

The Starving-Crowd Test for Your ZIP Codes

Name three real ZIP codes you would drive to tomorrow. Score each one out of ten on all three criteria. All three have to pass.

ZIP code 1 — pain: what is actually failing on these houses, and how urgent is it? Score out of ten.

ZIP code 1 — purchasing power: age of the housing stock, tree cover, owner-occupied or rental? Score out of ten.

ZIP code 1 — targetability: how would you reach these homes twice a week for free? Score out of ten.

ZIP codes 2 and 3 — the same three scores each, and which single ZIP you are starting in.

Your Homeowner Avatar

Write one specific person, not a category. Use her words. Reviews left for your competitors are the cheapest source of her vocabulary.

Who is she? Age, house, how long she has lived in it, who else lives there, what she does for money.

What is she afraid of? Not about gutters — about calling a contractor at all.

What has she already tried, and how did each one end?

What does she type into her phone at eleven at night? Write the exact search.

What would have to be true for her to call you instead of the company on the truck she saw?

Personal Runway Worksheet

Every line your household spends in a month, then the cash you could actually put at risk. The last row is the only number that matters.

LINE	THIS MONTH	CUT IT TO	NOTES
Housing			
Utilities			
Food			
Fuel and vehicle			
Truck or car payment			
Personal insurance			
Health care			
Phone and internet			
Childcare and school			
Debt payments			
Everything else			
TOTAL MONTHLY BURN			
Cash you can risk			
MONTHS OF RUNWAY			

Demand by Month — Gutter Installation

The national demand curve for this trade is already filled in. Write what you booked and what you collected beside it, and by year two you will have your own curve.

MONTH	DEMAND INDEX	JOBS BOOKED	REVENUE COLLECTED	WHAT YOU DID TO FILL IT
Jan	0.73			
Feb	0.80			
Mar	0.91			
Apr	1.00			
May	1.03			
Jun	1.12			
Jul	1.25			
Aug	1.25			
Sep	1.14			
Oct	1.01			
Nov	0.89			
Dec	0.87			
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

Specific result, timeframe, and the feeling on the other side of it. Write it the way she would say it to her husband.

What does she actually want? One sentence, her words, no trade vocabulary.

By when? Attach a real timeframe she can picture on a calendar.

So that what? Name the feeling or the thing she stops worrying about.

Now write the three parts as one sentence you could say in a driveway without reading it.

What is she genuinely afraid of that this outcome does not fix? Be honest — you will have to answer it.

Obstacle → Solution Map

Fifteen rows. Every obstacle, its category, and the deliverable that kills it. Fill all fifteen before you write a single solution.

WHAT IS IN HER WAY	KNOWLEDGE / SKILL / ENVIRONMENT / PSYCHOLOGY	THE DELIVERABLE THAT KILLS IT

Your Value Stack

Every component, what it does for her, what it would cost her to buy alone, and what it costs you. Cut anything low on her side.

Guarantee and Offer Name

A promise you control completely, in a sentence a person would say. Then a name she can repeat to a neighbor.

What part of the result is one hundred percent inside your hands? List everything.

Write the guarantee in one sentence, plain, with the remedy and the time limit in it.

What could this guarantee cost you in a bad month, and can you survive that? Do the arithmetic.

Three candidate offer names, outcome first. Circle the one you can say out loud without flinching.

Service Area and Jobs You Will Not Do

The ring in minutes, the subdivisions inside it, and the written list of work you refuse. The refusal list is the valuable half.

Home base and drive-time ring in minutes. What is the furthest job you will take, and at what price?

Name the specific neighborhoods or subdivisions inside the ring that fit your avatar.

Jobs you will not do — write at least six, and say why each one is off the list.

What would have to change for a no to become a yes? Skill, tool, license, or price.

Ten-Competitor Scan

Search the way she searches. Ten companies, four columns, one evening. The pattern in the last column is your opening.

COMPANY	WHAT THEY PROMISE	PRICE SIGNAL	WORST REVIEWS SAY	HOURS TO ANSWER

Your One-Liner and Positioning Statement

Problem, plan, result — in one sentence a person would actually say. She is the hero. You are the guy with the map.

The problem, in her words, before she knows you exist.

The plan — three steps, no jargon, the way you would say it standing in a driveway.

The result — what life looks like after, in something she can picture.

Now the three parts as one spoken sentence. Say it twenty times before you write the final version.

Where it goes this week: voicemail greeting, top of every estimate, and one more place.

