SCOPE • SCHEDULE • CLOSEOUT

MAKE-READY SERVICES GUIDE

Price the scope.

Guarantee the date.

Document the closeout.

TURN | REPAIR | PAINT | PROVE

Veteran's Strategic Solutions LLC

START HERE

How to Use This Guide

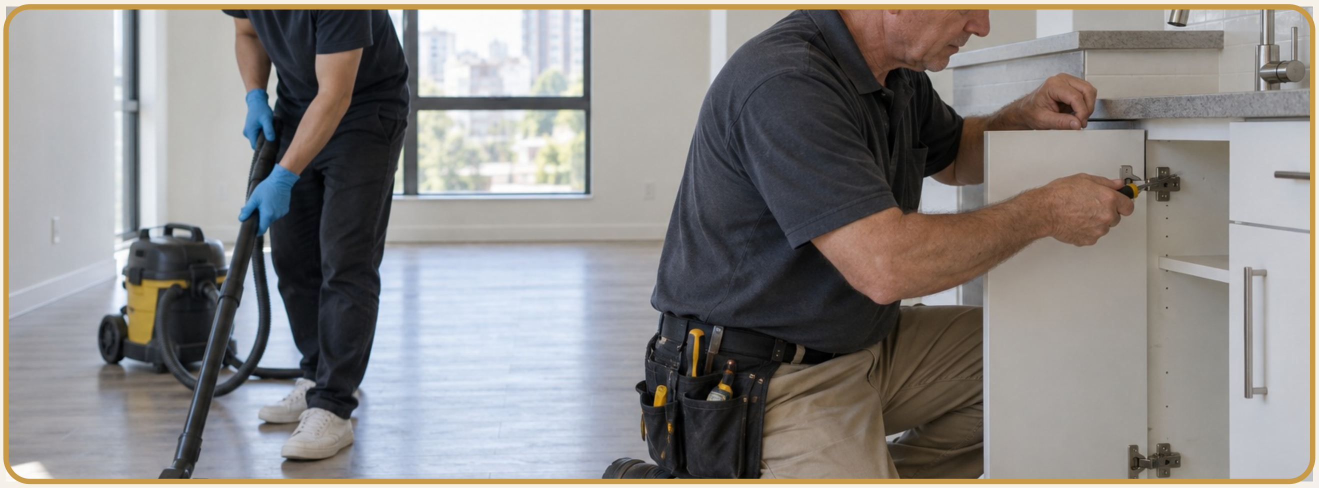
Read the core guide first. Then use the worksheets to test demand, define the scope, estimate materials and labor, control the completion date, document the job, invoice the customer, track leads, and protect the work.

01 **TEST**

02 **SCOPE**

03 **SCHEDULE**

04 **CLOSE**



TURN TEAM | Coordinated repair and cleaning convert a punch list into a dated handoff.

PIECE	USE
Core guide	Test the calendar problem, identify the buyer, define the smallest offer, price the work, and launch.
Operating kit	Use the checklist, budget, estimate, scope, invoice, tracker, closeout, and safety controls.

CORE GUIDE 01

1. The Bet

01 VACANCY
02 PRIORITY
03 DATE
04 MARGIN

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

The gap is not quality. It is priority and predictability — a good contractor will get to your house when he gets to it, and an owner losing rent every day cannot wait his turn.

The core assumption: an owner will pay more for a guaranteed completion date than for better work. That is the pattern everywhere this business is run well. The national operators sell days, not craftsmanship — a make-ready runs $3,000 to $5,000 a unit and takes five to seven days, with the delays coming from vendor coordination rather than from the work itself, and the venture-backed version competes by promising a full turn in 72 hours at flat-rate prices.

The same logic holds in any market. A vacant house loses rent every day. Sell the calendar, not the paintbrush.

FINAL INSPECTION | The completion date becomes credible when scope, ownership, and evidence are visible.

BET	TEST
Priority	Will the buyer pay for a guaranteed completion date?
Predictability	Can the crew complete a defined punch list on schedule?
Margin	Does the flat price preserve gross margin after materials?

CORE GUIDE 01–02

Test the Demand and Identify the Buyer

01 ASK

02 LISTEN

03 DIAGNOSE

04 SELL

The fastest zero-budget test: ask three owners and one property manager the same question — how long did your last turnover take from keys back to listed, and what were you waiting on? If the answer is consistently “waiting on the contractor,” this business exists. If it is “waiting on the tenant” or “waiting on my own decision,” it does not.

Three reasons it fails before you spend a dollar. First, the licensing and workers’ compensation cost is real and lands before the first job. Second, strong incumbents may already bundle contracting with disposal, so there may be no service gap to walk into. Third, this is the line most likely to become a job rather than a business — if you are holding the brush, you have bought yourself employment.

