

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 cross inside a twenty-minute drive, and why those three:

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

PURCHASING POWER — age of the housing stock, owner-occupied share, and the climate pressure that drives repeat work:

TARGETABILITY — how you reach these houses cheaply and repeatedly, and how tight the route between them is:

Your Homeowner Avatar

One person, not a category. Write her the way you would describe her to somebody who has to go knock on her door.

Who she is: the house, the household, the pets, and what she saw that made her pick up the phone:

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

What she typed into a search bar at eleven at night, word for word:

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

Your Licence Window — The Weeks You Cannot Bill

This trade is licence-gated everywhere. Price the gap between your last paycheck and your first legal treatment.

Credentials required in your state, in order, and which categories you actually need on day one:

Experience or training hours required before you may sit the exam — and how you will document them:

Exam dates available, application processing time, and any insurance filing that must clear first:

Total weeks with no revenue x your household burn = the number that decides your start date:

Personal Runway Worksheet

Household costs only — the business budget lives in chapter 5. Total it, divide your savings by the total, then subtract the licence window in weeks.

Demand by Month — Pest Control

The printed index was reconstructed from published seasonal pest patterns, not measured search data. Read the shape, not the decimals, and pencil your own numbers beside it.

MONTH	DEMAND INDEX	PESTS DRIVING THE CALLS	JOBS YOU EXPECT	REVENUE YOU EXPECT
Jan	0.70			
Feb	0.72			
Mar	0.90			
Apr	1.05			
May	1.20			
Jun	1.35			
Jul	1.30			
Aug	1.20			
Sep	1.05			
Oct	0.90			
Nov	0.75			
Dec	0.68			
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 here could appear in a competitor’s brochure, it is not specific enough yet.

The moment she wants back — where in the house, what time of day, and what she is doing:

How she would describe the outcome to her sister, in her own words:

The two clocks: what changes in days, and what takes a full life cycle:

The status change — what having this handled says about her to herself:

Obstacle → Solution Map

All fifteen rows. Category first, then reverse each obstacle into a sentence that starts with how — that sentence is a component 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 value to her and cost to you. Anything cheap for you and worthless to her is filler — cut it before she smells it.

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

Guarantee and Offer Name

Bounded, written, honourable by one person with one truck. Nobody sells a pest-free house — write the promise you can actually keep.

The promise in one sentence she could repeat to her husband:

The pests it covers, named — and the ones it does not:

The conditions she must correct for it to hold, and how you will document them:

Three candidate names. Say each aloud to somebody outside the trade and circle the survivor:

Service Area and Jobs You Will Not Do

Draw the tightest shape that holds fifty realistic accounts. Then write the refusal list before somebody offers you money to forget it.

Your boundary in plain words — the roads, the towns, the far edge you will not cross for a quarterly visit:

Categories you actually hold, and the work that sits outside them:

Jobs you refuse for business reasons rather than licence reasons, and why:

Who you refer refused work to, and what you expect back:

[illegible]

Ten-Competitor Scan

Read them as a customer, not as a rival. Their one-star reviews are your positioning statement, written for you for free.

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

Your One-Liner and Positioning Statement

Problem, plan, success — in that order. If you cannot say it without reading it, it is too long.

The problem, said the way she says it:

The plan, in three steps a person could repeat:

The success — what her life looks like once it is handled:

The whole thing in one sentence. Rewrite it three times and keep the shortest:

Entity, EIN and Bank Setup

The boring, cheap hour. Do it in this order and nothing downstream gets blocked waiting on it.

- | | |
|---|------------|
| ☐ Decide the entity with your accountant, and write down why — not just what. | DATE _____ |
| ☐ Register the entity with your state and save the filed document where you can find it in a hurry. | DATE _____ |
| ☐ Get the federal employer identification number directly from the government site. It is free and it takes minutes. | DATE _____ |
| ☐ Open a business bank account in the entity's name, and stop using the personal one that day. | DATE _____ |
| ☐ Get a business debit or credit card so chemical purchases never touch a personal account. | DATE _____ |
| ☐ Find out whether your state taxes pest control services, and register to collect if it does. | DATE _____ |
| ☐ Register your business name or trade name if your state requires it separately. | DATE _____ |
| ☐ Set up a business phone number that is not your personal mobile. | DATE _____ |
| ☐ Ask your accountant how prepaid annual service plans should be recorded before you sell one. | DATE _____ |
| ☐ Put the entity's annual filing date in your calendar with a reminder a month out. | DATE _____ |

Your Licence Path, Step by Step

One row per step, in the order your state requires them. Fill the date column and this becomes your launch critical path.