Entity, EIN and Bank Setup

In this order. Each line is a phone call or a form, not a project. Date each one as you clear it.

- | | |
|---|------------|
| ☐ Decide the entity type with your accountant — not with a forum, and not with your brother-in-law | DATE _____ |
| ☐ Check the business name is available in your state and is not somebody else's mark | DATE _____ |
| ☐ File the entity and pay the state fee | DATE _____ |
| ☐ Apply for the EIN on the federal site — it is free and it takes minutes | DATE _____ |
| ☐ Open a business checking account in the business name, with the EIN | DATE _____ |
| ☐ Get a debit or credit card attached to that account and stop using your personal card for the business | DATE _____ |
| ☐ Register for state and local tax accounts if your state requires them | DATE _____ |
| ☐ Ask your accountant in writing how sales tax applies to installed gutter in your state | DATE _____ |
| ☐ Set up bookkeeping — even a spreadsheet — before the first deposit lands | DATE _____ |
| ☐ Check whether your city or county requires a separate business license or permit | DATE _____ |
| ☐ Put the entity name, EIN and account details in one place you can find from the truck | DATE _____ |
-
-
-
-
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License Requirements by State — Gutter Installation

Twelve states, three patterns: named license, registration, or nothing statewide. Find yours, then call the board and confirm it 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-24 Metal Products Contractor (explicitly covers metal gutters)	Contractors State License Board (CSLB)	\$200–\$350	Yes
Florida	Yes	Certified Specialty Structure Contractor (siding, soffit, fascia, gutters, downspouts)	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)	\$210–\$342	Yes
North Carolina	No statewide	—	Check city / county	—	No
Michigan	Yes	Maintenance & Alteration (M&A) Contractor — Gutters specialty	Michigan LARA / Residential Builders' and M&A Contractors' Board	\$195–\$265	Yes

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

Insurance Lines and Annual Cost Ranges

What each line actually pays for and what it typically costs. Write your own quote in the last column as it comes in.

COVERAGE	TYPICAL ANNUAL COST	WHAT IT COVERS	YOUR QUOTE
General liability	\$500–\$1,500	Damage or injury you cause to others	
Workers comp	15–40 per \$100 payroll	Your crew, hurt on the job	
Commercial auto	\$1,000–\$3,000	The truck and what it hits	
Bond	\$5,000–\$20,000	Not universally required for gutter installation; varies by state license class. Florida's Certified Specialty Structure Contractor requires a bond or irrevocable letter of credit for applicants with credit scores below 660: \$20,000 (Division I) or \$10,000 (Division II) standard, reduced to \$10,000/\$5,000 with a 14-hour financial responsibility course.	
Tools & equipment		Theft from the truck or site	
Umbrella		Above the GL limit	

Insurance Quote Log

Three carriers minimum. The exclusions column is the one that matters — ask directly whether ladder and height work is covered.

CARRIER / AGENT	COVERAGE LINE	LIMITS	DEDUCTIBLE	ANNUAL PRICE	EXCLUSIONS TO ASK ABOUT

Questions for Your Attorney and Accountant

Bring this list to one paid hour with each. There are no forms in this book on purpose — the language is theirs to write.

☐ Is a single-member LLC the right entity for me at the revenue I expect this year?	DATE _____
☐ How does my state treat sales tax on installed gutter and on gutter cleaning?	DATE _____
☐ What should my deposit terms be, and is there a legal cap on deposits in this state?	DATE _____
☐ What has to be in writing before I change the price on a job that is already started?	DATE _____
☐ Does my state require a written right-to-cancel notice for work sold in the home?	DATE _____
☐ What are the tests here for classifying a helper as a subcontractor rather than an employee?	DATE _____
☐ What do I have to do to preserve a lien right if a customer does not pay?	DATE _____
☐ What records do I have to keep, and for how long?	DATE _____
☐ How should I be paying myself, and what should I be setting aside for taxes?	DATE _____
☐ What license, registration or permit does my city or county require that the state does not?	DATE _____

Equipment Budget — Gutter Installation

Researched price ranges, with the day-one column marked. Write your own quotes in the next column — these ranges are a sanity check, not your budget.

