The Starving-Crowd Test for Your ZIP Codes

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

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

PAIN — where does dirty glass stop being discretionary near you? Hard water, pollen, gravel dust, listings, turnovers, storefronts. What did you see?

PURCHASING POWER — who pays for this twice? Owner-occupancy, height of the glass, income, and what tells you they will rebook:

TARGETABILITY — how close together are these houses, and what does it cost you to reach them again next quarter?

Your Homeowner Avatar

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

Who she is: the house, the glass, how much of it she can reach, and what she notices when the light changes:

What she is afraid of when a stranger with a ladder pulls into her driveway — in her words, not yours:

What she has already tried, and exactly why it did not work:

What she would have to hear on the phone to book you today:

Personal Runway Worksheet

The business budget is chapter five. This is the household one. Fill it in with the person who lives on it sitting next to you.

HOUSEHOLD LINE	MONTHLY AMOUNT	CAN IT BE CUT, AND BY HOW MUCH?
Mortgage or rent		
Utilities		
Groceries		
Health coverage		
Vehicle payment and fuel		
Personal insurance		
Phone and internet		
Childcare		
Debt payments		
Everything else, honestly		
TOTAL monthly household need		
Cash on hand today		
Months of runway (cash divided by need)		

Demand by Month — Window Cleaning

The printed index is national search interest for this trade, averaged over five years and detrended. Pencil your own jobs and revenue beside it, then correct yourself in three months.

MONTH	DEMAND INDEX	JOBS BOOKED	AVG TICKET	REVENUE	WHAT I WILL SELL THAT MONTH
Jan	0.65				
Feb	0.76				
Mar	0.92				
Apr	1.17				
May	1.19				
Jun	1.34				
Jul	1.16				
Aug	1.04				
Sep	1.06				
Oct	1.06				
Nov	0.95				
Dec	0.71				
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 outcome, her words, with a clock on it. Write it as though you are repeating back something she said to you.

What she actually wants — the result in the house, not the work on the glass:

The timeframe she cares about, and what is driving it (a party, a listing, a season, a visit):

How she will know it worked, in something she can see or point at:

The one sentence version, said out loud, that you will use on the phone:

Obstacle → Solution Map

Four categories: knowledge, skill, environment, psychology. At least three obstacles in each, and a reversal beside every one.

CATEGORY	THE OBSTACLE, IN HER WORDS	WHAT THE OFFER DOES ABOUT IT

Your Value Stack

Every line must be cheap for you and obvious to her. If it fails either test it belongs in the upsell, not the stack.

ITEM IN THE STACK	WHAT IT IS WORTH TO HER	WHAT IT COSTS ME IN TIME OR MONEY	KEEP OR CUT

Guarantee and Offer Name

Bounded, specific, and with the exclusions written on the same page as the promise.

The promise: what you will do, how fast, and how many times:

The exclusions, said out loud — what this does not cover and what happens instead:

What honouring it once actually costs you, and how many times a season you can afford that:

The name of the offer, and the sentence a neighbour would use to describe it over the fence:

Service Area and Jobs You Will Not Do

Twenty minutes on a weekday morning, not a Sunday. Then the list of work you are turning down on purpose.

The neighbourhoods inside your twenty-minute shape, and the ones you are deliberately leaving out:

Your lane: residential rebooking, small commercial route, or property managers and listings. Pick one and say why:

The jobs you will not do, and what you will say when somebody asks for one:

Your minimum charge, and the exact sentence you use to say it on the phone:

Route Day Grid

One row per working day. The last two columns are the whole game: minutes in the van against hours with a squeegee in your hand.

DAY	NEIGHBOURHOOD OR ZIP CLUSTER	STOPS PLANNED	DRIVE MINUTES BETWEEN STOPS	BILLABLE HOURS

Ten-Competitor Scan

Call them as a customer. The last column is where your positioning comes from — read their one-star reviews and write down what repeats.

COMPANY	HUMAN ANSWERED IN	PRICE OR RANGE SHOWN	SAYS WHAT IS INCLUDED	GUARANTEE	WHAT THEIR BAD REVIEWS COMPLAIN ABOUT

Your One-Liner and Positioning Statement

Problem, plan, success. Under twenty seconds, and repeatable by somebody who has never held a squeegee.

