VSG Turnover Services

TURNOVER SERVICES

BUSINESS STARTUP GUIDE

Inspect. Document.
Coordinate. Deliver.

REPORT | TURN | RETAIN

Veteran's Strategic Solutions LLC

START HERE

How to Use This Guide

Read the core guide first. Then use the operating worksheets to test demand, quote the work, document each property, invoice cleanly and track repeat firms.

01 **TEST**

02 **REPORT**

03 **QUOTE**

04 **REPEAT**

MODULE	PURPOSE
Core guide	Understand the offer, buyer, operating model, pricing structure and first 90 days.
Startup checklist	Move from sample report to first repeat property-management firm.
Budget + estimate	Record startup needs, subcontractor costs and the delivered price.
Invoice + logs	Document jobs, property condition, delivery and follow-up.
Compliance page	Confirm local rules, access controls, insurance and subcontractor responsibilities.

CORE PROMISE One vendor who does the work and sends one invoice.

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

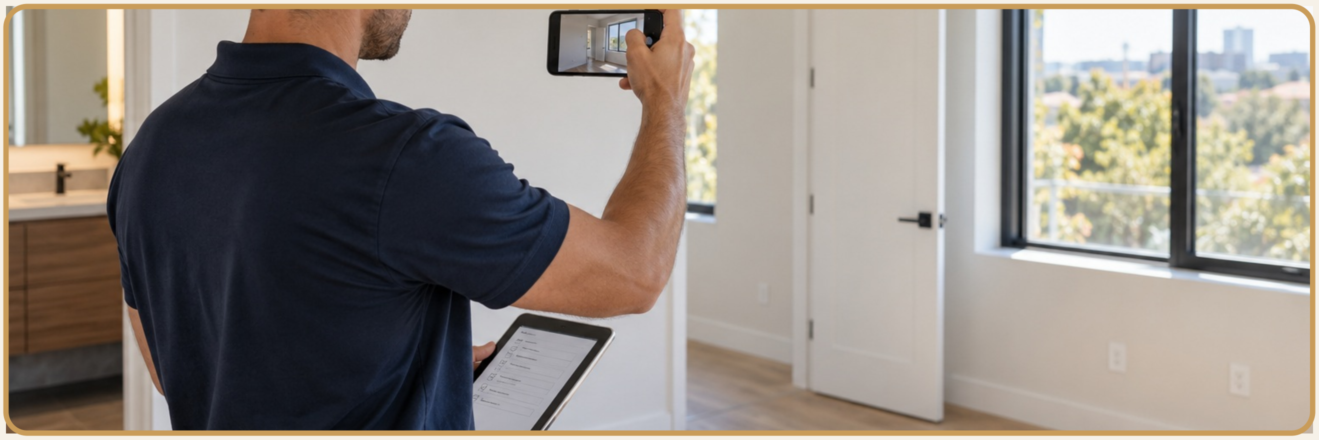
The original idea was a "turnover command center" — one vendor coordinating cleaning, repairs, photos, lock changes and utility checks for property managers. That version does not sell, and it is important to understand why before reading the rest. Property managers add 10 to 20 percent to every vendor invoice they pass through, and maintenance coordination has become one of the more important revenue lines in their business. Offering to coordinate for them is offering to take the money they earn. They will be polite and they will not buy.

What they will buy is a single vendor who does the work and sends one invoice they can mark up as usual. This document is that business.

CORE GUIDE

1. The bet

01 **INSPECT** | 02 **DOCUMENT** | 03 **DELIVER** | 04 **RETAIN**



CONDITION EVIDENCE | Photograph consistently and deliver the report.

The core assumption: a property manager will pay an outside vendor to document condition, when documenting condition is technically work their own staff could do. That is not obvious. It is believable for one reason — their staff turns over constantly, and the reviews say so. When five property managers pass through one office in two years, nothing that depends on institutional habit survives. An outside vendor with a fixed checklist is the only thing that stays consistent.

The fastest zero-budget test: walk into two offices with one sample condition report on a tablet — a real one, from a real house, with time-stamped photos and a one-page summary — and ask what they currently do at move-out. You will learn in ten minutes whether they have a process or a shrug. Nothing about this test costs money, and the sample report is the entire sales asset.

Three reasons it fails before you spend a dollar. First, they may genuinely consider it in-house work and never outsource it at any price. Second, at $95 a report the volume needed to matter is high and turnover is seasonal, concentrated in the PCS window. Third, the person who would say yes is often not the person who has budget authority, and in a brokerage the management side is rarely the side with budget.

CORE GUIDE

2. Who pays, in their own words

01 **INSPECT** 02 **DOCUMENT** 03 **DELIVER** 04 **RETAIN**

Every line is from a public review of a property management firm.

- An owner: poor management, they don’t inspect their properties.
- An owner: the company failed to verify winterization, a pipe froze, and the house flooded.
- An owner: inexperienced personnel with constant turnover — five property managers in two years, communication collapsing with each change.
- A tenant on move-in condition: rotting food in the dishwasher, roaches in the fridge, carpet laid wrong, the walls stained in the kitchen.
- A tenant on the deposit fight: over a thousand dollars withheld for light bulbs, a hallway repaint, and removing child locks — and no documentation either way.

