ARRIVAL • ABSENCE • DEPARTURE

HOUSEHOLD TRANSITION SERVICES

GUIDE

Document every condition.

Coordinate every handoff.

Build trust through proof.

REPORTS | WATCH | COORDINATION

Veteran's Strategic Solutions LLC

START HERE

How to Use This Guide

Use the core guide to test the hub model before presenting a broad service menu. Then use the worksheets to document conditions, qualify vendors, price work, invoice customers, track jobs, manage leads, and control keys and handoffs.

01 REPORT

02 WATCH

03 VENDORS

04 PROOF

DOCUMENT FIRST | Every condition, handoff, and exception should be captured clearly.

MODULE	PURPOSE
Core guide	Test institutional referrals, launch one service first, build the vendor bench, and add recurring work.
Operating tools	Plan startup, estimates, invoices, condition reports, jobs, leads, vendors, keys, and compliance.

CORE GUIDE 01

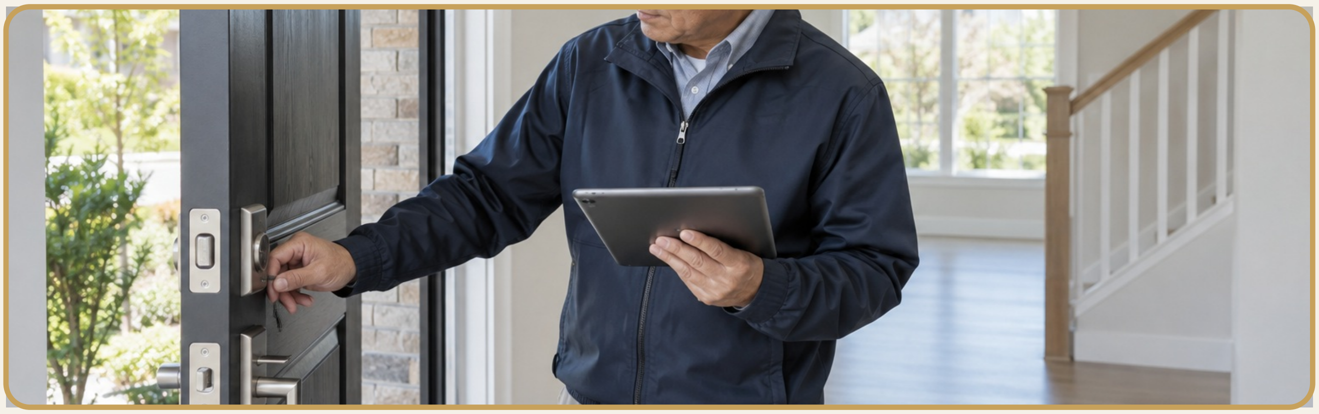
Household Transition Services — The Hub

01 ARRIVAL
02 OCCUPANCY
03 ABSENCE
04 DEPARTURE

You will never feel ready. Ready isn't a feeling — it's a decision.

A family currently hires five strangers: a cleaner, a hauler, a handyman, a photographer, and whoever checks the house while they are gone. Nobody owns the arrival-to-departure cycle, and every handoff is a place where something gets missed and nobody is accountable. This document is not a new service — it is the argument for putting the services already modelled under one roof, one number and one name.

Stage	What they need	Already priced
Arrival	Condition report, safety reset, furnishing setup, key control	$95 · $85 · quoted
Occupancy	Repairs, turnover, storm and freeze checks	quoted · $45–79
Absence	Home watch during rotations and deployments	$49–149/mo
Departure	Cleanout, closeout report, move-out documentation	quoted · $95



CONTROL THE HANDOFF | Entry, keys, conditions, and exceptions must have one accountable owner.

CORE GUIDE 02

1. The bet

01 TEST

02 REFER

03 DELIVER

04 REPEAT

The core assumption is not that families want a bundle. It is that INSTITUTIONS will route to one vendor. Families buy one thing at a time. What makes a hub work is the referral — the housing office, the realtor, the property manager, the VSO and the employer all sending people to the same number because it saves them a decision. If those referrals do not form, this is four businesses wearing one logo.