The problem she has already noticed, in her words:

Your plan, in three steps that sound obvious:

The success — where she ends up, and how she can tell:

The whole thing as one spoken sentence. Say it aloud, then fix what made you stumble:

Entity, EIN and Bank Setup

The whole list is an afternoon and a couple of phone calls. Date each line as you finish it.

- [ ] Decided on entity type with an accountant, and written down why — DATE
- [ ] Filed with the state and received confirmation — DATE
- [ ] Employer identification number applied for at the IRS site (free, online) — DATE
- [ ] Business bank account opened, in the business name — DATE
- [ ] Business debit or credit card issued and personal card removed from the van — DATE
- [ ] Bookkeeping software connected to the business account, from day one — DATE
- [ ] Local business license or occupational tax registration confirmed with the county clerk — DATE
- [ ] Sales-tax question asked and answered in writing by your accountant — DATE
- [ ] Business name registered and matched across profile, invoices and the van — DATE
- [ ] Registered agent and business address decided (not a scribbled home address on every invoice) — DATE

License Requirements by State — Window Cleaning

Eleven states, one pattern: no contractor license for washing glass. Read your own row, then call your county — the local layer is where the real requirement usually lives.

STATE	LICENSE REQUIRED?	LICENSE	BOARD	FEE	EXAM
Kentucky	No statewide	—	Check city / county	—	No
Texas	No statewide	—	Check city / county	—	No
California	No statewide	—	Check city / county	—	No
Florida	No statewide	—	Check city / county	—	No
New York	No statewide	—	Check city / county	—	No
Pennsylvania	No statewide	—	Check city / county	—	No
Illinois	No statewide	—	Check city / county	—	No
Ohio	No statewide	—	Check city / county	—	No
Georgia	No statewide	—	Check city / county	—	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.

Ladder and Fall-Protection Standards

No state licenses this trade. These are the standard you will be held to anyway — by your insurer, your commercial customers and any court — and they become a legal duty the day you put somebody else on a ladder.

- [ ] Ladder set at roughly one foot out for every four feet of working height — DATE ______
- [ ] Footing level and firm, with levellers used on slopes and soft ground — DATE ______
- [ ] Rails extend about three feet past any landing you step onto, and the ladder is tied off — DATE ______
- [ ] Nobody stands on the top rungs, or on the top cap of a stepladder — DATE ______
- [ ] Three points of contact maintained; buckets hooked, poles handed up or carried separately — DATE ______
- [ ] Standoff fitted so the ladder rests on structure, not on the gutter — DATE ______
- [ ] Ladders inspected before each use; damaged ladders tagged and removed from the van — DATE ______
- [ ] Fiberglass used anywhere near an electrical service drop or mast head — DATE ______
- [ ] Roof edges and skylights treated as a fall hazard requiring protection, not a judgement call — DATE ______
- [ ] Rope descent and suspended work referred out, not attempted — DATE ______
- [ ] Insurance carrier told honestly how high your crew works — DATE ______
- [ ] Every ladder rule above written down and taught to the first hire on day one — DATE ______

Insurance Lines and Annual Cost Ranges

Published ranges for this trade. Yours will move with your state, your vehicle, your payroll and — most of all — how high you tell the carrier you work.

COVERAGE	TYPICAL ANNUAL COST	WHAT IT COVERS	YOUR QUOTE
General liability	$228–$624	Damage or injury you cause to others	
Workers comp	3.5–9.5 per $100 payroll	Your crew, hurt on the job	
Commercial auto	$1,588–$2,075	The truck and what it hits	
Bond	$5,000–$10,000	Not state-mandated for window cleaning in any of the 11 surveyed states — no state requires a contractor license for routine window washing, so no license-tied bond applies. Janitorial/cleaning surety bonds are commonly purchased voluntarily to reassure commercial and HOA clients.	
Tools & equipment		Theft from the truck or site	
Umbrella		Above the GL limit	

Insurance Quote Log

Three agents, the same honest answers, side by side. The cheapest premium with the wrong class code is the most expensive policy on the page.

AGENT / CARRIER	LINE OF COVERAGE	LIMITS	DEDUCTIBLE	ANNUAL PREMIUM	CLASS CODE AND HEIGHT QUESTION ASKED?

Questions for Your Attorney and Accountant

Questions, not answers. Take this list to the appointment so the hour gets spent on your situation instead of on background.

