

The Starving-Crowd Test for Your ZIP Codes

Three ZIP codes, three questions. Answer in ink. A market you cannot describe in writing is a market you are guessing about.

PAIN — Which deadlines drive junk in these ZIP codes? List moves, closings, estates, turnovers, remodels, code letters.

PURCHASING POWER — Who can pay this week without financing? Note home values, ownership rate, age of the housing stock.

TARGETABILITY — Name five referral sources who touch this customer more than once a year, and how you reach each one.

THE VERDICT — Which single ZIP code do you start in, and what would have to be true for that choice to be wrong?

Your Homeowner Avatar

Write about one real person you know who has hired a hauler. Use her words, not marketing words. Call her if you have to.

What changed in her life that made the junk urgent? Name the date on the calendar that made it a job.

What is she afraid of? Write the four fears in the order she would actually say them out loud.

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

What does she type into her phone at ten o'clock at night? Write the search, word for word.

Personal Runway Worksheet

Real bank numbers, not remembered ones. Total the column, divide your cash by it, and write the month your runway ends.

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

Demand by Month — Junk Removal

The index is filled in from search data. You fill in the jobs and revenue you expect, and what you will do in the slow months.

MONTH	DEMAND INDEX	JOBS YOU EXPECT	REVENUE YOU EXPECT	WHAT YOU WILL DO IN THE SLOW MONTHS
Jan	0.80			
Feb	0.86			
Mar	0.98			
Apr	1.03			
May	1.08			
Jun	1.16			
Jul	1.18			
Aug	1.12			
Sep	1.03			
Oct	0.98			
Nov	0.91			
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

One specific result, one timeframe, one thing in her life that gets better. Write it the way she would say it to a friend.

The result, in her words: what does the space look like and what can she do in it that she cannot do now?

The timeframe: by when? Attach it to a day of the week or a date on her calendar, not to a vague soon.

So that what? Name the thing in her life this unlocks — the showing, the closing, the parent moving in, the car in the garage.

Write the whole promise as one sentence. Read it aloud. Cut every word that is not doing a job.

Obstacle → Solution Map

Fifteen obstacles, sorted into knowledge, skill, environment or psychology, each reversed into a piece of 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

Score every component on value to her and cost to you. Keep, bonus or cut. Six to eight strong beats fifteen mediocre.

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

Guarantee and Offer Name

Bound the guarantee to work you control, write the exclusions in plain words, and name the offer so it can travel without you.

What exactly do you guarantee? Write the promise and the remedy — what you do, by when, at whose cost.

What is excluded? List every material and situation you will not take, in the words you will say out loud on site.

What does honouring it cost you in a bad month? If you cannot pay that, shrink the promise until you can.

Three names for this offer. Circle the one a customer would repeat to her sister without reading it off a card.

Service Area and Jobs You Will Not Do

Draw the triangle: your base, the jobs, the disposal gate. Then write the no list before a slow week writes it for you.

Where are your transfer stations and what are their hours, materials accepted and fee structures?

Your service radius in minutes, not miles. Where does the travel tier start and what does it add?

Which customer are you optimising for — estate, property manager, contractor, or general residential? Why that one?

The jobs you will not do, and the sentence you will use to decline each one without sounding rude.

Ten-Competitor Scan

Open the map, take the first ten. Read the one-star reviews closely — that is where they hand you the gap you can own.

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

Your One-Liner and Positioning Statement

Problem, plan, result — in that order, in her language. She is the hero of the sentence. You are the one who knows the way.

The problem, in her words. What has she been avoiding, and for how long?

The plan, in three steps she could repeat back to you without notes.

The result. What does her week look like once this is done?

Write the whole thing as one spoken sentence. Say it ten times. Cut whatever you keep stumbling over.

Entity, EIN and Bank Setup

One week of errands that separates the business from your household. Date each line as you finish it.

☐ Entity chosen with your accountant and filed with the state	DATE _____
☐ Registered agent named and the address confirmed	DATE _____
☐ EIN obtained directly from the IRS at no cost	DATE _____
☐ Business bank account opened and funded	DATE _____
☐ Business debit or credit card issued and personal cards removed from business use	DATE _____
☐ Business name registered in state and county; city licence checked separately	DATE _____
☐ Bookkeeping software connected to the business account only	DATE _____
☐ Sales-tax question answered in writing by your accountant for your state	DATE _____
☐ Operating agreement drafted, even as a single member	DATE _____
☐ Business address, phone number and email that are not your personal ones	DATE _____

License Requirements by State — Junk Removal

Find your row first. Requirements here range from nothing at all to a city licence that costs more than your first trailer.

