The Starving-Crowd Test for Your ZIP Codes

Run your own service area, not the country. Answer from evidence you gathered this week, not from what you assume.

Pain: what does an unmowed lawn actually cost your target homeowner — embarrassment, an HOA letter, a lost Saturday, a spouse asking twice?

Purchasing power: drive your three target ZIP codes and write what you saw — irrigation, fencing, beds, vehicles, other companies' yard signs.

Targetability: name the streets, subdivisions and HOAs where that homeowner is clustered, and how you would reach them this month.

Score each criterion out of ten and write the honest total. If it lands low, widen the radius before you widen the service list.

Your Homeowner Avatar

One person, not a segment. Write it the way you would describe a customer to a new hire riding with you.

Describe them in four sentences: household, work hours, lot size, and why the lawn is a problem for them specifically.

What are they actually afraid of when they hire a lawn company? Use their words, not marketing words.

What have they already tried, and exactly how did it end?

What do they type into their phone at the moment they decide to hire somebody?

What would make them tell a neighbor about you without being asked?

Personal Runway Worksheet

Real household numbers, not the version you would tell someone at church. The total is what you are actually risking.

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

Demand by Month — Lawn Care

The demand index is national search interest for this trade, averaged across five years. Use it as the shape, then write your own plan against it.

MONTH	DEMAND INDEX	JOBS YOU EXPECT	REVENUE YOU EXPECT	WHAT YOU WILL DO IN THE SLOW MONTHS
Jan	0.59			
Feb	0.76			
Mar	1.24			
Apr	1.60			
May	1.39			
Jun	1.19			
Jul	1.11			
Aug	1.08			
Sep	0.98			
Oct	0.81			
Nov	0.67			
Dec	0.57			
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

Write the outcome the way your homeowner would say it out loud, then put a clock on it.

What does your customer actually want at the end of this? Push past a nice lawn to the real answer.

Write it as result plus timeframe plus feeling, in one sentence you could say in a driveway.

Which of the four value levers is weakest in your current pitch — outcome, likelihood, speed, or effort?

What proof do you have today that you deliver it, and what proof could you have within thirty days?

Obstacle → Solution Map

Fifteen obstacles across knowledge, skill, environment and psychology. Every one you leave blank is a reason she says she will think about it.

#	WHAT STOPS THE HOMEOWNER	CATEGORY	HOW YOUR OFFER REMOVES IT
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			

Your Value Stack

Score each component on value to her and cost to you. High value and low cost stays. Everything else becomes a bonus or gets deleted.

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

Guarantee and Offer Name

Guarantee your conduct and the property you touch. Write the exclusions in the same size type as the promise.

Write the guarantee: what exactly happens, and for whom, when you fail to do what you said you would do?

Write the exclusions out loud — weather, disease, pests, irrigation you do not control, lawns you did not maintain.

What does honoring this cost you on your worst week? If that answer scares you, narrow it here.

Name the offer after the outcome, then write two alternates and pick the one a neighbor could repeat.

Service Area and Jobs You Will Not Do

Draw neighborhoods, not a radius. Write the no list before somebody asks you in a driveway.

Name the subdivisions and streets that make up your core route, in the order you would drive them on one day.

What is the longest drive between two stops you will accept, and what does an account have to be worth to earn it?

List the jobs you will not do, including anything needing a license you do not hold yet.

Write your referral sentence for a job you decline, and name who you would send it to.

Ten-Competitor Scan

Search your own town and read the top ten the way a homeowner would. Their one-star reviews are the most useful column on this sheet.

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

Your One-Liner and Positioning Statement

Problem, plan, success — in three sentences you can say without thinking, to someone outside the trade.

The problem, in your customer's words rather than yours.

The plan: the three steps that take her from that problem to the outcome.

The success: what her life looks like once you are handling it.

Now the positioning statement — for whom, what you are, and what makes you different in one sentence.

Say it to somebody outside the trade. Write what they asked you afterward, and fix that.

Entity, EIN and Bank Setup

One afternoon of paperwork that protects everything you build after it. Date each line as you finish it.