DEFINED SCOPE | A coordinated crew completes named tasks instead of selling open-ended labor.

The buyer is the person paying for the vacancy — the self-managing owner, or the property manager whose owner is angry about days on market. Not the tenant, and never the tenant’s expectations.

BUYER	PRESSURE	OPENING
Self-managing owner	Vacancy days and contractor wait	One dated punch list
Property manager	Owner accountability and days on market	Reliable completion promise
Rental operator	Repeatable turnover process	Documented scope and closeout

CORE GUIDE 03

3. The Smallest Version You Can Charge For

01 ONE HOUSE

02 ONE LIST

03 ONE PRICE

04 ONE DATE

One punch list on one house, priced as a flat package, with a date on it. Patch and paint one room, replace three fixtures, rehang a door, done by Friday. Quoted as a number, not an hourly rate, with the date printed on the quote.

The buyer who says yes fastest is the property manager whose owner is already complaining — they need somebody to have caused the fix, and you need one job to photograph.

ENTRY OFFER	BOUNDARY
Property	One vacant house or unit
Scope	One written punch list
Price	One flat package
Schedule	One completion date printed on the quote
Proof	Before, work completed, after, and acceptance

DO	DO NOT
Quote a defined result	Sell an open-ended hourly promise
Name exclusions and change orders	Absorb hidden work silently
Photograph before and after	Rely on memory at closeout

CORE GUIDE 04

4. What It Actually Takes

01 RULES

02 INSURANCE

03 TOOLS

04 CONTROL

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

Materials: bill at cost plus 15 to 20 percent. Carrying materials at cost is free financing for the customer and it is how small contractors quietly lose money. Build 10 to 15 percent contingency into every quote for what turns up once the work starts.

REQUIREMENT	CONTROL
Licensing and permits [VERIFY]	Confirm the work you may legally perform before quoting.
General liability [VERIFY]	Match coverage to the work and customer requirements.
Workers’ compensation [VERIFY]	Confirm the rule for owners, employees, and subcontractors.
Competency or trade qualification [VERIFY]	Confirm any exam, credential, or continuing education requirement.
Material purchasing	Use markup and contingency rather than financing the customer.
Delivery and payload	Use delivery or an appropriately rated vehicle or trailer [VERIFY].

STOP BEFORE SELLING

If a licence, permit, insurance requirement, scope boundary, or vehicle rating cannot be confirmed, mark it [VERIFY] and resolve it before accepting the job.

CORE GUIDE 05

5. Pricing Low Mid Premium

01 PUNCH LIST

02 STANDARD

03 FULL TURN

04 MARGIN

Recommendation: the standard turn with a written date, and a stated remedy if you miss it — a percentage off, or a day free. It costs nothing when you hit the date, and it is the only claim a new entrant can make that a 5.0-star incumbent with a full calendar cannot match.

The metric to watch is not price. It is gross margin per job after materials. Under 30 percent you have bought yourself a job rather than built a business.

TIER	STRUCTURE	WHEN TO USE IT
Punch list	Flat package per scope, dated	The entry product. One room, one day.
Standard turn (recommended)	Flat quote per house, completion date guaranteed in writing	The whole offer. Paint, patch, fixtures, doors, punch list.
Full make-ready	Quoted per house, cleaning and haul subcontracted	Only once the licence and a sub bench exist

PRICE CONTROL	RULE
Materials	Cost plus 15 to 20 percent
Contingency	10 to 15 percent for conditions revealed after work begins
Core metric	Gross margin after materials
Promise	Written date with a stated remedy

CORE GUIDE 06

6. First 90 Days and the One Metric

01 CONFIRM

02 QUALIFY

03 SELL

04 MEASURE

The metric is days from keys to done, per house. It is what you are selling, so it is what you measure. Publish it once you have five houses behind you.

WINDOW	ACTION
Days 1–30	Confirm licensing, insurance, workers’ compensation, competency, and legal scope [VERIFY]. Get the required quotes before buying tools.
Days 31–60	Complete required applications or qualifications. Make four direct asks using the guaranteed-date offer as the whole pitch.
Days 61–90	Complete the first paid turn, photographed before and after. Record the scope, schedule, material cost, labor, closeout, and gross margin.

THE ONE METRIC

DAYS FROM KEYS TO DONE: ______ JOBS COMPLETED: ______ GROSS MARGIN AFTER MATERIALS: ______

JOB	KEYS RECEIVED	PROMISED DATE	DONE DATE	DAYS	MARGIN
1					
2					
3					
4					
5					

CORE GUIDE 07

7. Honest Assessment

01 BARRIER

02 RISK

03 PROOF

04 DECIDE

This line carries a real licensing barrier, a workers' compensation question, physical risk, and strong competition.