STATE	LICENSE REQUIRED?	LICENSE	BOARD	FEE	EXAM
Kentucky	Yes	Solid Waste Collector/Recycler Annual Registration	Kentucky Energy and Environment Cabinet, Division of Waste Management (401 KAR 49:080)	\$0	No
Texas	No statewide	—	Check city / county	—	No
California	No statewide	—	Check city / county	—	No
Florida	No statewide	—	Check city / county	—	No
New York	Yes	Trade Waste License (Business Integrity Commission)	NYC Business Integrity Commission	\$5,000—\$5,600	No
Pennsylvania	Yes	Municipal & Residual Waste Transporter License (Act 90)	PA Dept. of Environmental Protection	\$50	No
Illinois	No statewide	—	Check city / county	—	No
Ohio	No statewide	—	Check city / county	—	No
Georgia	Yes	Solid Waste Handling Permit-by-Rule (collection/transportation notification)	Georgia EPD, Land Protection Branch	\$0	No
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, four different jobs. Get quotes on all four before you take a paid job, and file the certificates where you can find them.

COVERAGE	TYPICAL ANNUAL COST	WHAT IT COVERS	YOUR QUOTE
General liability	\$240–\$660	Damage or injury you cause to others	
Workers comp	4.89–5.03 per \$100 payroll	Your crew, hurt on the job	
Commercial auto	\$2,381–\$3,212	The truck and what it hits	
Bond	\$5,000–\$150,000	Not universally required — most states have no state-level bond for junk/debris haulers, but many cities/counties and regulators such as NYC's Business Integrity Commission require a waste-hauler bond as part of local licensing. Amounts vary by state/municipality and specific bond type when required.	
Tools & equipment		Theft from the truck or site	
Umbrella		Above the GL limit	

Insurance Quote Log

Three carriers per line, minimum. Compare limits and deductibles, not just premiums — the cheap policy is often cheap for a reason.

CARRIER / AGENT	LINE	LIMITS	ANNUAL PREMIUM	DEDUCTIBLE	DECISION

Questions for Your Attorney and Accountant

Two appointments, one hour each. Write the answers in this book. Specifics only — a general reassurance is not an answer.

- | | |
|---|------------|
| ☐ Which entity, and what do I have to keep doing to keep the liability shield intact? | DATE _____ |
| ☐ What should my written scope and exclusion list cover before a crew ever loads anything? | DATE _____ |
| ☐ What is my exposure if I unknowingly haul a material I am not permitted to haul? | DATE _____ |
| ☐ How do I cancel or walk away from a job that has gone wrong, and what do I owe if I do? | DATE _____ |
| ☐ What does my state require of a for-hire waste hauler, by name, in writing? | DATE _____ |
| ☐ Does my state tax this service, and is the disposal pass-through taxable? | DATE _____ |
| ☐ Should I take a tax election on this entity, and at what level of profit does that change? | DATE _____ |
| ☐ Mileage or actual vehicle expense for a truck and trailer used this way? | DATE _____ |
| ☐ What records do you want from me each month, and in what format? | DATE _____ |
| ☐ What would make you fire me as a client? | DATE _____ |
-
-
-
-
-

Equipment Budget — Junk Removal

Ranges are researched. The blank column is what you actually paid. Fill it in as you buy, not from memory later.

