# Towing Business Plan and Operations Starter Kit

A working kit for small towing companies. It builds completed calls month by month by truck class and payer, prices a call from motor club, fleet account and private pay down to the cash each sends, costs the truck-day, and scores the plan on six pass-or-fail tests.

TOWING COMPANIES
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PAGE 2

# Start here

A small towing company pays every driver's shift, every truck's insurance and the loan from the first month, while call offers build and the motor club pays in the month of the call. This kit writes those numbers down and tests them before a lender asks.

### WHAT IS INSIDE


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### HOW TO USE IT

1. Build calls on page 6 from page 7, and costs on pages 5 and 8. Run the cash forecast on page 11, then score the plan on page 4. Draft pages 3 and 4 last.
2. Use pencil. Rates, payer terms, the fleet and the call build move before the first call, and every worksheet expects your own figures.
3. After opening, use the page 14 checklists at each day's close and review the numbers weekly. Post completed calls by truck class to page 7 at month end and check page 10 before adding a truck.

### HOW THIS KIT WAS BUILT

- **AI tools helped create this kit.** Example figures are illustrative, not benchmarks.
- **The owner question** on page 3 is one of the towing company questions published at businessconsultant.services; the answer is general guidance, not a research finding.
- **The six questions** on page 14 were drafted by AI models from World Consulting Group desk research and challenged by a second AI model. None was measured in the field, so treat them as hypotheses to test, not findings.

SCOPE

This kit gives general operational information. It is not legal, tax, accounting, employment, billing and payer contract or financial advice. Truck, driver, insurance and privacy rules vary by location and payer; book a compliance and registration review with a qualified professional. The kit states no rule. Review them with qualified professionals before you commit money.

PAGE 3

# Business plan, first half

The lender asks how the business carries drivers, cover and loan payments while the call book fills and the motor club settles inside the call month. Keep answers short on this page and write the long form on separate sheets.

## 1. Executive summary (leave it until last)

Summarize the company, its service area and the calls it takes, the cash you need and what it buys, trucks through the first payroll; then name the month the page 6 forecast first clears cash break-even from page 8, and the page 4 outcome.

## 2. Work, payers and rates

Set down the work you accept, flatbed and wheel-lift, and the jobs you will refuse. Name the motor clubs and fleet accounts you will serve, the call types you will take (no company names), and your rate for each.

## 3. Service area and trucks

Name your service area and the fleet accounts that send work. Count trucks by class, drivers, operating hours and the calls each truck can finish in a day.

## 4. Rates and payer terms

For each payer, list its rate a call, any loaded-mile rate, its denials or write-offs and its payment timing. A competitor's advertised rate with no payment terms under it is only a guess.

| PAYER TYPE | RATE PER CALL | LOADED-MILE RATE | DAYS UNTIL SETTLEMENT |
|---|---|---|---|

> *Owner question: where will about 420 completed calls a month come from, and could I fund $42,500 a month of fixed cost while the fleet fills?*
>
> List every source of work, from the motor club to fleet accounts and private customers, with the calls a month you expect at months three, six and twelve, then check page 7 against it. Here the fleet account and private share builds only near month 12.

PAGE 4

# Business plan, part two

## 5. Operations

Describe a day: who confirms tomorrow's calls, who records a refused call, who bills each call the same day, and what happens when a truck is down.

## 6. Team

List each role and shift with pay and a market wage for your own hours. Name the person whose absence would stop dispatch or billing.

## 7. Marketing and sales

Explain where fleet account and private calls come from and what each source costs. Match completed calls to page 7 monthly.

## 8. Financials and funding

Attach pages 5, 6, 8 and 11 and the result below, with the money needed, its sources and its runway.