- [ ] Which entity fits my state, my household and what I have at risk? DATE ______
- [ ] Is cleaning labour taxable where I work, and on which types of customer? DATE ______
- [ ] What should my written work order say about screens, existing damage and scratch risk? DATE ______
- [ ] How should a change order be handled when hard-water panes turn up mid-job? DATE ______
- [ ] What tests decide whether a helper is an employee or a subcontractor here? DATE ______
- [ ] Am I exempt from workers' compensation while solo, and what changes on the first hire? DATE ______
- [ ] What records do I have to keep, in what form, and for how long? DATE ______
- [ ] What does my insurer need to know about ladder work and above-ground work? DATE ______
- [ ] How should deposits and prepaid maintenance visits be held and recognised? DATE ______
- [ ] What happens to the business, the customers and the van if I am hurt? DATE ______

Equipment Budget — Window Cleaning

Researched price ranges with the essentials flagged. Tick the day-one column ruthlessly — everything else is a month-two decision funded by revenue.

ITEM	LOW	HIGH	DAY ONE?	YOUR PRICE	BOUGHT
Squeegee & scrubber combo kit (12-14 in., with extension handle)	$8	$21	Yes		
4 in. razor-blade window scraper with retractable safety cover	$8	$17	Yes		
6-24 ft. aluminum telescoping extension pole (Connect & Clean)	$18	$28	Yes		
5-gal. wash bucket (window-cleaning route bucket)	$4	$11	Yes		
Streak-free glass cleaning solution	$3	$5	Yes		
Microfiber cleaning/drying cloths (multi-pack)	$1	$5	Yes		
32 oz. chemical-resistant spray bottle	$2	$6	Yes		
Safety glasses, gloves & PPE kit	$5	$29	Yes		
20-24 ft. extension ladder	$289	$389	Yes		
12-24 ft. water-fed pole kit with pure-water tank and brush (2nd-story upgrade)	$77	$123	Later		
Squeegee/scraper replacement rubber & blade kit	$6	$18	Later		
Window screen & exterior wash brush kit	$10	$15	Later		
Essential equipment	**$339**	**$511**			

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

Total Startup Budget

Essential kit, vehicle, first-year liability and launch marketing. Pencil your own figures beside the researched ones, then add the reserve at the bottom.

LINE	LOW	HIGH	YOUR NUMBER
Essential equipment (previous page)	$339	$511	
Used cargo van or SUV (starter route vehicle)	$3,000	$8,000	
General liability, year one	$228	$624	
Launch marketing	$100	$2,000	
Licenses and permits			
Software and phone, 3 months			
Personal runway (chapter 1)			
Reserve (10% of the total)			
Total startup	**$3,667**	**$11,135**	

Funding Sources

Rank by what it costs you and what it risks, not by how quickly you can get it. The fastest money in this trade is almost always the most expensive.

SOURCE	AMOUNT AVAILABLE	WHAT IT COSTS	WHAT IT RISKS	RANK

Client-Financed Acquisition Plan

You get paid on the day in this trade. Decide now what share of that money turns straight back into the next customer.

How you take payment in the driveway, and what you say when you ask for it:

Which jobs get a deposit, how much, and the sentence you use to ask:

The share of every payment that goes back into marketing, and where it is held:

What that share buys next week, specifically — and how you will know whether it worked:

Typical Jobs and Price Ranges — Window Cleaning

Published ranges with typical hours beside them. Write your own price in the margin, then check it against the break-even sheet before you say it out loud.

TYPICAL JOB	LOW	HIGH	HOURS	PER HOUR (HIGH ÷ HOURS)	YOUR PRICE
Small home window cleaning, in & out (~1,000 sq ft)	$170	$220	3	$73	
Medium home window cleaning, in & out (~1,500 sq ft)	$220	$280	4	$70	
Large home window cleaning, in & out (~2,400 sq ft)	$300	$400	5	$80	
Extra-large home window cleaning, in & out (~3,200 sq ft)	$400	$500	6	$83	
Exterior-only window wash, average single-family home	$150	$302	3	$101	
Storm window cleaning add-on (10 units)	$300	$400	2	$200	
Skylight cleaning (2-3 units)	$50	$105	1	$105	
Window screen cleaning add-on, whole house (~15 screens)	$10	$75	1	$75	

Crews in this trade bill $40—$85 an hour (quoted per window). Technicians earn $14—$29 an hour.