ITEM	LOW	HIGH	DAY ONE?	YOUR PRICE	BOUGHT
Appliance hand truck / stair-climbing dolly (up to 800 lb. capacity)	\$42	\$284	Yes		
Furniture/platform dolly (300-1,000 lb. capacity)	\$35	\$933	Yes		
Moving blankets / furniture pads (multi-pack)	\$15	\$170	Yes		
Ratchet tie-down straps (set)	\$10	\$49	Yes		
Bungee cord assortment	\$7	\$20	Yes		
Work gloves and PPE (cut-resistant gloves, safety glasses)	\$5	\$85	Yes		
Heavy-duty 20x30 ft. tarp (truck bed liner / yard protection)	\$125	\$150	Yes		
Demolition hammer and pry bar tool set (breaking down bulky furniture for compact loads)	\$52	\$77	Yes		
Push broom and flat shovel (site cleanup)	\$11	\$54	Yes		
6x12 ft. tandem-axle dump trailer, 10K GVWR	\$10,499	\$11,599	Yes		
Steel/poly wheelbarrow (yard debris, demo material)	\$129	\$199	Later		
Larger/heavier-duty 6x12 dump trailer (production or 2-crew upgrade, higher GVWR options)	\$8,195	\$14,595	Later		
Essential equipment	\$10,801	\$13,421			

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 tow vehicle plus insurance plus launch marketing. Add your own reserve line at the bottom before you commit.

LINE	LOW	HIGH	YOUR NUMBER
Essential equipment (previous page)	\$10,801	\$13,421	
Used 3/4-ton pickup truck (2018 Ford F-250, base trim) for towing a dump trailer	\$10,200	\$14,100	
General liability, year one	\$240	\$660	
Launch marketing	\$500	\$2,500	
Licenses and permits			
Software and phone, 3 months			
Personal runway (chapter 1)			
Reserve (10% of the total)			
Total startup	\$21,741	\$30,681	

Funding Sources

Rank by what the money truly costs — rate, speed, and what happens to you if the month goes badly.

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

Client-Financed Acquisition Plan

Name the slice, the job it comes from, and where it goes. An unnamed slice gets spent on fuel every single time.

How and when do you collect? Card on site, cash, invoice — and what is your rule for large scheduled cleanouts?

What percentage of every collected job goes straight back into producing the next one?

Which channel does that money buy first, and what will tell you within two weeks that it is working?

What is your reserve target in dollars, and what is the one thing you will not spend it on?

Typical Jobs and Price Ranges — Junk Removal

National ranges, with a blank column for your market. Adjust once you have ten of your own jobs on paper, not before.

TYPICAL JOB	LOW	HIGH	HOURS	PER HOUR (HIGH ÷ HOURS)	YOUR PRICE
Single item pickup (furniture/appliance)	\$60	\$150	0.5	\$300	
Standard residential pickup (partial load)	\$150	\$350	1.5	\$233	
Full truckload cleanout	\$600	\$800	3.5	\$229	
Minimum load charge to full load (per-load range)	\$100	\$500	1	\$500	
Whole-house/estate cleanout (large volume)	\$75	\$800	5	\$160	

Crews in this trade bill \$25–\$50 an hour (quoted per truckload volume (fraction of a full load, e.g. 1/8 load to a full 12-16 cu yd load) — the dominant junk-removal pricing model, with per-item and hourly pricing used as add-ons). Technicians earn \$16–\$36 an hour.

Good / Better / Best Builder

Build all three, then present the largest first. Every number after the first one is judged against it.

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

Break-Even Hourly Rate

Total the nut, divide by the hours you can genuinely bill, and you have the number below which you are volunteering.

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

Markup sits on top of cost. Margin is the share of the price you keep. Fill this once and tape it inside the truck.

JOB COST	MARKUP %	PRICE	MARGIN %

Your Attraction Offer

The free on-site estimate is the offer. Make the estimate itself something she keeps, not a number said out loud and forgotten.

What exactly does the free estimate include, and what does she physically leave holding?

What is the arrival window you promise, and what happens if you are running late?

What do you say, word for word, when she asks for a price before you have seen it?

What is the next step you ask for at the end of the visit, and how do you book it on the spot?

Upsell and Downsell Plan

Every emptied space reveals the next job. Every no is a different set of terms, never a lower price on the same load.

List the three upsells you will offer on site, and the sentence you use to raise each one.

Which upsell needs a separate price and a spoken exclusion list? Write the exclusions.

Your three downsells: curbside, split loads, lower tier. What does each one actually save you?

What will you never discount, and what will you say when someone asks you to?

Continuity or Referral Plan

Build the recurring route one weekday at a time, and write the referral play beside it. A plan without a take-rate is a hope.

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

Job-Start Checklist

Ninety seconds of this list settles nearly every dispute this trade produces. Run it before anything gets lifted.