License Requirements by State — Pest Control

Researched from each agency's own published schedule. Fee schedules change, so confirm the current amount and the renewal date on the board's own site before you write a cheque.

STATE	LICENSE REQUIRED?	LICENSE	BOARD	FEE	EXAM
Kentucky	Yes	Pesticide Applicator / Operator Certification	KY Department of Agriculture	\$25–\$100	Yes
Texas	Yes	Structural Pest Control Certified Applicator / Business License	Texas Department of Agriculture — Structural Pest Control Service	\$64–\$300	Yes
California	Yes	Operator (Qualifying Manager), Field Representative, and Applicator licenses	California Structural Pest Control Board	\$35–\$150	Yes
Florida	Yes	Pest Control Operator / Certified Operator Certificate	Florida Department of Agriculture and Consumer Services (FDACS), Bureau of Entomology and Pest Control	\$10–\$300	Yes
New York	Yes	Commercial Pesticide Applicator Certification (Category 7A - Industrial, Institutional, Structural and Health-Related Pest Control)	NY Department of Environmental Conservation (DEC)	\$100–\$450	Yes
Pennsylvania	Yes	Commercial Pesticide Applicator License	PA Department of Agriculture, Bureau of Plant Industry	\$40–\$110	Yes
Illinois	Yes	Structural Pest Control Business License + Certified Technician credential	Illinois Department of Public Health (IDPH)	\$75–\$250	Yes
Ohio	Yes	Commercial Pesticide Applicator License	Ohio Department of Agriculture, Pesticide Regulation	\$30–\$35	Yes
Georgia	Yes	Commercial Pesticide Applicator License / Pesticide Contractor License	Georgia Department of Agriculture, Pest Control Programs	\$45–\$90	Yes
North Carolina	Yes	Registered Technician Card / Certified Applicator Card / Structural Pest Control License	NC Department of Agriculture & Consumer Services — Structural Pest Control and Pesticides Division	\$40–\$200	Yes
Michigan	Yes	Commercial / Registered Pesticide Applicator Certification	Michigan Dept of Agriculture and Rural Development (MDARD)	\$45–\$75	Yes

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

Pesticide Application Record Standard

Your state sets the required fields and the retention period. Build the form before the first visit — this is a legal obligation, not tidiness.

☐ Date and start and finish time of the application.	DATE _____
☐ Address or site treated, and the specific areas within it.	DATE _____
☐ Target pest, and what you actually observed rather than what the customer assumed.	DATE _____
☐ Product brand name and EPA registration number.	DATE _____
☐ Rate, concentration and total amount applied.	DATE _____
☐ Method — crack and crevice, perimeter band, void injection, bait placement, granular broadcast.	DATE _____
☐ Name and certification or registration number of the person who applied it.	DATE _____
☐ Re-entry interval given to the customer, and confirmation it was given in writing.	DATE _____
☐ Weather at the time where the label or your state requires it — wind, temperature.	DATE _____
☐ Where the record is stored, who can retrieve it, and for how long your state requires you to keep it.	DATE _____

Insurance Lines and Annual Cost Ranges

Planning ranges, not quotes. The workers’ compensation rate here is borrowed from an adjacent outdoor trade because no pest control class rate is published — your own quote is the only real number.

COVERAGE	TYPICAL ANNUAL COST	WHAT IT COVERS	YOUR QUOTE
General liability	\$250–\$3,000	Damage or injury you cause to others	
Workers comp	2.19–6.3 per \$100 payroll	Your crew, hurt on the job	
Commercial auto	\$1,954–\$2,940	The truck and what it hits	
Bond	\$5,000–\$20,000	Not federally required; varies by state. North Carolina requires proof of insurance before a structural pest control license is issued. Some states (e.g. Illinois for related pesticide-business registrations) require surety bonds in the \$10,000-\$25,000 range as a general pattern for chemical-application trades.	
Tools & equipment		Theft from the truck or site	
Umbrella		Above the GL limit	

Insurance Quote Log

Three agents minimum. Ask every one of them, in writing, whether the policy covers a pesticide misapplication or drift claim.