ITEM	LOW	HIGH	DAY ONE?	YOUR PRICE	BOUGHT
Portable K-style seamless gutter machine (5-6 in.)	\$8,900	\$18,000	Yes		
24-28 ft. fiberglass extension ladder	\$200	\$400	Yes		
Safety harness and roof anchor kit	\$80	\$150	Yes		
Gutter scoops and hand cleaning tools	\$20	\$40	Yes		
Work gloves, safety glasses, tarp (basic PPE kit)	\$30	\$50	Yes		
Handheld leaf blower	\$100	\$250	Yes		
Wet/dry ground-operated gutter vacuum system	\$1,200	\$2,500	Yes		
Telescoping carbon-fiber vacuum poles (40 ft reach)	\$300	\$600	Yes		
Sheet-metal hand seamer / crimping tool	\$13	\$19	Yes		
Hand pop-rivet gun / riveter	\$5	\$25	Yes		
5-gallon buckets with gutter hooks	\$15	\$30	Later		
Garden hose with high-pressure nozzle (downspout flushing)	\$30	\$60	Later		
Commercial-grade backpack blower (upgrade)	\$300	\$500	Later		
Wireless gutter inspection camera (upsell tool)	\$80	\$200	Later		
Essential equipment	\$10,848	\$22,034			

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

Total Startup Budget

Everything it takes to open, including the two lines people delete: personal runway and the reserve. Fill the last column from your own quotes.

LINE	LOW	HIGH	YOUR NUMBER
Essential equipment (previous page)	\$10,848	\$22,034	
Used pickup truck or cargo van (5-10 years old)	\$5,000	\$10,000	
General liability, year one	\$500	\$1,500	
Launch marketing	\$600	\$4,000	
Licenses and permits			
Software and phone, 3 months			
Personal runway (chapter 1)			
Reserve (10% of the total)			
Total startup	\$16,948	\$37,534	

Funding Sources

Rank every source by what it actually costs you and what it can take from you if this goes wrong. Fill the last column before you sign anything.

[illegible]

Client-Financed Acquisition Plan

How job one pays to find job two. Write the rule down now, while there is no money to argue with.

What do you collect, and when? Deposit terms, balance terms, and how you take payment on site.

What fixed share of every collected job moves to finding the next one? Where does it go?

What do you spend it on this month, in order, cheapest first?

How will you know it worked? Name the number you will look at in 30 days.

Typical Jobs and Price Ranges — Gutter Installation

Researched ranges for the jobs you will actually sell, with the per-hour column so you can see which ones are worth the drive. Write your price in the last column.

TYPICAL JOB	LOW	HIGH	HOURS	PER HOUR (HIGH ÷ HOURS)	YOUR PRICE
Gutter cleaning, one-story home	\$145	\$250	0.75	\$333	
Gutter cleaning, two-story home	\$180	\$360	1	\$360	
Gutter cleaning, three-story home	\$210	\$450	1.5	\$300	
Seamless gutter installation, full home (~150-200 linear ft)	\$629	\$1,735	8	\$217	
Gutter guard installation, full home (150-200 linear ft)	\$300	\$3,500	4	\$875	
Downspout installation (per downspout, aluminum, ~10 ft)	\$90	\$120	1	\$120	

Crews in this trade bill \$50—\$100 an hour (quoted per linear foot of gutter). Technicians earn \$25—\$33 an hour.

Good / Better / Best Builder

Build all three off one real house. Best goes first out loud. Better is where the margin lives. Good is a smaller job, never a worse one.

Break-Even Hourly Rate

Every fixed cost you carry whether or not you work, divided by the hours a customer actually pays for. Nothing gets quoted below the answer.

FIXED COST LINE	PER MONTH	NOTES
Insurance (all lines)		
Vehicle payment		
Fuel and maintenance		
Phone and internet		
Software and payments		
Storage or yard		
Equipment loan		
Licenses and dues		
Advertising, ongoing		
Accounting		
Your draw		
Everything else		
TOTAL FIXED NUT		
Billable hours per month		
BREAK-EVEN HOURLY RATE		

Markup vs Margin Table

Fill it in once and tape it to the dash. Markup is what you add to cost. Margin is what you keep of the price. They are never the same number.

Your Attraction Offer

The low-friction first thing that gets you on the ladder and reveals the real problem. One sentence you can say at a door.

What is the offer, exactly? Name it, price it, and say what is included.

What problems does it reliably reveal on a house like your avatar's?

What does the report she walks away with look like? Photos, wording, what can wait.

How do you offer the next step on the same visit, without making it feel like a pitch?

Upsell and Downsell Plan

What the solved problem creates next, and what you offer when the answer is not all of it. Never discount the same work.

Your three most common upsells, with the price of each and the trigger that reveals it.