**DOES THE PLAN PASS? SCORE IT BEFORE ANYONE ELSE READS IT**

| TEST | PASS? |
|---|---|
| Gate 0. Truck and insurance quotes, loan terms and company registration are in writing, reviewed by a qualified professional where needed. | |
| 1. In the expected case, sales reach cash break-even at the month-12 run rate (page 8) and closing cash, payer timing included, holds your floor for 24 months (page 11). | |
| 2. Slow start (tested share of sales, page 11): closing cash holds at or above your floor every month (if not, note the reserve that would hold it). | |
| 3. Planning debt service coverage at full-run sales and at the month-12 run rate (page 8) meets your lender's ratio, on your lender's definition. | |
| 4. The busiest block at full run fits the trucks on duty (page 7), and the plan reaches break-even calls (page 8). | |
| 5. A motor club application in process and written fleet-account terms or letters of intent back the opening months. | |
| 6. The full-run steady-state year (seasons in; not the forecast year) leaves net cash above zero after principal, before income tax set-aside, replacements and stock build-up; set aside its largest fall in running net cash, the year run twice. | |

**Not ready:** Gate 0 fails. **Green:** Gate 0 and all six tests pass. **Amber:** Tests 1 and 3 pass, but Test 2, 4, 5 or 6 fails, so fix the plan before you buy a truck or take the loan (a motor club application and agreements reviewed by a qualified professional may go ahead). **Red:** Test 1 or 3 fails, so change the plan before you commit money. Tests 1 and 3 score the plan as written; Test 2 is the slow start, and the page 13 what-ifs stress-test Tests 1, 3 and 6. Count a test without evidence as a fail. Result: _____

PAGE 5

# Startup budget worksheet

Fill the estimate column first, then record each source: a dealer or insurer quote, or a documented calculation. Trucks for the later cohort are paid from the opening cash in the month before they start (page 11), so the reserve carries them. Sources and uses: the $265,000 loan covers $265,000 of the $284,772 pre-reserve budget; owner cash of $340,172 covers the remaining $19,772 and the $320,400 reserve. Leave no line blank without a reason.

| LINE ITEM | INITIAL ESTIMATE | QUOTE OR SOURCE | APPROVED BUDGET | ACTUAL OR COMMITTED |
|---|---|---|---|---|
| **TRUCKS AND EQUIPMENT** | | | | |
| Cohort 1 trucks: one used flatbed and one used wheel-lift | | | | |
| Equipment for all four trucks: wheel lifts, flatbed deck, straps, chains, lights, radios | | | | |
| **COMPANY SETUP AND PRE-CALL MONTHS** | | | | |
| Company setup and registration, with a compliance and registration review with a qualified professional | | | | |
| Pre-call insurance, cohort 1, three months | | | | |
| Pre-call office and software, three months | | | | |
| Pre-call dispatcher, one month with payroll costs | | | | |
| Pre-call loan payments, three months | | | | |
| **HIRING, TRAINING AND LAUNCH** | | | | |
| Hiring, driving-record checks, medical cards and training | | | | |
| Driver training wages | | | | |
| Launch marketing to fleet accounts | | | | |
| Professional review of contracts and customer terms | | | | |
| **WORKING CAPITAL** | | | | |
| Working capital reserve (cash you open with) | | | | |
| Contingency for overruns on the lines above | | | | |
| **Total** | | | | |

Size the reserve in two passes: run the page 11 expected case with opening cash of zero (no reserve, no other cash), set the reserve to your floor, plus one more month of fixed costs and principal as a buffer, plus how far its lowest closing cash falls below zero (zero if it never does), rounded up to the next $100, then rerun. If Test 6 passes but its cushion (page 4) is larger than that buffer, add the difference. If truck costs run over, the contingency pays first and the reserve second; then rerun page 11.