The one thing genuinely new in this document is the guaranteed date. That idea does not need a contractor licence to be tested — you can attach it to the condition reports and the coordination work first, prove that owners in your market will pay for a date, and only then decide whether the licence is worth buying.

There is no recurring version of a make-ready and no way to invent one, because a house turns over every eighteen months at best.

That is not a reason to refuse the work. It is a reason to be clear about what the work is for: make-ready is cash, not compounding. Price it well, take it when it comes, and do not confuse a good month of turn work with a business that grows while you sleep.

FACTOR	ADVANTAGE	RISK OR CONTROL
Offer	A guaranteed date is easy to understand	Missed dates damage trust; define the remedy
Demand test	The owner question costs nothing	Do not buy tools before demand and rules are clear
Operations	Defined punch lists can be repeated	Holding every tool turns the business into a job
Revenue	Flat packages create cash	Turnover is episodic rather than recurring
Proof	Before-and-after evidence is direct	Document every scope change and acceptance

CORE GUIDE 08

What It Costs to Be Wrong

01 QUOTE

02 COMMIT

03 CONTROL

04 STOP

The exam, the continuing education, the licence, the general liability and the workers' compensation may all land before the first invoice. If the demand is not there, you have already paid.

The tools may resell, but the continuing education, exam, and workers' compensation premium are costs nobody can guess for you. Get those quotes before anything else in this document. If the fixed requirements need six turns a year to cover, then this line needs six committed turns before it needs tools.

Before you commit: licensing and competency questions answered by the appropriate authority · workers' compensation quoted for the business structure · required exam booked · a decision on whether the offer is a separate service line or an extension of existing repair work.

COMMITMENT GATE	ANSWER
What work requires a licence or permit? [VERIFY]	
What insurance and workers' compensation rules apply? [VERIFY]	
What fixed costs must be covered before the first invoice?	
How many committed turns cover those fixed costs?	
Is this a separate service or an extension of existing work?	
What is the stop decision if demand is weak?	

WORKSHEET 01

Startup Checklist

01 TEST

02 VERIFY

03 QUOTE

04 LAUNCH

DONE	ACTION	OWNER DATE NOTES
☐	Ask three owners and one property manager about the last turnover delay.	
☐	Check licensing, zoning, and tax rules for your own city and state before starting.	
☐	Confirm licence, permit, competency, insurance, and workers’ compensation requirements [VERIFY].	
☐	Get fixed-cost quotes before buying tools.	
☐	Define the one-house, one-punch-list, one-date entry offer.	
☐	Create the estimate, scope, change-order, invoice, and closeout forms.	
☐	Make four direct asks using the guaranteed-date offer.	
☐	Complete and photograph the first paid turn.	
☐	Record days from keys to done and gross margin after materials.	

WORKSHEET 02

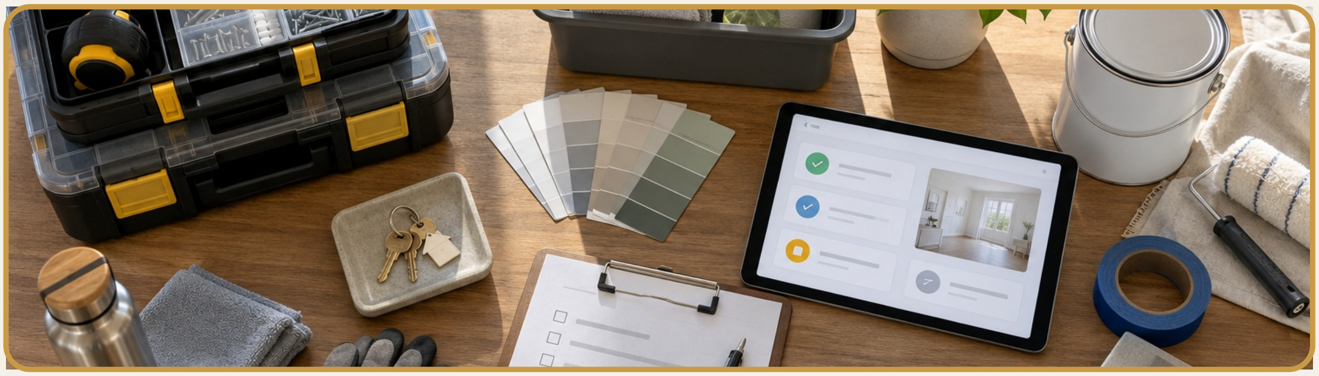
Equipment and Budget Worksheet

01 TOOLS

02 MATERIALS

03 DELIVERY

04 RESERVE



JOB CONTROL | Organized tools, materials, keys, task evidence, and closeout records protect the schedule.