The fastest zero-budget test: ask three institutions the same question — a housing office, one realtor, one property manager — when a family asks you who handles this, who do you name? If they each name somebody different, or shrug, the hub has room. If they all name the same firm, you have found your real competitor and you should go work with them.

Three reasons it fails before you spend a dollar. First, a hub with nothing running underneath it is a brochure — credibility comes from services delivering, not from the diagram. Second, the referral sources are the same handful of people for every line, so one bad job costs the whole network rather than one customer. Third, breadth is the enemy of a one-man shop: the day you promise arrival-to-departure is the day you promise to be in two houses at once.

TRUST AT ARRIVAL | A prepared home and a documented handoff turn coordination into proof.

CORE GUIDE 03

2. Who pays, in their own words

01 OWNER

02 TENANT

03 MANAGER

04 PROOF

Every line below is from a public review of a firm operating in a market.

PUBLIC REVIEW LANGUAGE
An owner: the manager never verified winterization, a pipe froze, and the house flooded.
An owner, plainly: poor management, they don’t inspect their properties.
An owner on turnover: five different property managers in two years, and a house that sat unrented for seven months.
A tenant at move-in: rotting food in the dishwasher, roaches, no smoke detectors, weeds to the door.
A tenant at move-out: over a thousand dollars withheld for light bulbs and a repaint, with no documentation either way.

THE SERVICE PROMISE

One failure explains all five: nobody looked, and nobody wrote it down. That is what the hub sells. Not labour — accountability with a photograph attached.

CORE GUIDE 04

3. The smallest version you can charge for

01 ONE REPORT

02 ONE BUYER

03 ONE PROOF

04 THEN GROW

One condition report, for one customer, for $95. The hub does not launch; it accretes. Sell the report, then the vacant-door check to the same buyer, then the turn, then the watch. The name goes on the truck once three services have actually been delivered and photographed.

Do not print a brochure listing twelve services you have never performed. That is the fastest way to be known as talk.

SEQUENCE	PROOF REQUIRED	NEXT OFFER
1. Condition report	Photos, scope, delivered report	Vacant-door check
2. Door check	Visit record and exception notes	Turn coordination
3. Turn coordination	Vendor schedule and closeout	Home watch
4. Home watch	Recurring visit records	Expanded menu

LAUNCH RULE

Deliver and photograph three services before the broad hub name becomes the promise.

CORE GUIDE 05

4. What it actually takes

01 RULES

02 INSURE

03 VENDORS

04 SCOPE

LOCAL REQUIREMENTS

Check licensing, zoning, and tax rules for your own city and state before starting.

Insurance is the shared cost: general liability, a bond because you hold keys, and commercial auto if you haul. One policy conversation covers every line — quote it once, at the whole-business level, not per service.

The vendor bench is the actual asset. Cleaning, hauling, repair and restoration all go to qualified firms in your market. Build the bench before the brochure: two cleaners, one hauler, one contractor, one restoration firm, one locksmith. You are only as good as the worst name on that list.

CONTROL	WHAT TO CONFIRM	STATUS
Business rules	Licensing, zoning, tax, insurance, key custody	[VERIFY]
Vendor bench	Scope, coverage, credentials, availability, backup	
Customer scope	Included work, exclusions, authorization, documentation	
Handoff	Keys, photos, signatures, exceptions, closeout	

CORE GUIDE 06

5. Pricing — the menu, not a package

01 REPORT

02 RESET

03 WATCH

04 COORDINATE

Service	Price
Photo condition report (move-in or move-out)	$95, or $75 each on a five-a-month retainer
Move-in safety reset	$85, or $45 added to a report
Home watch — Standby (recommended)	$89/mo, twice monthly plus storm and freeze checks
Rotation block — up to 30 days	flat, converts to Standby
Vacant-door check for managers	$45/visit or $79/mo
Turn coordination for an owner	$300 flat, vendor invoices passed through untouched
Pre-storm portfolio sweep	$25–35 per door, ten-door minimum

Sell the menu, never the bundle. Bundles ask a customer to buy things they have not yet decided they need; a menu lets one $95 job become four. And publish the flat coordination fee — the property managers’ 10 to 20 percent invoice markup is the one thing you can undercut structurally, because your business does not depend on it.