PAGE 6

# Sales forecast builder

Every other number depends on completed calls, so build them from trucks and calls a truck-day, not from the loan you need to cover. Count calls first, month by month from page 7; each payer line follows the calls.

```
Monthly sales for a line = units times average collected a call times days open in the month (or times 1 for units counted per month)
Days open in a month: page 7's operating days, weekdays plus each Saturday at its share of a weekday ((254 + 51 x 0.275) / 12 = 22.3 days)
```

| SALES LINE | UNIT | UNITS PER DAY OR MONTH | AVERAGE COLLECTED A CALL | DAYS OPEN PER MONTH (OR 1 FOR MONTHLY UNITS) | MONTHLY SALES |
|---|---|---|---|---|---|
| Flatbed, motor club | calls | | | | |
| Flatbed, fleet account | calls | | | | |
| Flatbed, private | calls | | | | |
| Wheel-lift, motor club | calls | | | | |
| Wheel-lift, fleet account | calls | | | | |
| Wheel-lift, private | calls | | | | |

**Full-run month**

**RAMP AND SEASONS**

| MONTH | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Ramp, % of full run | | | | | | | | | | | | |
| Season, % of full-run month (M1 = opening month) | | | | | | | | | | | | |
| Expected sales | | | | | | | | | | | | |

Expected sales for each month = completed calls by truck class and payer on page 7 times collected a call on page 9; leave the Ramp and Season rows at 100 percent, as page 7 carries the call build.

**CAPACITY CHECK**

```
Minutes a call = loading + loaded + empty minutes; calls a day at capacity = productive minutes a shift / minutes a call; busiest block calls = calls a truck-day x the block's share; block capacity = block minutes / minutes a call
```

Take a truck of each class at full run and set its calls a day and its busiest block against capacity (page 7). If the morning block needs more calls than one truck can complete, customers wait or calls go to someone else.

PAGE 7

# Calls: completed tows by month

A call is one completed tow: a truck moved from where it stopped to where it was going. A call sent out is not a call finished: it can be cancelled, refused or left unpaid. Fill this sheet from your own finished-call and collection numbers, backed by your own records or written terms from each payer. A new outfit also opens with thin calls a truck-day and grows. Call counts are rounded to whole calls, so a hand check may differ by one.

```
Monthly calls = trucks x calls a truck-day x cohort ramp x days; fleet account and private volume =
calls x its full share x its ramp; the motor club supplies the balance
```

| | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Flatbed calls | 39 | 52 | 61 | 66 | 121 | 133 | 140 | 145 | 149 | 151 | 153 | 154 |
| Wheel-lift calls | 67 | 89 | 104 | 114 | 207 | 227 | 240 | 249 | 255 | 259 | 262 | 264 |
| Fleet and private ramp, % of full direct share | 0% | 22% | 39% | 53% | 63% | 71% | 78% | 83% | 86% | 89% | 92% | 94% |
| Trucks in service | 2 | 2 | 2 | 2 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |

Operating days: 22.3 weekday-equivalent days a month, being 254 weekdays plus 51 Saturdays at 0.275 of a weekday over 12 = 22.3, so a Saturday weighs 27.5 percent. New trucks join in months 1 and 5, one flatbed and one wheel-lift at each point. Calls a truck-day start at half of full run for the first pair and 65 percent for the second, then climb with a 2.5-month time constant. Fleet account and private work starts after opening and reaches about 94 percent of full share by the twelfth month; motor club calls carry the balance until then. Both the ramp speed and the minutes a call take are operator judgment. At full run: 423.70 calls a month; flatbed splits 60 / 25 / 15 percent among motor club, fleet account and private; wheel-lift splits 70 / 15 / 15 percent the same way.

| TRUCK CLASS, ONE CALL | MINUTES PER CALL | CALLS A DAY AT CAPACITY | SHARE OF DAY USED | BUSIEST BLOCK CALLS | BLOCK CAPACITY (CALLS) | SHARE OF BLOCK USED |
|---|---|---|---|---|---|---|
| Flatbed | 95 | 5.79 | 60% | 1.40 | 2.53 | 55% |
| Wheel-lift | 50 | 11.00 | 55% | 2.40 | 4.80 | 50% |