CARRIER / AGENT	LINE	LIMITS	ANNUAL PREMIUM	DEDUCTIBLE	POLLUTION COVERED?

Questions for Your Attorney and Accountant

Walk in with this list. You are buying answers, not documents you could have found yourself.

☐ Which entity fits my situation, and what changes when I hire my first employee?	DATE _____
☐ Does my state tax pest control services, and if so on which lines?	DATE _____
☐ How should a prepaid annual service plan be recorded, and when does it become revenue?	DATE _____
☐ What belongs in my service agreement, and how should the cancellation terms be written?	DATE _____
☐ How should my re-treatment guarantee be worded so it says exactly what I intend and no more?	DATE _____
☐ What are my obligations when a customer claims damage from an application?	DATE _____
☐ Am I required to carry workers' compensation at my headcount, and from which employee number?	DATE _____
☐ What records must I retain, in what form, and for how long in my state?	DATE _____
☐ How do I structure the business so a qualifying-manager arrangement does not put my licence at risk?	DATE _____
☐ What should I do differently in the first year that is painful to fix in the third?	DATE _____

Equipment Budget — Pest Control

Researched price ranges from a working supplier catalogue. Fill your own column with real quotes, and remember this table prices tools, not chemical.

ITEM	LOW	HIGH	DAY ONE?	YOUR PRICE	BOUGHT
Battery-powered or manual backpack sprayer	\$270	\$469	Yes		
B&G-style 1-gallon stainless steel compression sprayer	\$390	\$400	Yes		
Hand duster for crack-and-crevice insecticide dust	\$12	\$139	Yes		
Hand or push granular spreader	\$34	\$432	Yes		
Gel bait applicator gun	\$6	\$109	Yes		
PPE kit (nitrile gloves, coveralls, goggles)	\$25	\$183	Yes		
Half-mask respirator with P100 cartridges	\$23	\$168	Yes		
UV/LED inspection flashlight (scorpions, rodent tracking)	\$29	\$71	Yes		
ULV/mosquito fogger	\$216	\$1,599	Later		
Chemical spill containment kit	\$130	\$142	Later		
HEPA insect/bed bug vacuum	\$308	\$1,620	Later		
Heavy-duty chemical-resistant gloves	\$19	\$34	Later		
Essential equipment	\$788	\$1,971			

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

Opening Chemical and Bait Inventory

The line no equipment table prints. Price it with your actual distributor — it will be your largest consumable cost for as long as you own the business.

Total Startup Budget

Read the total as a floor. It excludes your opening chemical inventory, your state's licence fees and every week of household expenses.

LINE	LOW	HIGH	YOUR NUMBER
Essential equipment (previous page)	\$788	\$1,971	
Used compact pickup, SUV, or cargo van (5-10 years old)	\$8,000	\$20,000	
General liability, year one	\$250	\$3,000	
Launch marketing	\$1,500	\$5,000	
Licenses and permits			
Software and phone, 3 months			
Personal runway (chapter 1)			
Reserve (10% of the total)			
Total startup	\$10,538	\$29,971	

Funding Sources

Rank by what the money actually costs you, including the favours. Customer cash sits at the top of this list for a reason.

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

Client-Financed Acquisition Plan

The initial treatment carries more cash than the quarterly visits. Decide now what share of it buys the next customer.

What you charge for an initial treatment, and what it actually costs you to deliver:

The fixed share of every initial that goes back into marketing, and where exactly it goes:

How you collect — on completion, card on file, or an invoice you will be chasing in April:

How many attempts at the next customer one initial treatment funds at your lead cost:

Typical Jobs and Price Ranges — Pest Control

Researched national ranges. Where a band is wide, that is the market telling you to inspect before you quote rather than guess on the phone.

TYPICAL JOB	LOW	HIGH	HOURS	PER HOUR (HIGH ÷ HOURS)	YOUR PRICE
General pest control, one-time initial treatment	\$158	\$288	1	\$288	
Quarterly recurring pest control visit	\$98	\$178	0.5	\$356	
Drywood termite fumigation/treatment	\$1,570	\$2,857	4	\$714	
Bed bug treatment	\$300	\$3,500	3	\$1,167	
Mosquito yard treatment, one-time service	\$65	\$150	1	\$150	
One-time rodent/wildlife removal	\$225	\$500	2	\$250	

Crews in this trade bill \$75–\$150 an hour (flat pricing). Technicians earn \$17–\$30 an hour.