Pane Count and Access Sheet

Fill this in at the house, where the customer can watch you count. Access: reach, pole, ladder, ladder over an obstacle. Extras: tracks, screens, storms, skylights.

ELEVATION / ROOM	OPENINGS	PANES (GRIDS COUNT)	ACCESS	EXTRAS	LINE PRICE

Good / Better / Best Builder

Three real deliverables, presented highest first. The cheap tier is a smaller job, never a worse one.

WHAT IS INCLUDED	GOOD — EXTERIOR ONLY	BETTER — IN AND OUT, TRACKS, SCREENS	BEST — WHOLE PROPERTY PLUS PLAN

Break-Even Hourly Rate

Annual overhead divided by honest billable hours. Be brutal about the hours — driving, quoting and invoicing are not billable, and pretending otherwise is how the number lies to you.

LINE	PER MONTH	PER YEAR	NOTES
Insurance (all lines)			
Vehicle payment			
Fuel and maintenance			
Phone and internet			
Software			
Marketing			
Licenses and fees			
Consumables (rubber, solution, cloths)			
Accounting and banking			
Owner pay you will not go below			
TOTAL overhead			
Weeks worked per year			
Honest billable hours per week			
TOTAL billable hours per year			
BREAK-EVEN HOURLY RATE			

Markup vs Margin Table

Run your last ten jobs through it. Margin is what is left as a share of what you charged — the only version of the number that pays anybody.

JOB	PRICE CHARGED	LABOUR HOURS X COST	CONSUMABLES	GROSS PROFIT	MARGIN %

Your Attraction Offer

The low-friction first yes, and the problems it is designed to reveal. Make it small, specific and repeatable.

The offer in one sentence, said the way you would say it standing in a driveway:

What it costs you in time and materials, and how many you can do in a week:

What it reveals — the problems you expect to find and what you will say about each:

How it turns into a booked job before you leave the property:

Upsell and Downsell Plan

One upsell at the walk-round. Three downsell moves that change the deal instead of the price.

The one upsell you offer on every job, and the moment in the day you offer it:

The next two, in order, once the first is habit:

Your three downsell moves — scope, timing, payment — written as sentences, not principles:

What you will say the next time somebody asks you to knock money off the same job:

Continuity or Referral Plan

This trade has real recurring revenue available. Design the plan, then design the sentence that books the date at the walk-round.

PLAN NAME	CYCLE	WHAT IS INCLUDED	FIRST VISIT PRICE	RECURRING PRICE	HOW THE DATE GETS BOOKED

Offer Calendar by Season

Look at the demand chart from chapter one, then decide now what you are selling in the two months when nobody looks at their windows.

SEASON	WHAT SELLS	WHO TO	WHEN YOU SELL IT	WHAT IT HAS TO COVER

Job-Start Checklist

Everything here exists because somebody skipped it once. Date each line on the job, not from memory that evening.

- [ ] Arrival within the promised window, and a call or text if that is going to slip — DATE ______
- [ ] Walk the property with the customer before anything comes off the van — DATE ______
- [ ] Photograph every screen before it is removed — DATE ______
- [ ] Photograph existing damage — cracked panes, torn screens, failed seals, marked sills — DATE ______
- [ ] Scratch test on an inconspicuous pane, wet, in good light, before any blade — DATE ______
- [ ] Confirm pane count and scope against the estimate out loud — DATE ______
- [ ] Drop towels down, booties on, pets confirmed contained — DATE ______
- [ ] Water and power access confirmed; hose bib tested before you need it — DATE ______
- [ ] Ladder set on level firm footing with a standoff fitted — DATE ______
- [ ] Weather checked — no work in freezing conditions or on glass in direct hot sun — DATE ______
- [ ] Any hard-water or restoration work flagged and quoted before starting, not during — DATE ______
- [ ] Change order signed for anything added on the day — DATE ______

Job-Close Checklist

The close is where the review is earned. Do it in her light, with her pointing, before the van is loaded.