The institutional tier is the same menu with a different buyer. Hospitals and manufacturers housing travel nurses and contract workers need the same reports, turnover coordination and furnishing checks. Same work, an invoice instead of a card.

CORE GUIDE 07

6. First 90 days and the one metric

01 INSURE

02 BUILD

03 VISIT

04 REPEAT

THE ONE METRIC

The metric is repeat institutions — how many referral sources sent a second customer. Not jobs, not revenue. One referral proves politeness; the second proves the hub.

WINDOW	ACTION
Days 1–30	Insurance and bond bound. Vendor bench assembled and priced. One sample condition report built from a real house. The three institutional questions from section 1 asked.
Days 31–60	Two property management offices visited with the sample. Realtor conversations completed. First paid reports.
Days 61–90	First home watch contract, sold on seasonal need. Menu published — only the services actually delivered by then.

REFERRAL SOURCE	FIRST CUSTOMER	SECOND CUSTOMER	REPEAT?

CORE GUIDE 08

7. Honest assessment

01 **RIGHT IDEA**

02 **WRONG FIRST**

03 **PROVE**

04 **REPEAT**

The hub is the right idea and the wrong first move. Every line in it stands on its own and most are already documented; assembling them costs nothing but a name and a phone number.

But a hub is a claim, and claims are checked. Announcing arrival-to-departure before three services have run makes you the man with a brochure. Build it in the order the licences allow, let the name arrive last, and let the second referral tell you it worked.

DECISION	EVIDENCE	ACTION
START	One report can be delivered and documented	Sell the smallest version
EXPAND	Three services have been delivered and photographed	Publish the broader menu
VALIDATE	An institution sends a second customer	Invest in the hub identity
PAUSE	Scope, vendors, insurance, or rules are unresolved	Resolve before accepting work

CORE GUIDE 09

Where this sits on the revenue model map

01 ONE-OFF

02 RETAINER

03 WATCH

04 ATTACH

The hub is not a single box. Two of its lines are subscriptions — home watch and the manager retainer — and those are what make the rest worth owning. Everything else is sell-a-service, paid once, earned only while you are standing somewhere.

A menu of one-off jobs has to be re-sold every month; a subscription underneath it means money arrives whether or not you sold anything. Lead with the recurring item and let the one-off work attach to it. A $95 report that becomes an $89 monthly watch is worth more in year one than nine more reports.

REVENUE TYPE	EXAMPLES	ROLE
One-off	Condition report, safety reset, door check, coordination	Customer entry point
Recurring	Home watch, manager retainer	Stable base
Attached work	Turn, repair coordination, storm sweep	Expansion from trust

CORE GUIDE 10

What it costs to be wrong

01 TEST
02 SCOPE
03 CONTROL
04 PROTECT

Almost nothing, and that is the strongest argument in this document. No equipment, no licence, no lease, no staff, no client money. The entire cost of testing the hub is insurance, an afternoon building a sample report, and five calls to assemble a vendor bench you will use regardless.

The expensive version of being wrong is announcing the hub, taking four services at once, and delivering three badly to the same five referral sources. In a concentrated referral market those five people can be the whole network. Move one service at a time and the worst case is a quiet no; move all four and the worst case is the network closing.

Before you commit: GL, bond and commercial auto quoted at the whole-business level · vendor bench named and priced · one sample condition report built · the three institutional questions asked · a written scope per service saying what you do not do.