Good / Better / Best Builder

Build all three, then present Best first. The cheapest tier must be less, not discounted — write down exactly what is missing from it.

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

Break-Even Hourly Rate

Your pay is a cost, not a leftover. Be brutal about billable hours — drive time, invoicing and unbooked phone calls are not billable.

LINE	MONTHLY AMOUNT	NOTES
Your pay		
Insurance		
Vehicle + fuel		
Chemical + bait		
Software + phone		
Licence + recertification		
Marketing		
Other fixed		
TOTAL monthly nut		
Billable hours per month		
Break-even hourly = nut ÷ hours		
Your rate = break-even ÷ (1 – margin)		

Markup vs Margin Table

Markup is what you add. Margin is what survives. Fill this once and stop doing the conversion in somebody's driveway.

JOB COST	MARKUP %	PRICE	MARGIN %

Price Increase Ladder

One row per raise. New customers first, existing accounts at their anniversary with notice and something added. Record what actually happened.

Your Attraction Offer

The inspection is the front door. Design it so it is genuinely useful even to somebody who buys nothing today.

What the inspection covers, in the order you walk it, inside and out:

What she receives in writing at the end, and what it looks like:

What you charge for it, and why that number:

The sentence that turns the findings into the plan, word for word:

Upsell and Downsell Plan

The upsell is the next problem, revealed. The downsell changes what she gets or how she pays — never the price of the same thing.

Three problems your solved problem reveals, and the service that fixes each:

Your seasonal add-ons and the month you start offering each:

Your downsell ladder: how she pays, what she gets, the term, the starting point:

The line you will not cross on price, written down before somebody pushes you:

Continuity or Referral Plan

Recurring service is the product in this trade. One row per play, with the take-rate you expect and the one you actually get.

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

What One Recurring Account Is Worth

Run this once and you will never treat a plan conversion as optional again. The retention rows decide the answer — measure them from your own book of accounts rather than inheriting a number.

LINE	AMOUNT	WHERE THE NUMBER CAME FROM
Price per recurring visit		
Visits per year		
Annual contract value		
Gross margin %		
Gross profit per year		
Accounts you started this year		
Accounts still paying twelve months later		
Your retention rate (measured, not assumed)		
Average years a customer stays, from that rate		
Lifetime gross profit per account		
Accounts needed for your target month		

Job-Start Checklist

Run it every visit, including the ones where you are in a hurry. Especially those.

- | | |
|---|------------|
| ☐ Confirm the appointment the evening before, with the arrival window and your name. | DATE _____ |
| ☐ Review the last service ticket for this address before you get out of the truck. | DATE _____ |
| ☐ Knock, introduce yourself, and say how long you expect to be there. | DATE _____ |
| ☐ Ask about children, pets, aquariums, vegetable gardens and anyone in the household who is sensitive or unwell. | DATE _____ |
| ☐ Ask what has changed since the last visit and where they have seen activity. | DATE _____ |
| ☐ Name the product you intend to use and where it will go, before you open anything. | DATE _____ |
| ☐ Check the label for the site, the rate and the protective equipment required — every time, not from memory. | DATE _____ |
| ☐ Put on the protective equipment the label specifies before the first application, not after. | DATE _____ |
| ☐ Confirm access to the areas you need, and note in writing anything you were not given access to. | DATE _____ |
| ☐ Check wind and weather against your own rescheduling rule and reschedule if it fails. | DATE _____ |

Job-Close Checklist

The last five minutes are the ones the review is written about. None of them are about efficacy.

- | | |
|---|------------|
| ☐ Complete the application record on site: date, time, target pest, product, EPA registration number, rate, areas treated, applicator. | DATE _____ |
| ☐ Leave a written service ticket with the customer covering the same information in plain language. | DATE _____ |
| ☐ Hand over the re-entry instructions in writing and say them out loud as well. | DATE _____ |
| ☐ Walk the customer through what you found and what you did, in the order you did it. | DATE _____ |
| ☐ Note the conducive conditions you observed and what you recommend she correct. | DATE _____ |
| ☐ Return furniture, appliance panels and access covers to where you found them. | DATE _____ |
| ☐ Latch every gate and close every crawl space access you opened. | DATE _____ |
| ☐ Rinse or wipe anything that got overspray and pick up any packaging. | DATE _____ |
| ☐ Book the follow-up or the next quarterly visit before you leave the driveway. | DATE _____ |
| ☐ Confirm the card on file and the amount that will be charged. | DATE _____ |
| ☐ Ask for the review at the follow-up visit, when the result is visible. | DATE _____ |
| ☐ Flush the sprayer and log any equipment issue before you park for the night. | DATE _____ |

Family Worksheet

Routes, equipment care and certifications — the three things that quietly decide your margin and your licence.