- [ ] Decide sole proprietor or LLC after one conversation with an accountant, and write down why — DATE
- [ ] Check your business name for conflicts with your Secretary of State and with a domain search — DATE
- [ ] File the entity formation and save the stamped copy where you can find it in a year — DATE
- [ ] Register the assumed or trade name if you will operate under something other than the legal name — DATE
- [ ] Apply for the EIN directly with the IRS, at no cost — DATE
- [ ] Open a business checking account using the EIN and formation documents — DATE
- [ ] Open a second business savings account for the tax set-aside before the first deposit lands — DATE
- [ ] Set up a card that is used only for business fuel, parts and supplies — DATE
- [ ] Ask your accountant whether lawn services are taxable in your state and register if they are — DATE
- [ ] Put the entity annual report deadline on the calendar with a reminder a month ahead — DATE
- [ ] Check your city or county for a local business license or occupational tax requirement — DATE
- [ ] Start the bookkeeping tool this week, with an opening balance, not in November — DATE

License Requirements by State — Lawn Care

Mowing is unlicensed everywhere in this table — every row is about applying fertilizer or weed control for hire. Verify your own state on the agency site before you rely on it.

STATE	LICENSE REQUIRED?	LICENSE	BOARD	FEE	EXAM
Kentucky	Yes	Commercial Pesticide Applicator/Operator License (KDA)	Kentucky Department of Agriculture, Division of Environmental Services	$25–$100	Yes
Texas	Yes	Commercial Pesticide Applicator License (TDA)	Texas Department of Agriculture (TDA)	$200–$264	Yes
California	Yes	Qualified Applicator Certificate, Cat. C + Pest Control Business License (DPR)	California Department of Pesticide Regulation (DPR)	$80–$130	Yes
Florida	Yes	Limited Commercial Landscape Maintenance (LCLM) Pesticide Applicator Certificate	Florida Department of Agriculture and Consumer Services (FDACS)	$75–$150	Yes
New York	Yes	Commercial Pesticide Applicator Certification + Business Registration (NYSDEC)	NY State Department of Environmental Conservation (NYSDEC)	$100–$600	Yes
Pennsylvania	Yes	Commercial Pesticide Applicator License (PDA)	Pennsylvania Department of Agriculture (PDA)	$40–$100	Yes
Illinois	Yes	Commercial Pesticide Operator/Applicator License (IDOA)	Illinois Department of Agriculture (IDOA)	$180–$300	Yes
Ohio	Yes	Commercial Pesticide Applicator License (ODA)	Ohio Department of Agriculture (ODA)	$35–$75	Yes
Georgia	Yes	Commercial Pesticide Applicator's License + Pesticide Contractor License (GDA)	Georgia Department of Agriculture (GDA)	$55–$90	Yes
North Carolina	Yes	Commercial Ground Applicator License, Ornamental & Turf category (NCDA&CS)	NC Department of Agriculture & Consumer Services (NCDA&CS)	$75–$100	Yes
Michigan	Yes	Commercial Pesticide Applicator Certification + Pesticide Business License (MDARD)	Michigan Dept. of Agriculture and Rural Development (MDARD)	$75–$100	Yes

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

Insurance Lines and Annual Cost Ranges

Researched ranges for a small lawn operation. Get three real quotes and write your own numbers in the right-hand column.

COVERAGE	TYPICAL ANNUAL COST	WHAT IT COVERS	YOUR QUOTE
General liability	$360–$1,200	Damage or injury you cause to others	
Workers comp	3–6 per $100 payroll	Your crew, hurt on the job	
Commercial auto	$1,200–$4,800	The truck and what it hits	
Bond	$10,000–$25,000	None of the 11 researched state pesticide-applicator licenses (KY, TX, CA, FL, NY, PA, IL, OH, GA, NC, MI) carries a fixed-amount surety bond requirement for lawn mowing or fertilizer/weed-control work. A separate 'landscape contractor' license (design/installation work, not routine maintenance) can require a bond once project size crosses a state threshold — e.g. North Carolina requires a $10,000 bond for licensed landscape contractors — and municipal or HOA maintenance contracts sometimes request a bond regardless of state law.	
Tools & equipment		Theft from the truck or site	
Umbrella		Above the GL limit	

Insurance Quote Log

Three carriers, same limits, same day. Compare the limits and the deductible before you compare the premium.