Read that last one again, because it is the sale. Deposit disputes cost the manager time, goodwill, and sometimes the account, and they happen because nobody photographed the house at move-in. You are not selling a walk-through. You are selling the evidence that ends the argument.

CORE GUIDE

3. The smallest version you can charge for

01 **INSPECT** 02 **DOCUMENT** 03 **DELIVER** 04 **RETAIN**

One move-out condition report, for one firm, for $95. Photographed room by room, time-stamped, delivered as a PDF the same day. You can do it with the phone in your pocket and a checklist you write once.

Get one firm to buy one report. That is the whole beachhead. Start with a property management firm where you already have a warm professional relationship.

CORE GUIDE

4. What it actually takes

01 INSPECT

02 DOCUMENT

03 DELIVER

04 RETAIN

ACCESS + UTILITIES | Define the work and stay inside the rules.

Almost nothing, and that is the point. A phone, a checklist, a lockbox, a report template, and a business card. This can be one of the lowest-capital service lines.

Check licensing, zoning, and tax rules for your own city and state before starting. Cleaning may be subcontracted rather than performed directly.

Insurance: general liability, and commercial auto if you are hauling for money. Both belong in the same conversation with your agent as the rest of the commercial cover.

One line of the original idea survives intact and is worth naming: vacant-door checks. A manager with a house sitting empty between tenants has freeze and vandalism exposure, and no reason to drive out weekly. That is the same service as a home watch offering, sold to a different buyer.

CORE GUIDE

5. Pricing, low / mid / premium

01 INSPECT
02 DOCUMENT
03 DELIVER
04 RETAIN

VACANT-DOOR SERVICE | A repeatable check can become recurring work.

Service	Price	Note
Move-in or move-out condition report	$95	$75 each at five or more a month on retainer
Vacant-door check while empty	$45/visit or $79/mo	Same work as the home watch line
Lock change and key handover	$65 plus hardware	Cheap, and it puts you at the house anyway
Utility verification and winterization check	$60	Sells itself in November
Full turn, one invoice	Quoted per house	Cleaning and haul subbed, coordination folded in

Recommendation: lead with the $75 retainer, not the $95 report. A firm doing five a month at $75 is $375 of recurring revenue and, far more valuable, a standing reason to be inside their office every week. That is where the vacant-door work, the turn work and eventually the owner referrals come from.

Do not publish a coordination fee to this buyer. They are the coordinator. Quote the turn as a single delivered price and let them add their margin on top — that is the arrangement they already understand and the one they can say yes to without giving anything up.

CORE GUIDE

6. First 90 days and the one metric

01 INSPECT | 02 DOCUMENT | 03 DELIVER | 04 RETAIN

The metric is repeat firms — how many offices bought twice. One report anywhere proves nothing; a second report from the same office proves the whole model.

Days 1-30: build the checklist and the report template. Photograph one real house - your own if necessary - and turn it into the sample PDF. Get GL quoted.

Days 31-60: make two office visits with the sample. Ask what they do at move-out, then stop talking.

Days 61-90: complete the first paid reports. Use the quietest local turnover period to learn on empty houses before peak demand.

CORE GUIDE

7. Honest assessment

01 INSPECT | 02 DOCUMENT | 03 DELIVER | 04 RETAIN

This is a low-capital service line with limited startup exposure. It does not require taking client money or handling evictions, and startup needs are modest. It also pays $95 at a time, and nobody has ever replaced an income $95 at a time.

Its real value is positional. Every condition report puts you inside a property management office, and every vacant-door check builds a trusted working relationship around a specific property. That access can support adjacent property-service offerings over time - and this is a low-cost way to accumulate it.

Two honest risks. Turnover can be seasonal, and some markets have pronounced peak and slow periods. And there is a version of this where the firms nod, agree it is a great idea, and keep doing it badly in-house forever - which is why two office visits before launch matter more than anything else in this document.

CORE GUIDE

Where this sits on the revenue model map

01 INSPECT | 02 DOCUMENT | 03 DELIVER | 04 RETAIN

Many service businesses are paid once, only when you drive somewhere. This one has a subscription hiding inside it and most people would miss it. The $95 report is sell-a-service. The $75 retainer at five a month is a subscription, and so is the $79 vacant-door check. Same work, same customer, entirely different business.

The difference shows up when you stop working. A report business earns nothing in a slow month. A retained firm pays whether or not their houses turn, because what they are buying is a standing arrangement and a known number in their budget. Write every proposal as a monthly retainer with an overage rate, never as a per-report price list. It costs nothing to phrase it that way and it is much harder to convert a per-job buyer to a retainer later than to start there.