ITEM	NEEDED	ESTIMATE	ACTUAL	NOTES
Licensing and qualification [VERIFY]				
Insurance and workers’ compensation [VERIFY]				
Hand and power tools				
Ladders and access equipment [VERIFY]				
PPE and dust control				
Cleaning equipment				
Vehicle, trailer, or delivery [VERIFY]				
Materials deposit / purchasing				
Scheduling, invoicing, and records				
Contingency / reserve				

BUDGET CONTROL

TOTAL ESTIMATE: _________ TOTAL ACTUAL: _________ CASH RESERVE: _________

WORKSHEET 03

Pricing and Estimate Template

01 SCOPE

02 MATERIAL

03 LABOR

04 DATE

CLIENT	PROPERTY	ESTIMATE NUMBER	DATE

SCOPE ITEM	QUANTITY OR BASIS	MATERIAL	LABOR SUB	TOTAL
Patch and paint				
Fixtures and hardware				
Door and trim work				
Cleaning / haul subcontract				
Delivery / travel				
Other approved work				
Material markup 15–20 percent				
Contingency 10–15 percent				
Tax [VERIFY]				
TOTAL ESTIMATE				

PROMISED COMPLETION DATE	MISSED-DATE REMEDY	ESTIMATE VALID THROUGH

WORKSHEET 04

Scope Work Order and Closeout

01 BEFORE

02 APPROVE

03 DO

04 ACCEPT

FIELD	AGREED DETAIL
Client and property	
Keys received date and access instructions	
Written punch list attached	
Included materials and allowances	
Exclusions and owner decisions	
Permits or inspections [VERIFY]	
Subcontracted work and responsibility [VERIFY]	
Promised completion date	
Missed-date remedy	
Change-order approval method	
Before photographs saved	
Completion photographs saved	
Final walk-through and acceptance	
Keys returned / access closed	
Client signature and date	

WORKSHEET 05

Invoice Template

01 SERVICE

02 MATERIAL

03 TOTAL

04 DUE

BUSINESS	CLIENT	INVOICE NUMBER	DATE DUE

DESCRIPTION	QUANTITY	RATE	AMOUNT
Dated punch-list package			
Standard turn			
Full make-ready			
Materials and markup			
Approved change order			
Other approved work			

SUMMARY	AMOUNT
Subtotal	
Tax [VERIFY]	
Credits or missed-date remedy	
Total	
Balance due	

WORKSHEET 06

Job Log and Lead Tracker

01 LEAD

02 QUOTE

03 TURN

04 FOLLOW

DATE	LEAD SOURCE	PROPERTY OR GAP	QUOTE	STATUS NEXT STEP

JOB	KEYS	PROMISED	DONE	MATERIAL	REVENUE	MARGIN

ONE METRIC

AVERAGE DAYS FROM KEYS TO DONE: __________ GROSS MARGIN AFTER MATERIALS: __________

WORKSHEET 07

Compliance and Safety Page

01 **AUTHORIZE**

02 **PROTECT**

03 **DOCUMENT**

04 **STOP**

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

CHECK	CONTROL	INITIALS NOTES
☐	Licence, permit, inspection, and trade-scope requirements are confirmed [VERIFY].	
☐	General liability and workers' compensation requirements are confirmed [VERIFY].	
☐	Vehicle, trailer, ladder, tool, and equipment ratings are adequate [VERIFY].	
☐	PPE, dust, ventilation, chemical, electrical, and work-area controls are defined [VERIFY].	
☐	Utilities, shutoffs, access, keys, alarms, pets, occupants, and hazards are documented.	
☐	Before photographs and existing damage are recorded.	
☐	Change orders require written customer approval.	
☐	Subcontractor licences, insurance, scope, and responsibility are confirmed [VERIFY].	
☐	Final inspection, photographs, acceptance, keys, and access closeout are complete.	

STOP RULE

Stop work when scope, ownership, authorization, hazardous conditions, structural conditions, electrical or utility risk, licensing, insurance, or safe access cannot be confirmed. Mark the issue [VERIFY] before proceeding.

WORKSHEET 08

Turn Closeout Record

01 INSPECT

02 EVIDENCE

03 ACCEPT

04 ARCHIVE

FIELD	RECORD
Client / property / job number	
Keys received	
Promised completion date	
Actual completion date	
Days from keys to done	
Original scope completed	
Approved changes	
Materials and markup	
Before-and-after evidence location	
Permit / inspection result [VERIFY]	
Client acceptance / open item	
Keys and access returned	
Invoice number / balance	
Gross margin after materials	
Follow-up date	