CARRIER / AGENT	LINE	LIMITS	ANNUAL PREMIUM	DEDUCTIBLE	DECISION

Questions for Your Attorney and Accountant

Bring this list to one paid hour with each. Check the line when you have the answer written down, not when you have asked.

- [ ] Which entity fits my situation in this state, and how should it be taxed — DATE
- [ ] What does my service agreement need to cover for recurring seasonal work — DATE
- [ ] How should mid-season cancellation and price changes be handled — DATE
- [ ] What is my exposure if an employee damages a client's irrigation or fencing — DATE
- [ ] What do I need in writing before I apply any product to a customer's lawn — DATE
- [ ] When does a helper stop being a contractor and become an employee here — DATE
- [ ] What percentage of every deposit should go straight to the tax account — DATE
- [ ] Are lawn and landscaping services taxable in this state, and is application treated differently — DATE
- [ ] How should the truck and trailer be owned, titled and expensed — DATE
- [ ] What records do you want from me monthly so nothing is reconstructed in April — DATE
- [ ] Which single report should I read every month, and what should it be telling me — DATE
- [ ] What would you fix first if you were looking at my books a year from now — DATE

Equipment Budget — Lawn Care

Researched price ranges for this trade. Mark what is essential on day one, price your own used options, and write the number you will actually spend.

ITEM	LOW	HIGH	DAY ONE?	YOUR PRICE	BOUGHT
Commercial-grade push/self-propelled walk-behind mower	$300	$2,500	Yes		
Gas string trimmer / weed eater	$100	$400	Yes		
Gas leaf blower (handheld or backpack)	$195	$700	Yes		
Gas stick edger	$99	$319	Yes		
Basic hand tools (rakes, shovels, tarps)	$50	$150	Yes		
PPE / safety gear (gloves, eye and ear protection, chemical-resistant gear)	$50	$150	Yes		
Push broadcast spreader (fertilizer/seed)	$75	$400	Yes		
Tow-behind liquid sprayer (herbicide/fertilizer)	$159	$530	Yes		
Open utility/landscape trailer	$800	$3,000	Yes		
Commercial zero-turn or stand-on mower (scale-up)	$2,899	$8,599	Later		
Gas hedge trimmer	$149	$599	Later		
Core aerator (walk-behind or tow-behind)	$1,000	$3,000	Later		
Dethatcher / power rake	$500	$1,500	Later		
Essential equipment	**$1,828**	**$8,149**			

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

Total Startup Budget

Essential equipment plus vehicle, insurance and launch marketing. Fill the right column with your real quotes, not the researched range.

LINE	LOW	HIGH	YOUR NUMBER
Essential equipment (previous page)	$1,828	$8,149	
Used 3/4-ton pickup truck (starter)	$5,000	$10,000	
General liability, year one	$360	$1,200	
Launch marketing	$500	$2,000	
Licenses and permits			
Software and phone, 3 months			
Personal runway (chapter 1)			
Reserve (10% of the total)			
Total startup	**$7,688**	**$21,349**	

Funding Sources

List every source you could actually use, then rank them by true cost. Relationship cost counts as cost.

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

Client-Financed Acquisition Plan

Write the loop: which job pays cash first, and where that cash goes before you are tempted to spend it.

Which job in your service list gets paid fastest, and what does it typically bring in?

What share of that cash goes straight back into advertising, and who enforces that rule?

Write your prepay offer for the season: what the customer gets for paying up front.

What is your billing rhythm for recurring accounts, and when does the money actually land?

Typical Jobs and Price Ranges — Lawn Care

Researched national ranges by job type, with typical hours. Write your own price in the right column and check it against your break-even rate.

TYPICAL JOB	LOW	HIGH	HOURS	PER HOUR (HIGH ÷ HOURS)	YOUR PRICE
Weekly/bi-weekly mowing visit, standard residential lot	$50	$205	0.75	$273	
Full-service larger lawn maintenance visit (mow + trim + edge + blow)	$120	$430	1.5	$287	
Spring or fall yard cleanup	$190	$1,000	3	$333	
Leaf removal	$300	$600	2	$300	
Single weed-control treatment	$35	$400	1	$400	
Core aeration + overseeding	$100	$160	1.5	$107	
Lawn pest control treatment	$110	$260	1	$260	
Full-season fertilization & weed-control program (6-8 treatments/yr)	$350	$875	6	$146	

Crews in this trade bill $35—$68 an hour (flat pricing). Technicians earn $19—$28 an hour.