☐ Scope confirmed out loud and the written price agreed	DATE _____
☐ Exclusion list read aloud — chemicals, fuel, paint, tires, anything a licensed handler must touch	DATE _____
☐ Whole pile walked, including the back of it	DATE _____
☐ Before photos taken: floors, door frames, walls, the pile, timestamped	DATE _____
☐ Path protected — blankets on frames, tarp on floors, dollies staged	DATE _____
☐ Parking confirmed and the trailer positioned legally	DATE _____
☐ Customer told how long you expect to be on site	DATE _____
☐ Gloves and eye protection on before the first lift	DATE _____
☐ Payment method confirmed before work starts	DATE _____
☐ Pets and children accounted for, doors and gates planned	DATE _____

Job-Close Checklist

The sweep and the walkthrough are what earn the review. The dump ticket is what tells you whether the job made money.

☐ Space swept and the floor visible	DATE _____
☐ After photos taken from the same angles as the before shots	DATE _____
☐ Walkthrough completed with the customer, corners shown	DATE _____
☐ Any damage disclosed by you, before she finds it	DATE _____
☐ Payment collected and receipt handed over	DATE _____
☐ Donation and recycling destination named to the customer	DATE _____
☐ Load tipped, dump ticket kept and photographed	DATE _____
☐ Weight and disposal fee logged against this job the same day	DATE _____
☐ Review request queued for the next morning	DATE _____
☐ Trailer swept out and equipment accounted for	DATE _____

Family Worksheet

Chemicals, keys and route density — the three things that separate a hauling business from a guy with a trailer.

List every product you carry and confirm a safety data sheet is in the truck binder for each one.

Your key and code custody rules: who holds what, where codes live, when they get changed.

Map your stops for one real week. How many miles per paying stop? Where is the waste?

Which weekday becomes your recurring route day, and which three stops anchor it?

Equipment Log

Write it standing at the trailer at the end of the day. A log filled in from memory on Sunday is decoration.

Your Warm 100 — 1 of 2

Every name in your phone, not just the ones you think need a hauler. This is the highest-converting list you will ever own.

#	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 genuinely useful thing, built in an afternoon of phone calls, that leaves the reader standing at the edge of your offer.

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

Lifetime gross profit against what it cost to get them. Under three to one you cannot scale — you can only work.

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 channel, chosen on purpose, every working day. Tick the boxes. Most people quit around day nine.

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

Run the same visit every time. The order is the sales training — improvise and you will forget the exclusion list on the job where it mattered.

☐ Confirmation text sent the night before with your name, arrival window and phone number	DATE _____
☐ Parked without blocking her, truck and trailer presentable	DATE _____
☐ Asked her to walk you through it instead of pointing from the door	DATE _____
☐ Walked the whole pile, plus behind it, plus the shed	DATE _____
☐ Measured the access: stairs, the turn in the stairs, gate width, driveway length	DATE _____
☐ Asked what is staying, what is going, what she wants to sell or keep for family	DATE _____
☐ Exclusion list read out loud before any number was said	DATE _____
☐ Tier marks on the trailer shown, her pile placed against them	DATE _____
☐ Price given in writing with the disposal line shown separately	DATE _____
☐ Before photos taken of floors, door frames and the path in	DATE _____
☐ Two before-and-after photos from her area shown on your phone	DATE _____
☐ Something given away free: the disposal guide, an item to the kerb, or an answer she needed	DATE _____
☐ Date asked for out loud, and put in the calendar before you left	DATE _____
☐ Follow-up scheduled if she did not book: next morning, next week, next month	DATE _____

Your Proof Kit

Everything you can show instead of say. Build it once, keep it on your phone, and never walk into an estimate without it.

PROOF ITEM	WHERE IT LIVES	WHICH FEAR IT ANSWERS	READY?
Before-and-after set, local street			
Before-and-after set, estate or hoarded job			
Certificate of insurance			
Written scope and exclusion list			
Your county disposal guide			
Donation and recycling receipts			
Google profile with recent reviews			
Photo of the tier marks on the trailer			
Confirmation text template			

Objections and Replies — Junk Removal

What she says, what she means, and the reply that answers the meaning. Read them out loud in the truck until they stop sounding like a script.

