation job price (national) (target 2,950 USD)												
Bathroom floor tile installed cost per sq ft (target 18.59 USD/sqft)												
Hardwood flooring installed cost per sq ft (target 15.5 USD/sqft)												
Luxury vinyl plank installed cost per sq ft (target 10 USD/sqft)												

WEEK NOTES

Monthly P&L

Income, cost of sales, gross margin, overhead, profit. The gross margin line is the one you read first.

LINE	THIS MONTH	LAST MONTH	YEAR TO DATE	BENCHMARK	NOTES

Days 1–30: Get Cash

One objective: one paying job, finished properly. Date every line as you complete it.

- [ ] Entity filed, identification number issued, both bank accounts open. DATE
- [ ] Three insurance quotes logged and one policy bound. DATE
- [ ] State board and county clerk called about flooring, answers written down. DATE
- [ ] Hundred names written out in full. DATE
- [ ] Twenty personal messages sent, one at a time. DATE
- [ ] Moisture meter bought and used on your own house to learn it. DATE
- [ ] Attraction offer written on one page and priced. DATE
- [ ] Map listing claimed, filled and photographed. DATE
- [ ] Work order and change order documents in hand from your attorney. DATE
- [ ] First estimate visit run against the checklist. DATE
- [ ] First deposit taken and material ordered to the signed scope. DATE
- [ ] First job finished, closed out, balance collected, review asked for on the floor. DATE

Days 31–60: Get More Cash

Same hours, more money in them. The upsell on every job, and the price raised once.

- [ ] Five upsells priced in advance and written on a card in the van. DATE
- [ ] Upsell presented on every job in this block, no exceptions for shyness. DATE
- [ ] Price raised once and five quotes issued at the higher number. DATE
- [ ] Outcome of every one of those five written down beside it. DATE
- [ ] Close rate calculated for the block and compared with the benchmark. DATE
- [ ] Break-even hourly rate recalculated with any fixed cost you have added. DATE
- [ ] First job refused on purpose, and the reason recorded. DATE
- [ ] Good / Better / Best presented on every quote, biggest first. DATE
- [ ] Before-and-after photographs taken from the same corner on every job. DATE
- [ ] Three reviews live, each one naming something specific. DATE

Days 61–90: Get the Most Cash

A pipeline that does not restart from zero every Monday. Referrals and repeat buyers, built deliberately.

- [ ] Care sheet handed over on every completed job. DATE ____
- [ ] Referral asked for on the finished floor, every time, in the same words. DATE ____
- [ ] Referral reward paid immediately at least once, and mentioned out loud. DATE ____
- [ ] Ten property managers or landlords contacted with a turnover price list. DATE ____
- [ ] Six adjacent tradespeople contacted, referral offered before it was asked for. DATE ____
- [ ] Follow-up calendar built for every past customer. DATE ____
- [ ] First-hire scorecard completed with real numbers from the last two months. DATE ____
- [ ] Hire, wait or subcontract decision made and written in the decision log. DATE ____
- [ ] Scorecard filled for all three months and the trend read. DATE ____
- [ ] Next ninety days planned before this one ends. DATE ____

Milestones and Tripwires

A milestone is what should happen. A tripwire is the number that forces an action when it does not.

MILESTONE OR RISK	TRIPWIRE (THE NUMBER)	ACTION IT FORCES	DATE CHECKED

Decision Log

Not a diary. Every choice, the reason for it, and the date — so you stop re-arguing decisions you already made.

DATE	DECISION	WHY	REVISIT ON