Your service days by area, and which accounts have to move to make the route work:

Your equipment care and calibration schedule, and where the result gets written down:

Recertification cycle, credits required, courses booked, and the date the licence expires:

Your weather rules — wind, rain, temperature — and the words you use when you move a visit:

The Friday Office Hour

Same day, same order, one hour. This is the list from the administration section, in the order you run it.

☐ Invoice every job serviced this week.	DATE _____
☐ Chase every unpaid invoice in writing, with the invoice attached again.	DATE _____
☐ Move the money: tax, profit, owner pay, then operating.	DATE _____
☐ Check the renewal calendar for anything expiring inside sixty days.	DATE _____
☐ File this week's application records and service tickets to the customer folders.	DATE _____
☐ Confirm next week's route and call anything that needs rescheduling.	DATE _____
☐ Update the cancellation log and write the reason on every line.	DATE _____
☐ Read the one report that matters and write down what changed.	DATE _____

Equipment Log

Sprayers, dusters, spreaders and the respirator. Calibration goes in the service column — it is the entry a regulator would want to see.

Your Warm 100 — 1 of 2

Five a day for three weeks. Record the outcome so you can see the pattern instead of remembering the rejections.

#	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

Solve one narrow problem completely, free, and reveal the bigger one honestly. Manufactured alarm is a short-term drug with a long-term bill.

ELEMENT	YOUR ANSWER
Narrow problem it solves	
Type (inspection / calendar / checklist)	
Delivery format	
Name (test three)	
Time to consume	
The next problem it reveals	
The offer that solves it	

LTGP : CAC Worksheet

Fill this before you spend on advertising. The retention row is the assumption everything else rests on — use your own measured figure from chapter 7, or run the sheet twice and look at the gap.

LINE	AMOUNT	HOW YOU GOT IT
Annual contract value		
Gross margin %		
Gross profit per year		
Your measured retention rate (chapter 7)		
Average years a customer stays, from that rate		
LTGP per recurring account		
Share of one-time jobs that convert to a plan		
Blended LTGP per customer		
Marketing spend last 30 days		
Customers acquired last 30 days		
CAC		
LTGP : CAC		

Rule of 100 — Daily Tracker

Volume first, optimisation second. Twelve attempts is not a sample.

MEASURE	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12
Warm reaches												
Cold reaches												
Content minutes												
Ad dollars												
Follow-ups sent												
Inspections booked												
Plans sold												

WEEK NOTES

Estimate Visit Checklist

The first ten minutes decide the price you can charge. Run them the same way every time.

- ☐ Arrive inside the window and text when you are five minutes out.
- DATE
- ☐ Introduce yourself, give your licence number, and say how long you will need.
- DATE
- ☐ Ask what she saw, where, and how long it has been going on — then stop talking and listen.
- DATE
- ☐ Ask about children, pets, aquariums, gardens and anyone in the household who is sensitive.
- DATE
- ☐ Use the normalising sentence in the first minute, before she has to be embarrassed.
- DATE
- ☐ Walk the exterior first: the grade, the downspouts, the plantings, the penetrations, the wood-to-soil contact.
- DATE
- ☐ Walk the interior in her company, narrating what you are looking at and why.
- DATE
- ☐ Photograph every finding as you go and show her on the spot.
- DATE
- ☐ Hand over the written findings, whether or not she buys anything today.
- DATE
- ☐ Present three tiers, Best first, and read the guarantee and its exclusions aloud.
- DATE
- ☐ Say the cancellation terms out loud before she asks.
- DATE
- ☐ Ask for the business in one plain sentence, then be quiet.
- DATE
- ☐ Book the initial treatment and take the card on file before you leave.
- DATE

Your Safety and Contract Answers, Word for Word

The two questions you cannot fumble. Write them out, then say each aloud until it sounds like you rather than a script.