The exact words you use to offer the upsell on the day, standing in the yard.

Downsell one: change what they get. What comes out, and what does it cost then?

Downsell two: change how they pay. What terms can you actually carry?

Continuity or Referral Plan

Two or three maintenance tiers sold at install close-out. Fill the price and the visits, then write the sentence you use to offer it.

TIER NAME	WHAT IS INCLUDED	VISITS PER YEAR	PRICE	WHO IT IS FOR

Job-Start Checklist

Before a single tool comes off the truck. Use it even on the small jobs — especially on the small jobs.

☐ Confirm the address, the scope and the price against the signed quote	DATE _____
☐ Weather check: no lightning, no high wind, no ice on the roof edge	DATE _____
☐ Walk the property with the homeowner or send a start photo if she is not home	DATE _____
☐ Photograph existing damage — fascia, siding, landscaping, driveway, vehicles	DATE _____
☐ Ask where to park, where to stage, and where NOT to set a ladder	DATE _____
☐ Tarp the beds, shrubs and any AC unit under the work area	DATE _____
☐ Set ladders one foot out for every four feet up, three feet above the edge, tied off	DATE _____
☐ Inspect harness, anchor and lanyard before the first climb	DATE _____
☐ Confirm coil color against the fascia in daylight before you roll anything	DATE _____
☐ Confirm material count on site — coil, hangers, rivets, sealant, downspout, elbows	DATE _____
☐ Set the day's finish time and tell her what she will see when you are done	DATE _____

Job-Close Checklist

Before a single tool goes back on the truck. This list is what the review is actually about.

☐ Water-test every run and every downspout with a hose, and watch the outlets	DATE _____
☐ Check pitch and fall on each run — no standing water, no visible sag from the driveway	DATE _____
☐ Seal and inspect every end cap, miter and outlet	DATE _____
☐ Confirm hanger spacing and that every screw hit solid wood	DATE _____
☐ Downspouts strapped, elbows tight, extensions pointed away from the foundation	DATE _____
☐ All scrap coil and old gutter loaded on the truck — nothing left behind the garage	DATE _____
☐ Magnet-sweep the full drip line twice for screws and rivet stems	DATE _____
☐ Blow down the driveway, walks and any beds you tarped	DATE _____
☐ Photo set: every corner, every downspout, hanger lines, and four wide shots	DATE _____
☐ Walk-around with the homeowner, pointing out three specific things you did	DATE _____
☐ Offer the maintenance plan, on the spot, before you pull out	DATE _____
☐ Invoice the same day; review request the next day	DATE _____

Family Worksheet

Ladders, weather and clean-up — the three things that decide whether a one-truck exterior company survives its own good years.

Your ladder and fall-protection rules, in your own words. What is the line you will not cross for any job?

Your weather rules: what stops work, who decides, and how you tell the customer.

How do weather days get priced? Which months carry which months?

Your clean-up standard, written so a helper could follow it without you there.

Equipment Log

A minute a week. It tells you what is about to fail before it fails on a customer's house, and it makes the insurance conversation short.

Your Warm 100 — 1 of 2

Everyone in your phone, not just the ones you think need gutters. Work a handful a day. The ask is often a referral, not a job.

#	NAME	HOW YOU KNOW THEM	PHONE OR DM	CONTACTED	RESPONSE	BOOKED OR REFERRED
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	PHONE OR DM	CONTACTED	RESPONSE	BOOKED OR REFERRED
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 complete fix for a small problem that makes a bigger one visible. Narrow, fast, and with an obvious next step.

MAGNET	SMALL PROBLEM IT SOLVES	BIGGER PROBLEM IT REVEALS	HOW IT IS DELIVERED	THE NEXT STEP

LTGP : CAC Worksheet

What a customer is worth in margin over her whole life with you, against what a customer costs you to get. Aim for at least three to one.

LINE	YOUR NUMBER	HOW YOU GOT IT
First job margin		
Upsell margin, year one		
Guards or extras		
Maintenance plan margin per year		
Years she stays		
Referrals she sends		
LIFETIME GROSS PROFIT		
Ad and lead spend per month		
Customers won per month		
CUSTOMER ACQUISITION COST		
LTGP : CAC RATIO		

Rule of 100 — Daily Tracker

One hundred of something, every working day, for twelve weeks. Mark it whether or not anybody called back. Most people quit at week three.