Good / Better / Best Builder

Build all three before you quote anyone. Best is the anchor you say first. Better is the one you actually want to sell.

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

Break-Even Hourly Rate

Real monthly costs with your own pay included. Billable hours, not hours worked. The last line is the rate you quote from.

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

Run ten real jobs through this until markup and margin stop feeling like the same number. They never are.

JOB COST	MARKUP %	PRICE	MARGIN %

Your Attraction Offer

Cheap, fast, honest, and it reveals the next real problem. Write it so a stranger could say yes on the phone.

Write the offer in one sentence: what they get, how long it takes, what it costs them.

What problem does it reveal that the customer did not know they had?

What does it cost you to deliver, in time and in fuel, per property?

What is the exact next step you name before you leave the yard?

How does this offer make your route denser rather than wider?

Upsell and Downsell Plan

Every solved problem creates the next one. Write the sequence, then write what you say when they decline.

List the natural upsell sequence for this trade, in the order the problems actually appear.

For each upsell, when and where do you offer it? Name the moment, not the month.

Downsell one: how could they pay differently for the same work?

Downsell two: what could you remove so the price fits without cutting the rate?

Continuity or Referral Plan

This trade has real continuity. Write each recurring play, what it costs, when you offer it, and the take-rate you are aiming for.

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

Job-Start Checklist

Two minutes at the gate that prevent most of what goes wrong. Run it every visit, not just the first one.

- [ ] Confirm address and that today is this property's named day — DATE
- [ ] Walk the property for toys, hoses, pet mess, furniture and debris — DATE
- [ ] Locate and flag irrigation heads, low-voltage lights and shallow roots — DATE
- [ ] Check gate latch condition and confirm the pet protocol before opening anything — DATE
- [ ] Set deck height for the season and grass type, not out of habit — DATE
- [ ] Check blade sharpness and fuel before the first pass, not after — DATE
- [ ] Confirm PPE on before the engine starts: eyes, ears, gloves — DATE
- [ ] Note any new damage or condition you did not cause, with a photo — DATE
- [ ] Park so the trailer does not block the drive or the neighbor — DATE
- [ ] Note anything the customer asked for since the last visit — DATE

Job-Close Checklist

The last two minutes are what gets judged from the driveway. Do not skip the blower and do not skip the gate.

- [ ] Trim and edge every hard surface, including around posts and mailboxes — DATE
- [ ] Blow drive, walks, patio and street completely clean — DATE
- [ ] Clear clippings off beds, steps and any furniture — DATE
- [ ] Check the gate latch out loud, and check it a second time — DATE
- [ ] Confirm pets are contained and the yard is as you found it — DATE
- [ ] Photograph the finished lawn from the street angle — DATE
- [ ] Log anything that needs attention next visit or next season — DATE
- [ ] Send the customer the photo before you leave the neighborhood — DATE
- [ ] Note any upsell you spotted and the date you will raise it — DATE
- [ ] Load and secure equipment before pulling off — DATE

Family Worksheet

Routes, equipment care, certifications and weather. Answer these before the season, not during it.

Map your route: name each subdivision, assign a weekday, and write how many properties each day can hold.

Write your maintenance schedule: blades, oil, filters, grease — by hours or by date, and who does it.

List the certifications you need for the services you plan to sell, with exam and renewal dates.

Write your weather rules and your make-up day, in the words you will use with a customer.

Equipment Log

Every machine, what it cost, when it was serviced and when it is due. The log tells you when a machine has become a hobby.

ITEM	BOUGHT	COST	SERVICE DUE	SERVICED	NOTES

Your Warm 100 — 1 of 2

A hundred people who know your name. Write them all down before you message anybody, then work the list twice.

#	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 narrow problem, solved completely, good enough to charge for. Then name the bigger problem it uncovers.

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 a customer costs to acquire. In a route business the lifetime side is bigger than you think.

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

Pick one lane a day and mark it. The point is not the number. The point is that you did not skip.

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 matters more than the words — most of it answers a fear she will never say out loud.