WHAT THEY SAY	WHAT IT REALLY MEANS	YOUR REPLY
That seems like a lot just to take stuff to the dump.	She is comparing your price to the dump fee, not to a Saturday of her own labour plus a rented truck and a bad back.	
My cousin has a truck and said he would do it for half.	She wants a polite way to say no, and she is not yet sure your price is a real price.	
Can you just give me a price over the phone?	She has been surprise-priced in her own driveway before and she is bracing for it.	
Can you come today?	There is a deadline she has not told you about yet.	
I want to try to sell some of this first.	She thinks the pile is worth money and she feels wasteful letting it go.	
Do you take everything?	There is something in that pile she is embarrassed about, and she is testing whether you will judge her.	
Why is your price different from what I saw online?	She saw a national brand's advertised minimum and read it as a ceiling.	
Can you knock something off if I help load?	She wants to feel like she got a deal, and she may also be quietly worried about the money.	

Review Request Script

Write it in your own words, then say it the same way every time. The best moment is while she is still looking at the clean floor.

Your ask, word for word. Say it out loud twice and cut anything that sounds like a form letter.

When exactly do you ask, and how do you send the link so she never has to go looking for it?

What do you say when someone agrees to leave one and then does not? Write the single polite nudge.

Your reply template for an unhappy review: what you acknowledge, what you offer, what you never do.

First-Hire Scorecard

Evidence, not feelings. If you cannot write something real in the evidence column, the signal is not there yet.

SIGNAL	YES / NO	EVIDENCE
Turned work away in the slow months, not only the peak		
One full winter traded through, same conclusion		
Day labour tried first on the four-hand jobs		
Declining jobs specifically because you are alone		
Your own hours are past sustainable		
Cash covers 8 weeks of wages today		
Written job description exists		
Job-start and job-close standards are written down		
A training ramp is planned and dated		
You know whether this role is 1099 or W-2, and why		
Workers comp and payroll taxes budgeted		
A 90-day exit plan exists if it does not work		

Pay Plan Builder

Whatever you pay for is what you will get, exactly and without imagination. Write down what each line is buying you.

COMPONENT	AMOUNT	THE BEHAVIOUR IT BUYS	HOW YOU MEASURE IT
Base hourly rate			
Damage-free job with photos filed			
Review that names him			
Upsell raised and closed on site			
Reliability / attendance			
Certification or licence you want him to hold			
What you deliberately pay nothing extra for			

30 / 60 / 90 Ramp Plan

Write it, then hand him a copy. People leave small companies because nobody ever told them what the next rung was.

MILESTONE	DAY 30	DAY 60	DAY 90
Can do without being asked			
Runs which part of the job			
Customer contact allowed			
Photos and paperwork			
Equipment he is trusted with			
Driving and towing			
Safety standard he owns			
What you check versus what you trust			
Pay change at this milestone			
What tells you this is not working			

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

Three charts, three versions of your own job. The last one is a choice about what you want to be, not just a bigger box.

Draw the chart at the first level. Who does sales, who does the work, who does the books, and where are you?

Draw it at the second level. What comes off your plate first, and who catches it?

Draw it at the third level. How many trucks does that take at your average ticket, and who runs each one?

Which of the three do you actually want? Write the honest answer and date it.

Twelve-Month Forecast

The demand index is measured and pre-filled. You supply the jobs, the ticket and the costs — from your own invoices, not from optimism.

MONTH	DEMAND INDEX	JOBS	AVG TICKET	REVENUE	COSTS	PROFIT
Jan	0.80					
Feb	0.86					
Mar	0.98					
Apr	1.03					
May	1.08					
Jun	1.16					
Jul	1.18					
Aug	1.12					
Sep	1.03					
Oct	0.98					
Nov	0.91					
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, in pen, on a Friday. The point is to see the gap two weeks before it arrives instead of on the morning it does.

Profit First Allocations

Split the money the day it lands. Start small enough that you barely feel it, then raise a notch each quarter until it pinches.

ACCOUNT	TARGET %	THIS MONTH \$	ACTUAL %
Income (all deposits)			
Profit			
Owner pay			
Tax			
Operating expenses			
Disposal / pass-through			

KPI Scorecard — Junk Removal

Benchmarks are somebody else's numbers and mostly come from vendors. Fill the middle column from your own books and trust that one.