MEASURE	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12
Warm reach-outs made												
Neighbor doors knocked												
Minutes creating content												
Posts published												
Minutes on ads and the map listing												
Estimates given												
Jobs booked												
Reviews requested												

WEEK NOTES

Estimate Visit Checklist

Same visit, every time. The order matters more than the words — ask before you tell, and price without flinching.

☐ Arrive inside the window you promised, or text before it closes	DATE _____
☐ Walk the ground first: grade, splash blocks, downspout terminations, foundation staining	DATE _____
☐ Ask what made her call, and let the whole story out before you say anything	DATE _____
☐ Ask when it started and what she has already tried	DATE _____
☐ Ask what it looks like next spring if nothing changes	DATE _____
☐ Ask what fixing it would mean for her — then be quiet	DATE _____
☐ Get on the ladder, photograph everything you will mention, and come down	DATE _____
☐ Show her the photos on your phone and name the parts correctly	DATE _____
☐ Say plainly which items can wait and which cannot	DATE _____
☐ Do one small free thing while you are up there	DATE _____
☐ Present best first, then better, then good — with prices, out loud	DATE _____
☐ Say the price, then stop talking	DATE _____
☐ Propose a specific date and confirm the next step before you leave	DATE _____
☐ Leave a written quote whether she says yes or not	DATE _____

Objections and Replies — Gutter Installation

What she says, what it really means, and your reply in your own words. Fill the last column before you need it, out loud, in the truck.

WHAT THEY SAY	WHAT IT REALLY MEANS	YOUR REPLY
My cousin says he can do it for half.	They cannot tell what is different about your price, so the only thing left to compare is the number.	
Can't I just buy the sectional stuff at the hardware store and put it up myself?	They are pricing the material and pretending the labour and the ladder are free.	
Why is your quote higher than the other guy's?	They want permission to pay more, or a reason to stop worrying.	
Do I really need gutter guards?	They have been pitched guards by somebody who oversold them and they are testing whether you will too.	
They're fine, they just overflow sometimes.	They do not connect the overflow to the wet basement or the stained siding yet.	
Can you do it while I'm at work?	They do not want to lose a day of pay, and they are quietly asking whether they can trust you unsupervised.	
Can you knock something off if I pay cash?	They are testing whether the price was real in the first place.	

Review Request Script

Sent the day after, by text, naming the specific thing you fixed. Save it in your phone so asking takes seconds.

Your review text, word for word, with a blank where the specific fix goes.

When exactly does it go out, and who sends it? Write the trigger, not the intention.

Your reply template for a good review — name the service, keep it human.

Your reply template for a bad one. Acknowledge, offer to fix, take it offline, no arguing.

First-Hire Scorecard

The loaded cost against the jobs the hire actually adds. If the answer is no, it is a lead problem, not a hiring problem.

LINE	YOUR NUMBER	NOTES
Hourly wage offered		
Payroll taxes		
Workers comp		
Gear and PPE		
Truck and fuel share		
Your training hours		
TOTAL LOADED COST PER WEEK		
Extra jobs per week this hire adds		
Average ticket		
Margin per job		
EXTRA MARGIN PER WEEK		
GO / NO-GO		

30 / 60 / 90 Ramp Plan

What he can do alone by each mark, and what you check. Set the decision date before day one, and say it out loud on the day.

PHASE	WHAT HE LEARNS	WHAT HE DOES ALONE	WHAT YOU INSPECT	PASS LOOKS LIKE
Days 1-7				
Days 8-14				
Days 15-30				
Days 31-45				
Days 46-60				
Days 61-75				
Days 76-90				
DECISION				

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

Draw the seats, not the names. Then name the constraint at each size and what you stop doing personally to break it.

At \$250k: who does what? What is your constraint, and what do you stop doing first?

At \$500k: which seats exist, who fills them, and what breaks if you keep selling every job?

At \$1M: the seats, the standard each one is held to, and what your job has become.

Which of these do you actually want? Be honest — the biggest one is a different job.

Twelve-Month Forecast

The national demand curve for this trade is filled in. Split your annual target in those proportions, not in twelfths, then ask whether you survive the bottom.

MONTH	DEMAND INDEX	JOBS FORECAST	REVENUE FORECAST	ACTUAL REVENUE
Jan	0.73			
Feb	0.80			
Mar	0.91			
Apr	1.00			
May	1.03			
Jun	1.12			
Jul	1.25			
Aug	1.25			
Sep	1.14			
Oct	1.01			
Nov	0.89			
Dec	0.87			
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

Weekly, not monthly. In, out, balance, and what is still owed to you. A weekly log catches problems a month before your accountant would.