- [ ] Confirm the appointment by text that morning with your name and arrival window — DATE ________
- [ ] Park without blocking the drive, the mailbox or the neighbor — DATE ________
- [ ] Walk the property with the homeowner, not ahead of her — DATE ________
- [ ] Measure the turf area and count gates, trees, beds, slope and access — DATE ________
- [ ] Point out two conditions she has not noticed, and explain them without selling — DATE ________
- [ ] Offer the insurance certificate and licence before she has to ask — DATE ________
- [ ] Show three photos of properties in her own neighborhood, streets named — DATE ________
- [ ] Name her mow day and the crew that will be on it — DATE ________
- [ ] Present Good, Better and Best on one printed page — DATE ________
- [ ] Say the price once, then stop talking — DATE ________
- [ ] Ask for a start date, not for the sale — DATE ________
- [ ] Leave the written schedule and the seasonal calendar behind — DATE ________

Objections and Replies — Lawn Care

These are the ones this trade hears every week. Read the middle column first — you are answering the meaning, never the words.

WHAT THEY SAY	WHAT IT REALLY MEANS	YOUR REPLY
My neighbor's kid does it for half that.	I do not yet see what the extra buys me, and I do not want to feel like the guy who overpaid.	
Can you just mow it and skip the trimming?	I am trying to find a cheaper version of the same thing.	
The last guy stopped showing up in July.	I have been burned and I am waiting to see if you are the same.	
Can you do it cheaper if I pay the whole season up front?	I want a discount and I am willing to trade cash flow for it.	
Are you insured? The last company was not.	I am picturing a rock through my window and a fight about who pays.	
Can you spray for weeds while you are here?	I want one company handling everything and I do not know that this is a different license.	
It rained. Are you still coming?	I do not know what your rules are and I do not want a rutted yard.	
I only want you for the summer, not the whole year.	I am not sure this is worth committing to and I want an exit.	

Your Proof Kit

Everything you can hand somebody instead of asking to be believed. Build it before your next estimate, not after you lose one.

PROOF ITEM	WHERE IT LIVES	READY?	REFRESH WHEN
Certificate of insurance			
Business licence			
Applicator licence or licensed partner			
Before-and-after photos by subdivision			
Reviews naming a nearby street			
Written service schedule sample			
Seasonal lawn calendar handout			
Good / Better / Best one-pager			
Truck and trailer condition			

Review Request Script

Write it in your own mouth, then use the same words every time. Never trade anything for a review and never ask selectively.

Write your one-sentence ask, word for word, the way you would actually say it standing in the yard.

When do you ask — which visit, what has to be true first, and who does the asking?

How does the link get sent, how fast, and what does the follow-up text say?

Write your standard reply to a five-star review and to a one-star review. Keep both short.

First-Hire Scorecard

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

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

Loaded Cost of the First Hire

The wage is the smallest line here. Fill the whole column before you post the job, then compare it to the stops they add.

LINE	WEEKLY AMOUNT	HOW YOU GOT IT
Base wage		
Payroll taxes		
Workers compensation		
Uniforms and PPE		
Extra fuel and equipment wear		
Non-billable hours (load, drive, train)		
TOTAL loaded weekly cost		
Extra stops per day they add		
Extra revenue per week		
Weekly margin after the hire		

30 / 60 / 90 Ramp Plan

Write it before the first interview. What they own, what they touch, and what you inspect at each stage.

MILESTONE	DAY 30	DAY 60	DAY 90

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

Seats, not names. Write who answers the phone at each size — in a route business that seat decides more than any other.

At the first level: who does what, and which single seat unlocks the most billable hours?

At the second: what has to be written down before a second truck can run a route without you in it?

At the third: what are you doing all day, and who owns the schedule and the phone?

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

Twelve-Month Forecast

The demand index is already seeded from this trade's seasonality. Lay your own stops, tickets and costs over it, then come back and write what actually happened.

MONTH	DEMAND INDEX	JOBS	AVG TICKET	REVENUE	COSTS	PROFIT
Jan	0.59					
Feb	0.76					
Mar	1.24					
Apr	1.60					
May	1.39					
Jun	1.19					
Jul	1.11					
Aug	1.08					
Sep	0.98					
Oct	0.81					
Nov	0.67					
Dec	0.57					
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

Week by week, what came in and what went out. The balance column is the one that tells you the truth about a good month.