RISK	CONTROL
Overpromising	Launch one documented service
Vendor failure	Qualify backups and write scopes
Key / access failure	Log custody and handoffs
Documentation gap	Photo, timestamp, exception, closeout
Referral damage	Resolve one bad job before expanding

WORKSHEET 01

Startup Checklist

01 VERIFY

02 INSURE

03 VENDORS

04 REPORT

DONE	ACTION	OWNER / DATE / NOTES
☐	Check licensing, zoning, and tax rules for your own city and state before starting.	
☐	Confirm insurance, bond, commercial-auto, key-custody, and subcontracting requirements [VERIFY].	
☐	Choose the first service and write its scope and exclusions.	
☐	Build one sample condition report from a real property.	
☐	Qualify the vendor bench and at least one backup for critical work.	
☐	Create key, access, photo, authorization, and incident procedures.	
☐	Ask three institutions the referral test question.	
☐	Deliver and photograph services before publishing the broad hub menu.	
☐	Track repeat institutions as the primary validation metric.	

WORKSHEET 02

Equipment and Startup Budget Worksheet

01 SYSTEM

02 FIELD

03 SAFETY

04 CASH

ITEM	NEEDED?	ESTIMATE	ACTUAL	NOTES
Insurance / bond / commercial auto				
Phone / scheduling / payment				
Tablet / camera / storage				
Key-control supplies				
PPE / inspection / safety supplies				
Vehicle / mileage / fuel				
Report templates / cloud backup				
Website / printed leave-behind				
Vendor deposits / pass-through cash				
Working capital / contingency				

BUDGET CONTROL

TOTAL ESTIMATE: __________ TOTAL ACTUAL: __________ CASH RESERVE: __________

WORKSHEET 03

Service Estimate Template

01 SCOPE
02 VENDOR
03 FEE
04 AUTHORIZE

CUSTOMER / INSTITUTION	PROPERTY	DATE	ESTIMATE #

SERVICE / SCOPE	QTY	RATE	VENDOR PASS-THROUGH	AMOUNT
Photo condition report				
Move-in safety reset				
Home watch / door check				
Turn coordination				
Storm / freeze / portfolio sweep				
Other				

TERMS / AUTHORIZATION	VALUE
Included scope / exclusions	
Access / key authorization	
Customer approval / expiration	

WORKSHEET 04

Customer Invoice Template

01 INVOICE ____

02 SERVICE ____

03 VENDOR ____

04 BALANCE ____

BUSINESS	CUSTOMER
Business: ____________________________ Phone: ______________________________ Email: _______________________________	Name: _______________________________ Property: ____________________________ Email: _______________________________

INVOICE #	ISSUE DATE	DUE DATE	STATUS

DESCRIPTION	SERVICE DATE	QTY	RATE	AMOUNT

SUMMARY	AMOUNT
Service subtotal	
Vendor pass-through	
Tax [VERIFY]	
Payments / credits	
Balance due	

WORKSHEET 05

Condition Report and Job Log

01 ARRIVE

02 PHOTO

03 EXCEPTION

04 CLOSE

CUSTOMER	PROPERTY	DATE / TIME	JOB #

AREA / ITEM	CONDITION / WORK	PHOTO #	EXCEPTION / ACTION
Exterior / entry			
Safety / utilities			
Kitchen / appliances			
Bathrooms			
Living / bedrooms			
Keys / locks / access			
Vendor work / closeout			
Customer handoff			

WORKSHEET 06

Lead, Institution, and Vendor Tracker

01 SOURCE

02 NEED

03 NEXT

04 REPEAT

DATE	LEAD / INSTITUTION	SOURCE	NEED	NEXT STEP	2ND REFERRAL?

VENDOR	TRADE	COVERAGE / LICENSE [VERIFY]	PRICE / TERMS	BACKUP

WORKSHEET 07

Key Control, Safety, and Compliance Check

01 VERIFY

02 LOG

03 SECURE

04 CLOSE

Check licensing, zoning, and tax rules for your own city and state before starting.

OPERATING CONTROL | Keys, reports, schedules, scopes, and photo records organized in one system.

CHECK	CONTROL	INITIALS / NOTES
☐	Customer authorization and emergency contact confirmed.	
☐	Key received, labeled without address, logged, and stored securely.	
☐	Vendor identity, scope, coverage, and access confirmed [VERIFY].	
☐	Before, exception, and after photos captured and backed up.	
☐	Incident, damage, or unsafe condition escalated and recorded.	
☐	Keys returned or transferred; customer closeout delivered.	