CORE GUIDE

What it costs to be wrong

01 INSPECT | 02 DOCUMENT | 03 DELIVER | 04 RETAIN

If the two office visits come back cold, you are out a checklist, a sample PDF and an afternoon. There is no equipment to resell, no licence fee to write off, no contract to unwind. That asymmetry is the argument for testing this model first - it can be tested completely before any money is spent.

The expensive mistake here is not failure, it is drift: doing reports for one firm at $95, never asking for the retainer, never mentioning the vacant-door check, and ending up with a small errand instead of a position inside a market. The retainer conversation happens on the second job, not the tenth.

BEFORE YOU COMMIT

Before you commit: checklist written · one sample report built from a real house · GL quoted · trash hauler licence question answered if you intend to haul · a cleaning subcontractor priced · two office visits booked.

WORKSHEET 01

Startup Checklist

01 SAMPLE

02 VISIT

03 DELIVER

04 RETAIN

DONE	ACTION	OWNER / DATE / NOTES
☐	Define the exact services included and excluded.	
☐	Write the room-by-room condition checklist.	
☐	Build one sample report from a real property.	
☐	Confirm insurance needs and local requirements.	
☐	Price cleaning, hauling or other subcontracted work.	
☐	Prepare the retainer offer and overage rate.	
☐	Book two property-management office visits.	
☐	Complete and deliver the first paid report.	
☐	Ask for the standing arrangement after the second job.	

WORKSHEET 02

Equipment and Startup Budget Worksheet

01 FIELD

02 REPORT

03 COVER

04 CASH

ITEM	NEEDED?	ESTIMATE	ACTUAL	NOTES
Smartphone / camera				
Tablet / laptop				
Lockbox / key-control supplies				
Checklist and report template				
Business cards / leave-behind				
General liability insurance				
Commercial auto / hauling coverage				
Subcontractor deposits				
Contingency				
TOTAL				

BUY LATER Test the service with the equipment you already have before adding optional tools.

WORKSHEET 03

Service Estimate Template

01 SCOPE

02 SUBS

03 PRICE

04 APPROVAL

PROPERTY / CLIENT	SERVICE DATE	ESTIMATE #

SERVICE / DELIVERABLE	QTY	RATE	SUB COST	AMOUNT
Condition report				
Vacant-door check				
Lock / key handover				
Utility verification				
Cleaning subcontract				
Hauling subcontract				
Other				
			TOTAL	

SCOPE NOTE

Included / excluded work, access instructions, delivery deadline and approval: ______________________

WORKSHEET 04

Customer Invoice Template

01 CLIENT ______

02 WORK ______

03 TOTAL ______

04 RECORD ______

SELLER	CLIENT / PROPERTY MANAGER
Business: ______________________________ Address: _______________________________ Email: __________________________________	Firm: _________________________________ Property: ______________________________ Email: ________________________________

INVOICE #	SERVICE DATE	DUE DATE	STATUS

DESCRIPTION	QTY	RATE	AMOUNT
		Subtotal	
		Tax	
		TOTAL	

DELIVERY	Report / photos / keys / completion notes delivered by: _______________________________

WORKSHEET 05

Condition Report and Job Log

01 ACCESS

02 ROOMS

03 PHOTOS

04 DELIVERY

FIELD	DETAIL
Client / property	
Date / arrival / departure	
Access method / key control	
Utilities checked	
Rooms / areas photographed	
Damage / maintenance observations	
Items removed / transferred	
Photo file location	
Report delivered to / time	
Follow-up required	

WORKSHEET 06

Lead and Repeat-Firm Tracker

01 LEAD

02 FIRST JOB

03 SECOND JOB

04 RETAINER

REPEAT FIRMS | The second order proves the relationship.

DATE	FIRM / CONTACT	SOURCE	OFFER	STATUS	NEXT ACTION

ONE METRIC Repeat firms - how many offices bought twice.

WORKSHEET 07

Compliance and Safety Check

01 RULES

02 ACCESS

03 VEHICLE

04 SUBS

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

AREA	QUESTION TO ANSWER	STATUS / NOTES
Service scope	Which tasks require a trade, hauling or other licence locally?	
Insurance	What general liability, auto or subcontractor coverage applies?	
Property access	How are keys, lockboxes, codes and access records controlled?	
Occupancy / entry	Who authorizes entry, and how is authorization documented?	
Utilities / hazards	What conditions require stopping work and notifying the manager?	
Subcontractors	Who carries responsibility, insurance and completion records?	
Photos / records	Where are time-stamped images, reports and delivery confirmations retained?	

FINAL DASHBOARD

Your First 90 Days

01 DAYS 1-30

02 DAYS 31-60

03 DAYS 61-90

04 REPEAT

WINDOW	COMMITMENT	RESULT / DECISION
Days 1-30	Build the checklist, report template and sample PDF. Confirm insurance.	
Days 31-60	Visit two offices with the sample and listen to the current process.	
Days 61-90	Complete the first paid reports and ask for the standing arrangement.	
Repeat	Count how many firms buy a second time.	

POSITION A reliable report and a repeatable property-service relationship.