Is it safe around my children, my pets and my fish? Your answer, in full sentences:

Where you will not treat, and how you say it before she has to ask:

Am I locked into a contract? Your answer, including the cancellation terms said out loud:

What you hand her in writing at the door, and when you hand it over:

Objections and Replies — Pest Control

The middle column is the one to study. Almost nobody objects to the thing they say they are objecting to. Write the third column in your own voice.

WHAT THEY SAY	WHAT IT REALLY MEANS	YOUR REPLY
My cousin has a sprayer in his garage and he does it for half.	I do not understand what I would be paying a professional for, and half sounds like the same outcome for less money.	
I can buy the same stuff at the hardware store for a fraction of that.	I think the product is the service, and I resent paying a markup on a bottle.	
I do not want to be locked into a contract.	Somebody auto-renewed me once and made it hard to leave, and I am not doing that again.	
Is this safe around my kids and the dog?	I need to see you take this seriously before I let you into my house.	
The last company sprayed and they came back anyway.	I have already paid for this once and it did not work, so why would yours be different.	
Can you guarantee they will be gone?	I want certainty, and I am testing whether you will over-promise to get the sale.	
Can you just do a one-time treatment?	I want the cheapest way out of this specific problem today.	
Why would I keep paying every quarter if I never see anything?	The value disappeared the moment the service started working.	

Review Request Script

Ask at the follow-up visit, in person, and be specific about what would help. Specific requests produce specific reviews.

The sentence you say at the follow-up visit, word for word:

What you ask her to mention — the visit, the findings, the turning up on time:

How you make it easy on the phone in her hand, in one step:

How you respond to a poor review — the words, and the timing:

First-Hire Scorecard

Four yeses with evidence before you advertise. Hiring to escape a feeling produces a hire you cannot afford in a month you did not plan for.

SIGNAL	YES / NO	EVIDENCE
Turning away work weekly		
Working more hours than you would accept from an employee		
Callback rate drifting up		
Eight weeks of wages in the bank		
A written job description exists		
A documented training plan exists		
You know what you will do with the hours		

Registered Technician Onboarding

His applications happen under your certification. Build the file before the first day, and keep the training documented.

- | | |
|--|------------|
| ☐ Confirm your state's technician registration requirements, training hours and supervision rules in writing. | DATE _____ |
| ☐ Write the training plan and the record you will keep proving it was delivered. | DATE _____ |
| ☐ Complete the registration paperwork and file it before he applies anything. | DATE _____ |
| ☐ Arrange the respirator medical evaluation and fit test before he needs one. | DATE _____ |
| ☐ Train on label reading and rate calculation before anything else, and test it. | DATE _____ |
| ☐ Train on the application record and the service ticket until he completes both without prompting. | DATE _____ |
| ☐ Ride along for longer than feels necessary, and sign off route by route rather than all at once. | DATE _____ |
| ☐ Set the callback ceiling he is measured against and show him how it is calculated. | DATE _____ |
| ☐ Confirm workers' compensation coverage is in force from his first day. | DATE _____ |
| ☐ Diary the technician registration renewal the day it is granted. | DATE _____ |

30 / 60 / 90 Ramp Plan

Write what he can do unsupervised at each stage. If it is not true at ninety days, the training was the problem.

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

Sketch all three. Knowing the shape tells you which job you are hiring toward rather than which one you are running from.

At \$250k — who does what, and which hours you are buying back first:

At \$500k — the office role, the technicians, and what you have stopped doing:

At \$1M — who owns the route and the quality numbers, and what your own job has become:

The role you would hire tomorrow if the cash appeared, and why that one:

Twelve-Month Forecast

Two lines, always: recurring revenue you can predict, and one-time work that follows the index. Averaging them together hides the only trend that matters.

MONTH	DEMAND INDEX	RECURRING ACCOUNTS	ONE-TIME JOBS	REVENUE	COSTS	PROFIT
Jan	0.70					
Feb	0.72					
Mar	0.90					
Apr	1.05					
May	1.20					
Jun	1.35					
Jul	1.30					
Aug	1.20					
Sep	1.05					
Oct	0.90					
Nov	0.75					
Dec	0.68					
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. Prepaid annual plans go in the held column — that money is borrowed from visits you have not performed yet.

Profit First Allocations

Split every deposit the day it lands and run the business on what is left. The money you never see is the money you cannot accidentally spend.