WEEK	CASH IN	CASH OUT	BALANCE	PREPAY HELD	NOTES

Profit First Allocations

Split the money on the way in, twice a month, before you spend any of it. The seasonal account is the line this trade cannot skip.

ACCOUNT	TARGET %	THIS MONTH	ACTUAL %
Income			
Profit			
Owner pay			
Tax			
Operating expenses			
Season account (winter)			

KPI Scorecard — Lawn Care

Researched benchmarks for this trade. Write your own number beside each one every month and read the gap, not the figure.

MEASURE	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12
Annual customer retention rate (target 80%)												
Share of revenue from recurring services (target 70%)												
Marketing spend as % of revenue (target 5%)												
Cost per lead, Google Ads (small lawn care company) (target 75 USD)												
Lawns mowed per day, solo operator with tight routes (target 16 lawns/day)												
National average price per mowing visit (target 50 USD)												
Lead-to-close conversion rate (paid search leads) (target 30%)												

WEEK NOTES

Monthly P&L

One line a month, kept for two seasons. This is the report you read, and the one your accountant will ask for first.

MONTH	REVENUE	MATERIALS + SUBS	LABOR	OVERHEAD	NET PROFIT

Days 1–30: Get Cash

One paying customer and the paperwork to keep them. If a task cannot end in a yes or a no on a price, it is not on this list.

- [ ] Entity formed, EIN issued, business bank account open — DATE ______
- [ ] General liability bound and the certificate saved on your phone — DATE ______
- [ ] Applicator exam booked, or the licensed applicator lined up in writing — DATE ______
- [ ] Break-even hourly rate calculated with your own pay in it — DATE ______
- [ ] Good / Better / Best built and printed on one page — DATE ______
- [ ] Attraction offer written and live — DATE ______
- [ ] Warm hundred written down in full — DATE ______
- [ ] Warm hundred messaged personally, with the street-specific question — DATE ______
- [ ] Google Business Profile complete, services listed, first post published — DATE ______
- [ ] Job-start and job-close checklists printed and in the truck — DATE ______
- [ ] First paying job completed to the job-close standard — DATE ______
- [ ] Photo sent the same hour, invoice sent the same day — DATE ______
- [ ] First review asked for out loud — DATE ______

Days 31–60: Get More Cash

Make each customer worth more and each street denser. Those are the same job in a route business.

- [ ] An upsell offered on every visit, at the moment the problem is visible — DATE
- [ ] Door hangers on both sides of every lawn you service, the day you service it — DATE
- [ ] Review asked for on the third visit, every account, same wording — DATE
- [ ] Price raised on the next new customer — DATE
- [ ] Price raised again if the last one said yes without pausing — DATE
- [ ] Lead source recorded for every single inquiry — DATE
- [ ] Close rate calculated for the first time — DATE
- [ ] Lawns per day and drive time measured for one full week — DATE
- [ ] Route map redrawn by subdivision, one weekday each — DATE
- [ ] One lane of the Rule of 100 done every working day — DATE
- [ ] Weekly office hour held and not skipped — DATE
- [ ] Equipment log started, blades sharpened on schedule — DATE

Days 61–90: Get the Most Cash

Turn a pile of jobs into a business with a next season. Everything here is about what happens after day 90.

- [ ] Every one-time customer offered a recurring account with a named day — DATE
- [ ] Season program sold on your own licence or through your licensed partner — DATE
- [ ] Prepay offer made to every recurring account — DATE
- [ ] Renewal calls made while the lawn still looks like your work — DATE
- [ ] Cancellation reasons collected and written down — DATE
- [ ] First-hire scorecard filled in with evidence, decision made — DATE
- [ ] Reserve funded to the line you set in chapter five — DATE
- [ ] Books reconciled for all three months — DATE
- [ ] KPI scorecard filled in against the benchmarks — DATE
- [ ] Next season's price decided and dated — DATE
- [ ] Winter plan decided in writing — DATE
- [ ] Subdivisions you will keep and drop chosen for next year — DATE

Milestones and Tripwires

Every milestone gets a date, and every tripwire gets a decision written before you need it. A tripwire without a decision is just a thing you notice on the way down.

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

Decision Log

Every decision you make in these ninety days, why you made it, and the date you will look at it again. Memory rewrites itself. This does not.

DATE	DECISION	WHY	REVISIT ON