- [ ] Tracks and sills wiped, not just the glass — DATE
- [ ] Screens reinstalled in the openings they came from — DATE
- [ ] Blinds and curtains returned to the height and position you found them — DATE
- [ ] Furniture back, floors dry, drive and beds clear of debris — DATE
- [ ] Walk-round with the customer in her own light; everything she points at fixed on the spot — DATE
- [ ] Written note left of anything glass-related you found and did not touch, and who fixes it — DATE
- [ ] Guarantee and rain-check window explained out loud, including what it excludes — DATE
- [ ] Payment taken before you leave the property — DATE
- [ ] Next visit date offered and booked while you are standing in front of the result — DATE
- [ ] After photographs taken and filed to the customer folder — DATE
- [ ] Review request scheduled for the following morning — DATE
- [ ] Ladder, poles and buckets loaded, and the blade retired if it is done — DATE

Family Worksheet

Chemicals, keys and route density — the three things that decide whether a cleaning route stays safe, trusted and profitable.

Every chemical you carry, where its safety data sheet lives, and who has been trained on it:

Your dilution method for each product — how it is measured, and by whom:

Key and alarm-code custody: tagging, storage, sign-out, and what happens when somebody leaves:

Your route days, and the drive-minutes-per-stop number you are trying to beat:

Key and Alarm-Code Custody Log

Numbered tags, never addresses. One line every time a key moves. This log is also what you show a commercial client who asks how you handle access.

TAG NUMBER	CUSTOMER (CODE NAME)	ISSUED TO	DATE OUT	DATE RETURNED	NOTES

Equipment Log

Rubber, blades, sleeves, poles and the ladder. Anything bent or cracked gets tagged and taken out of the van, not promoted to spare.

ITEM	DATE CHECKED	CONDITION	ACTION TAKEN	NEXT CHECK DUE

Your Warm 100 — 1 of 2

A hundred names, not fifty. The last thirty are the hardest to write and are where the referrals come from.

#	NAME	HOW YOU KNOW THEM	CONTACTED ON	RESPONSE / NEXT STEP
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 ON	RESPONSE / NEXT STEP
26				
27				
28				
29				
30				
31				
32				
33				
34				
35				
36				
37				
38				
39				
40				
41				
42				
43				
44				
45				
46				
47				
48				
49				
50				

Lead Magnet Plan

A free thing that solves a small problem and reveals a bigger one. Half of what it finds should be work you do not even do.

WHAT IT IS	WHO IT IS FOR	WHAT IT COSTS YOU	THE PROBLEM IT REVEALS	WHAT YOU OFFER NEXT

LTGP : CAC Worksheet

Lifetime gross profit against what it cost to find her. Run every channel through it after a year, never after one job.

CHANNEL	SPEND	LEADS	COST PER LEAD	JOBS WON	LIFETIME GROSS PROFIT PER CUSTOMER	RATIO

Rule of 100 — Daily Tracker

One row per action type, one column per day. An empty row at the end of a working day is a decision you made.

MEASURE	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12
Door hangers on the street you worked												
Texts to past customers due for a visit												
Walk-ins to small commercial fronts												
Listing agents and property managers contacted												
Posts published												
Review requests sent												
Inbound leads answered same day												
Estimates delivered												

WEEK NOTES

Estimate Visit Checklist

The visit has a shape. Questions first, count second, demonstration third, price last — then silence.

- [ ] Arrive inside the promised window; van parked where she can read it — DATE ________
- [ ] Knock, step back off the step, and wait to be invited in — DATE ________
- [ ] Ask the five questions before saying anything about price — DATE ________
- [ ] Walk the property with her and let her show you the window that bothers her most — DATE ________
- [ ] Count panes out loud, inside and out, grids included, and write the count where she can see it — DATE ________
- [ ] Note access for each elevation: reach, pole, ladder, ladder over an obstacle — DATE ________
- [ ] Run the scratch test on an inconspicuous pane and explain why in one sentence — DATE ________
- [ ] Clean the two panes she picks and step back — DATE ________
- [ ] Point out what you found and will not touch — failed seals, brittle screens, etching — and who fixes each — DATE ________
- [ ] Present three tiers on one page, highest first — DATE ________
- [ ] Say the middle number and stop talking — DATE ________
- [ ] Book the date and take the deposit where one applies, before you leave — DATE ________

What Goes in the Estimate Folder

Everything here exists to answer a question she has not asked yet. Keep it in the van, keep it current.