Capacity inputs: 550 productive minutes a shift (600 less 30 minutes of break and 20 of inspection); the peak block runs 240 minutes and takes 40 percent of flatbed calls and 40 percent of wheel-lift calls. A cohort's share of full-run calls per truck-day obeys 1 - (1 - its starting share) * exp(-(months open) / 2.5), where the opening month counts as month 0..

| MY MONTH | TRUCKS | CALLS | MOTOR CLUB SHARE |
|---|---|---|---|
| | | | |
| | | | |

PAGE 8

# Break-even and coverage

Use this one numbered cost list everywhere in the kit. Loan interest is a fixed cost here. Loan principal is not an operating cost: it enters cash break-even below and the cash forecast on page 11, so interest and principal are each counted once. Coverage at the month-12 run rate takes that rate's sales and its own contribution mix. At full run (year-1 average): line 2 $3,004 ($2,513); line 3 $26,425 ($20,412); line 6 $209 ($174); line 7 $1,200 ($1,200); line 8 $400 ($333); lines 1 to 12 sum to $42,537 at full run.

| FIXED COSTS PER MONTH | PER MONTH |
|---|---|
| 1. Office, parking yard and phones | |
| 2. Insurance: auto a truck in service, plus liability | |
| 3. Drivers and dispatcher with payroll costs (the minimum staff) | |
| 4. Owner's market wage | |
| 5. Loan interest (startup loan) | |
| 6. Dispatch software, $52.25 a truck | |
| 7. Marketing to fleet accounts | |
| 8. Cleaning and yard upkeep, $100 a truck | |
| 9. Accounting and bookkeeping | |
| 10. Driver checks and training renewals | |
| 11. Bank fees (inside line 9 in this example) | |
| 12. Professional dues (none in this example) | |
| **Total fixed costs** | |

| VARIABLE COSTS AS A SHARE OF NET SALES | SHARE |
|---|---|
| 13. Fuel and truck upkeep, each line at its own share | |
| 14. Hourly help above the minimum staff (none here) | |
| 15. Card processing, 2.9 percent of private pay only | |
| 16. Unplanned costs (none here) | |
| **Total variable cost share** | |

```
Contribution margin ratio = 1 minus variable cost share; contribution = sales times the line's ratio
Operating break-even sales = fixed costs divided by contribution margin ratio
Cash break-even sales = (fixed costs with line 4 even if undrawn, plus principal and other recurring
cash out) divided by contribution margin ratio; page 13 covers a result with no usable number
Break-even flatbed motor club calls = (fixed costs with line 4, principal and other recurring cash out,
minus the other lines' full-run contribution) / (one such call's contribution: collected cash on page 9
less its fuel and upkeep on page 10); 0 if covered
Month-12 run rate = average monthly sales over a year at month 12's ramp and bookings, seasons applied
Planning debt service coverage (before income tax and replacements) = (full-run sales times contribution
margin ratio, minus fixed costs other than line 5) divided by (line 5 + principal)
```

| RESULT | PER MONTH | PER WEEK | PER DAY |
|---|---|---|---|
| Operating break-even sales | | | |
| Cash break-even sales | | | |
| Break-even flatbed motor club calls, others at full run (cash basis) | one figure per month | | |
| Office share and debt service coverage at full-run sales | | ratios, monthly only | |

Weekly = monthly times 12, divided by 52; per day = monthly divided by page 7's 22.3 days. Office share = line 1 divided by net sales.