Profit First Allocations

Everything lands in one account and nothing is spent from it. Twice a month you move the slices out. Bills come only from operating.

ACCOUNT	SHARE TODAY	TARGET SHARE	WHERE IT IS HELD	RULE
Income (holding only)				
Profit				
Owner pay				
Tax				
Operating expenses				
Equipment reserve				
Debt paydown				

KPI Scorecard — Gutter Installation

The benchmarks for this trade are printed with their targets. Write your own beside each one every week. The direction matters more than the precision.

MEASURE	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12
Average job ticket (gutter cleaning) (target 237 USD)												
Jobs completed per service day (target 4 jobs/day)												
Contribution margin per job (target 65%)												
Lead-to-book conversion rate (target 45%)												
Customer acquisition cost (target 45 USD)												
Repeat/reminder booking rate by year two (target 55%)												
Crew hours per standard job (target 2.25 hours/job)												
Break-even job volume (cash basis) (target 19 jobs/month)												

WEEK NOTES

Monthly P&L

Revenue, the costs that only exist because you did the work, and the costs you carry either way. The gap between the two is the business.

MONTH	REVENUE	MATERIALS	LABOR	OTHER JOB COSTS	FIXED COSTS	PROFIT

Days 1–30: Get Cash

One goal: a paying customer. Everything on this list either produces that or gets cut. Date each line as you clear it.

☐ Entity formed, EIN pulled, business bank account open	DATE _____
☐ General liability quoted from three carriers; policy bound before the first job	DATE _____
☐ Licensing or registration confirmed with the state board and the county	DATE _____
☐ Ladder, harness, anchor kit and hand tools bought and inspected	DATE _____
☐ Attraction offer written in one sentence, priced, and said out loud until it sounds like you	DATE _____
☐ Warm hundred list filled in — every name in your phone	DATE _____
☐ Ten warm contacts made every working day	DATE _____
☐ Job-start and job-close checklists printed and in the truck	DATE _____
☐ First job booked at your real price, not a friends-and-family price	DATE _____
☐ First job completed to the full standard, photographed, invoiced same day	DATE _____
☐ First review requested the day after	DATE _____
☐ Profit, tax and operating accounts opened and the first allocation made	DATE _____

Days 31–60: Get More Cash

Stop hunting for a stretch and sell to the customers in front of you. The upsell and the price raise both cost nothing to attempt.

- | | |
|--|------------|
| ☐ Upsell offered on every single job, on the day, standing in the yard | DATE _____ |
| ☐ Three upsells priced and written down so you never have to invent one | DATE _____ |
| ☐ Price raised one notch on the next batch of quotes | DATE _____ |
| ☐ Yes rate counted before and after the raise | DATE _____ |
| ☐ Doors knocked either side of every job while the ladder is still up | DATE _____ |
| ☐ Review requested by text the day after every completed job | DATE _____ |
| ☐ Every review answered in public, good or bad, naming the service | DATE _____ |
| ☐ Good / better / best built for a real house and used on a real estimate | DATE _____ |
| ☐ Break-even hourly rate calculated and nothing quoted below it | DATE _____ |
| ☐ Cash log started and updated every week | DATE _____ |
| ☐ Free map listing claimed, filled in, photographed | DATE _____ |

Days 61–90: Get the Most Cash

Build the parts that make month four easier than month one. Recurring work, referrals, and a decision about winter.

☐ Maintenance plan tiers written and priced	DATE _____
☐ Plan offered at every install close-out, on the day	DATE _____
☐ Every plan visit on a real calendar with a real date	DATE _____
☐ Referral ask built into the close-out walk, every time	DATE _____
☐ LTGP against CAC filled in with your own numbers	DATE _____
☐ KPI scorecard running weekly for at least four weeks	DATE _____
☐ Twelve-month forecast built off the seasonality curve	DATE _____
☐ Winter plan decided: what you are selling in January	DATE _____
☐ First-hire arithmetic run honestly, even if the answer is not yet	DATE _____
☐ Equipment log started and the harness inspected	DATE _____
☐ Pre-mortem written with a tripwire on every line	DATE _____

Milestones and Tripwires

What kills this in ninety days, the signal you would actually notice, and the decision you make now while you are calm.

[illegible]

Decision Log

Every real decision, what you knew at the time, and what actually happened. In a year this is the most valuable page in the book.

[illegible]