- [ ] Before-and-after photographs from streets she would recognise — DATE ________
- [ ] Certificate of insurance, current, with your agent's number on it — DATE ________
- [ ] Blank pane-count and access sheet on a clipboard — DATE ________
- [ ] The three tiers printed on one page — DATE ________
- [ ] The written scope: what is included, what is not, and the guarantee with its exclusions — DATE ________
- [ ] The glass health check sheet you leave behind whether or not she books — DATE ________
- [ ] Card reader, charged — DATE ________
- [ ] Two clean microfibre cloths and a bottle, for the two-window demonstration — DATE ________

Objections and Replies — Window Cleaning

What they say, what it usually means, and your reply in your own words. Agree with the true part first, then answer the rest.

WHAT THEY SAY	WHAT IT REALLY MEANS	YOUR REPLY
My neighbour's kid does it for half that.	I have no idea what this work is worth, and the only number I have to compare you to is a number with nothing behind it.	
It is just going to rain next week anyway.	I cannot see what I am buying, so I am looking for a reason not to buy it.	
Can you just do the outsides? That is all anybody sees.	I want the price down and I am guessing which half is cheaper to cut.	
Do you do the second story? I do not want anybody on a ladder over my flower beds.	I am worried about damage to my house and about somebody getting hurt on my property.	
Last guy scratched a window and blamed the glass.	I have been burned, and I need to know you will not do the same thing and then argue with me about it.	
Why do you need to come look? Just give me a number over the phone.	I do not want a salesman standing in my kitchen and I do not want to lose an hour.	
Let me talk to my husband and I will call you back.	Either this is genuinely a joint decision, or the price surprised me and this is the polite exit.	
We had it done last year and it did not look any different.	Somebody took my money and did a poor job, and I am not convinced this is a real service.	

Review Request Script

The morning after, by text, with the complaint route offered first. Write it once and use it every time.

Your message, word for word, as you would actually type it:

The specific thing you ask them to mention, and why that detail helps the next customer decide:

What you say when somebody replies with a problem instead of a review:

How you reply to a poor review in public — draft it now, while nobody has upset you:

First-Hire Scorecard

Write the standard before you meet anybody. Score every candidate against the same rows, and hire the score rather than the conversation.

WHAT THE ROLE MUST PRODUCE	HOW IT IS MEASURED	CANDIDATE A	CANDIDATE B	CANDIDATE C
Shows up on time, every day, without being managed				
Comfortable at height and willing to follow ladder rules exactly				
Careful hands — screens, blinds, sills, other people's things				
Takes correction on quality without sulking				
Speaks to a homeowner without you standing there				
Can be trusted with keys and alarm codes				
Physically able to do a full route day in July				
Clean driving record if they will ever move the van				
Wants the work, not just a job between jobs				
Would you send them to your best customer alone in ninety days?				

Pay Plan Builder

Base, share, quality gate, bounty, safety condition. Whatever you measure is what you will get, so write it down before you promise it.

COMPONENT	HOW IT IS CALCULATED	WHAT BEHAVIOUR IT BUYS	WHAT COULD GO WRONG

30 / 60 / 90 Ramp Plan

Ground level first, ladder second, solo third. Fill in what they own, what they are taught, and how you will know it landed.

PERIOD	WHAT THEY OWN	WHAT YOU TEACH AND CHECK	HOW YOU WILL KNOW IT WORKED
Days 1–7			
Days 8–30			
Days 31–45			
Days 46–60			
Days 61–75			
Days 76–90			
Day 90 decision, in writing			

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

Three sizes, three charts. Write your own measured revenue-per-person figure beside each one and see whether the business can carry the boxes.

At $250k — who is on the payroll, what do you personally still do, and how many days a week are you on glass?

At $500k — the crews, the lead, the office. What is the first thing you stop doing yourself?

At $1M — operations, office, commercial contracts. Who owns the route economics?

Your own measured revenue per person at each level, and which lever moves it:

Twelve-Month Forecast

The printed index is national search interest for this trade, detrended over five years. Pencil in jobs, ticket and revenue beside it — then come back in three months and mark yourself.

MONTH	DEMAND INDEX	JOBS	AVG TICKET	REVENUE	COSTS	PROFIT
Jan	0.65					
Feb	0.76					
Mar	0.92					
Apr	1.17					
May	1.19					
Jun	1.34					
Jul	1.16					
Aug	1.04					
Sep	1.06					
Oct	1.06					
Nov	0.95					
Dec	0.71					
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

One line a week. The deposits column is money you are holding that is not yours to spend — keep it honest and it will keep you solvent in January.