ACCOUNT	TARGET %	THIS MONTH \$	ACTUAL %
Income			
Profit			
Owner pay			
Tax			
Operating expenses			
Chemical and materials			

KPI Scorecard — Pest Control

Ten minutes a month. Several of these are general service-trade benchmarks rather than pest-control-specific — right direction, right order of magnitude, not gospel. Your own trend matters more.

MEASURE	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12
Callback rate ceiling (target 1%)												
Average revenue per team member, annually (target 170,000 USD/yr)												
Average ticket, general pest control treatment (target 223 USD)												
Average annual recurring-contract value per customer (target 669 USD/yr)												
Overhead as percentage of sales, ceiling (target 30%)												
Annual company revenue growth target (target 10%)												
Share of pest control industry revenue from residential customers (target 67.6%)												

WEEK NOTES

Monthly P&L

Recurring revenue gets its own column, at the front, on purpose. It is the line you read first every month.

MONTH	RECURRING REVENUE	ONE-TIME REVENUE	CHEMICAL + MATERIALS	LABOR	OVERHEAD	NET PROFIT

Days 1–30: Get Cash

A permission sprint. Everything here except the last two items can be done before your licence arrives.

☐ Book the exam. First week, before you feel ready.	DATE _____
☐ Order the study materials and put study hours in the calendar as appointments.	DATE _____
☐ File the entity, get the federal identification number, open the business bank account.	DATE _____
☐ Get three insurance quotes and ask each agent the pollution question in writing.	DATE _____
☐ File the business licence application and any insurance filing your state requires first.	DATE _____
☐ Write the offer, the three tiers, the guarantee and its exclusions.	DATE _____
☐ Write the one-liner and put it on the voicemail, the map profile and the truck.	DATE _____
☐ Set up the map profile with real photographs and the licence number where required.	DATE _____
☐ Build the inspection findings format and the service ticket you will use on every visit.	DATE _____
☐ Write the hundred names and start telling five a day what you are doing.	DATE _____
☐ Make your county's seasonal pest calendar and start giving it away.	DATE _____
☐ The week the licence lands: perform your first inspections and treat the first house you legally can.	DATE _____

Days 31–60: Get More Cash

The machine starts here. Every visit produces a record, a follow-up and an ask.

- | | |
|--|------------|
| ☐ Book the follow-up before leaving the driveway on every initial treatment. | DATE _____ |
| ☐ Ask for the plan at every follow-up visit, out loud, in the same words every time. | DATE _____ |
| ☐ Complete the application record on site at every visit, never later from memory. | DATE _____ |
| ☐ Ask for a review in person at every follow-up. | DATE _____ |
| ☐ Put the fixed share of every initial treatment back into marketing, automatically. | DATE _____ |
| ☐ Raise your price once, for customers you have not met yet. | DATE _____ |
| ☐ Compute your break-even hour with an honest billable-hour count. | DATE _____ |
| ☐ Start tracking callbacks as a percentage and write the number on the wall. | DATE _____ |
| ☐ Take two referral partners to lunch — a plumber, a home inspector, an estate agent. | DATE _____ |
| ☐ Run the Friday office hour every single week without missing one. | DATE _____ |

Days 61–90: Get the Most Cash

Compounding or not compounding. The conversion rate to recurring plans is the number that answers it.

- ☐ Measure the share of one-time customers converted to a recurring plan, and write it down.
- DATE
- ☐ Fix the ask if that number is low, before you touch the price.
- DATE
- ☐ Decline far-flung work politely and refer it, starting this week.
- DATE
- ☐ Stagger the next ten plan start dates into your thin months.
- DATE
- ☐ Review route density by service day and move accounts onto the right day.
- DATE
- ☐ Run the first-hire scorecard honestly and note which signals are still missing.
- DATE
- ☐ Find out what your state requires to register a technician and how long it takes.
- DATE
- ☐ Book your recertification credits for the whole cycle.
- DATE
- ☐ Read the profit and loss with recurring revenue on its own line and write down what changed.
- DATE
- ☐ Set the next ninety days before this one ends.
- DATE

Milestones and Tripwires

A risk without a tripwire is a worry you carry around. Write the date you will check each one and the action you will take.

[illegible]

Decision Log

Date, decision, why, and when you will revisit it. In a year this is the most useful page you own.