MEASURE	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12
Average gross profit margin per job (target 59%)												
Net profit margin after customer acquisition cost (year 3+) (target 44%)												
Labor cost as % of gross income (two-person crew) (target 20%)												
Disposal/dump fees as % of gross income (target 9.5%)												
Gross profit margin, well-run operations (target 60%)												
Annual revenue per truck (established route) (target 300,000 USD/yr)												
Share of junk removal revenue from subscription/recurring cleanouts (target 22%)												
Operating margin, ad-heavy two-truck operation (target 21%)												

WEEK NOTES

Monthly P&L

One line a month, this year beside last. Gross profit per job sliding while revenue climbs is the first sign of trouble.

MONTH	REVENUE	DISPOSAL + FUEL	LABOR	OVERHEAD	NET PROFIT

Days 1–30: Get Cash

One goal: a stranger's garage, emptied, swept and paid for on the day. Everything here is the shortest path to that.

☐ Entity formed, tax number applied for, business bank account open	DATE _____
☐ General liability bound and commercial auto on the truck	DATE _____
☐ State or county hauler registration filed where one applies	DATE _____
☐ Business phone number live and forwarding, with a voicemail you would answer	DATE _____
☐ Google Business Profile claimed, photographed and set to your real service area	DATE _____
☐ Three priced tiers written down, with the exclusion list you can recite	DATE _____
☐ Tier marks painted or taped on the trailer rail	DATE _____
☐ Essential equipment bought: dollies, blankets, straps, tarp, gloves, broom	DATE _____
☐ Disposal account set up and the transfer-station hours written in the truck	DATE _____
☐ County disposal guide built from your own phone calls	DATE _____
☐ The hundred names written down in one place	DATE _____
☐ First twenty-five worked with a real message each, one at a time	DATE _____
☐ First paying job completed with before-and-after photos	DATE _____
☐ First review asked for out loud and the link sent before you pulled out	DATE _____

Days 31–60: Get More Cash

Two jobs this month and no others: raise the ticket on work you already have, and raise the price once.

☐ The second-space question asked on every single job, out loud, while loading	DATE _____
☐ Light demolition priced separately with its exclusions written down	DATE _____
☐ Curbside and split-load downsells written and used instead of discounts	DATE _____
☐ All three tiers raised one step, applied from that morning, nobody grandfathered	DATE _____
☐ Yes rate tracked for a fortnight after the rise	DATE _____
☐ The remaining warm names worked through	DATE _____
☐ Cold list built: property managers, estate attorneys, storage, contractors, senior movers	DATE _____
☐ At least one in-person visit a week to that list, disposal guide in hand	DATE _____
☐ Before-and-after photos posted from every job	DATE _____
☐ Dump tickets logged against jobs the same day, every day	DATE _____
☐ Rule of 100 tracked daily on one chosen channel	DATE _____
☐ Break-even hourly rate recalculated from real numbers, not estimates	DATE _____

Days 61–90: Get the Most Cash

Make the calendar fill itself, then decide about the first hire on evidence rather than exhaustion.

☐ One weekday chosen and held as the recurring route day	DATE _____
☐ Three or four recurring stops sold on that day	DATE _____
☐ Referral ask made on every job, with a take-rate written down	DATE _____
☐ Referral reward defined and actually delivered at least once	DATE _____
☐ First-hire scorecard filled in with evidence, not feelings	DATE _____
☐ Hire or not-yet decided in writing and dated in the decision log	DATE _____
☐ Two months of wages confirmed in the account before any offer is made	DATE _____
☐ Profit First allocations running on every deposit	DATE _____
☐ Tax set-aside moving automatically the day money lands	DATE _____
☐ Twelve-month forecast filled in from your own invoices	DATE _____
☐ Slow-month plan written: service, contracts, subscriptions, content	DATE _____
☐ Pre-mortem tripwires reviewed and any that fired written up	DATE _____

Milestones and Tripwires

A milestone with no tripwire is a wish. Write the response now, while you are calm, because you will not be calm later.

[illegible]

Decision Log

Every real decision, why you made it, and when you will look at it again. In a year this is the most valuable page in the book.