WEEK	CASH IN	CASH OUT	BALANCE	DEPOSITS AND PREPAID PLANS HELD	NOTES

Profit First Allocations

Money moves on two fixed dates a month, before anything is spent. Start with shares so small they feel symbolic, then raise them a point or two each quarter.

ACCOUNT	TARGET SHARE	THIS MONTH	ACTUAL SHARE
Income (everything that lands)			
Tax			
Profit			
Owner pay			
Winter reserve			
Operating expenses			

KPI Scorecard — Window Cleaning

Published benchmarks for this trade and for home services generally. Compare yourself with last month, not with a company ten times your size.

MEASURE	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12
Net profit margin (target 22.5%)												
Average annual revenue per employee (target 67,000 USD/yr)												
Technician wages as % of revenue (target 40%)												
New work from referrals & repeat customers (target 59%)												
Leads responded to same day (target 60%)												
Pros closing more than half of their quotes (target 69%)												
Businesses fully booked or near capacity (target 80%)												
Invoices paid same day as job completion (target 48%)												

WEEK NOTES

Monthly P&L

Keep the three income lines separate and keep consumables away from overhead. Mixing them is why most people in this trade cannot say which service actually makes money.

MONTH	RESIDENTIAL	COMMERCIAL / ROUTE	ADD-ONS	WAGES + CONSUMABLES	OVERHEAD	NET PROFIT

Days 1–30: Get Cash

One objective this month: a paying customer. Date every line as you complete it.

- [ ] Employer identification number, business bank account and business card — DATE ______
- [ ] General liability bound; commercial auto quoted — DATE ______
- [ ] County clerk called; local license or registration confirmed — DATE ______
- [ ] Essential kit bought — nothing from the optional list — DATE ______
- [ ] Business profile claimed, filled, ten real photographs uploaded — DATE ______
- [ ] Service area set to your twenty-minute shape — DATE ______
- [ ] Hundred names written — DATE ______
- [ ] Twenty warm messages sent individually, every day, until the list is worked — DATE ______
- [ ] Attraction offer written into the estimate routine — DATE ______
- [ ] First paying job completed, photographed and closed out with a walk-round — DATE ______
- [ ] First review requested the morning after — DATE ______
- [ ] Five estimates delivered, wins and losses logged with reasons — DATE ______

Days 31–60: Get More Cash

More from the customers you already have. Cheaper than finding another one, every single time.

- [ ] One upsell offered at the walk-round on every job — DATE
- [ ] Price raised a notch on all new quotes; existing bookings honoured at the old number — DATE
- [ ] Bookings clustered into route days by neighbourhood — DATE
- [ ] Door hangers left on every street you worked — DATE
- [ ] Ten small commercial fronts walked into, one-window demonstration offered — DATE
- [ ] Ten listing agents and three property managers contacted by name — DATE
- [ ] Glass health check used on every estimate — DATE
- [ ] Reviews requested after every job, including the small ones — DATE
- [ ] First profit and loss read, split by service line — DATE
- [ ] Break-even hourly rate recalculated with real hours — DATE

Days 61–90: Get the Most Cash

The part that keeps paying after day ninety. Also the part people skip because they are tired.

- [ ] Maintenance plan launched: cycle, price, inclusions, booking sentence — DATE
- [ ] Every customer from the first sixty days offered a specific rebooking date — DATE
- [ ] Referral ask built into the job, not left to chance — DATE
- [ ] Lifetime gross profit calculated for your best five customers — DATE
- [ ] Lead sources judged on repeat value, not on the first job — DATE
- [ ] First-hire decision made in writing, either way — DATE
- [ ] Accountant consulted on classification and workers’ compensation — DATE
- [ ] Key custody log and safety data sheet binder both in place — DATE
- [ ] Next quarter’s scorecard targets set — DATE
- [ ] Friday office hour diarised as a repeating appointment — DATE

Milestones and Tripwires

Each risk gets the first thing you would notice and the action you take that day. A risk without a tripwire is just something to worry about at night.

WHAT COULD KILL THIS	THE FIRST THING I WOULD SEE	THE ACTION I TAKE THAT DAY	WHO I TELL

Decision Log

One line per real decision: what you chose, what you expected, and what actually happened. In a year this is the most valuable page in the book.

DATE	DECISION	WHAT I EXPECTED	WHAT HAPPENED	WHAT I WOULD DO DIFFERENTLY