PAGE 9

# What each call collects, payer by payer

A job is paid three ways: the motor club owes a hook fee plus a per loaded mile rate, holds part back and settles inside the call month; a fleet account owes a single monthly invoice charge that clears within the month here; the private customer pays on the spot. Enter how your own payers pay.

```
Billed a call less first-pass denials = motor club collectible; a private customer's price minus bad
debt = private collectible; fleet account calls are collected in full; nothing is recovered later
```

**FLATBED, MOTOR CLUB**

| PAYER | SHARE | RATE A CALL (SHOWN) | BILLED | WRITE-DOWN | PAYER SHARE | DENIED | BAD DEBT | COLLECTED | RECOVERED LATER | % COLLECTED EACH MONTH |
|---|---|---|---|---|---|---|---|---|---|---|
| Motor club | 100% | $140.00 | $140.00 | $0.00 | 100% | $14.00 | $0.00 | $126.00 | $0.00 | 100/0/0/0 |

Collected per call: $126.00; weighted, the line collects 100.0% in month 0 (month 0 is the call month)

**WHEEL-LIFT, MOTOR CLUB**

| PAYER | SHARE | RATE A CALL (SHOWN) | BILLED | WRITE-DOWN | PAYER SHARE | DENIED | BAD DEBT | COLLECTED | RECOVERED LATER | % COLLECTED EACH MONTH |
|---|---|---|---|---|---|---|---|---|---|---|
| Motor club | 100% | $140.00 | $140.00 | $0.00 | 100% | $14.00 | $0.00 | $126.00 | $0.00 | 100/0/0/0 |

Collected per call: $126.00; weighted, the line collects 100.0% in month 0 (month 0 is the call month)

| ($000) | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Collectible billed, denials apart | 13.3 | 18.0 | 21.1 | 23.3 | 42.8 | 47.1 | 50.0 | 52.0 | 53.3 | 54.3 | 54.9 | 55.3 |
| Collected | 13.3 | 18.0 | 21.1 | 23.3 | 42.8 | 47.1 | 50.0 | 52.0 | 53.3 | 54.3 | 54.9 | 55.3 |
| Owed at month end | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

Still owed at the end of month 12: about $0 of billed collectible, unpaid.

Cost of waiting: every payer already settles in the call month, so collecting sooner changes nothing. The base case bottoms at $89,754 in month 5. A modeled comparison; your own payers set the true timing.

Fleet account and private calls have no short-pay; a fleet account is invoiced and settles in the call month here, and a private customer pays on the spot, less bad debt:

| LINE | RATE A CALL (SHOWN) | BAD DEBT | COLLECTED | % COLLECTED EACH MONTH |
|---|---|---|---|---|
| Flatbed, fleet account | $150.00 | 0% | $150.00 | 100/0/0/0 |
| Flatbed, private pay | $170.00 | 2% | $166.60 | 100/0/0/0 |
| Wheel-lift, fleet account | $135.00 | 0% | $135.00 | 100/0/0/0 |
| Wheel-lift, private pay | $145.00 | 2% | $142.10 | 100/0/0/0 |

Motor club billed call = hook fee + loaded-mile rate x average loaded miles (8 here): flatbed $100.00 + $5.00 x 8 = $140.00; wheel-lift $100.00 + $5.00 x 8 = $140.00. All rates are illustrative; a motor club's contract rate is not public. Use your own numbers, and have each payer's terms checked by a qualified professional.

PAGE 10

# The truck-day: drivers, trucks and break-even calls

A truck carries its driver's shift, its cover and its upkeep whether or not work comes in. Drivers draw at least half a shift while the book fills. The later pair of trucks is paid the month before it opens.

Driver hours = for each cohort, its trucks x hours per shift x the larger of 0.5 and its ramp share, times days, summed over cohorts; break-even calls a truck-day = fixed cost a truck-day / contribution a call

| | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Trucks in service | 2 | 2 | 2 | 2 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| Drivers and dispatcher ($000) | 9.8 | 11.7 | 12.9 | 13.7 | 21.4 | 23.1 | 24.2 | 24.9 | 25.4 | 25.8 | 26.0 | 26.1 |
| Startup bills, trucks ($000) | 0.0 | 0.0 | 0.0 | 183.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

| TRUCK CLASS | FUEL AND UPKEEP A CALL | COLLECTED A CALL, AFTER CARD FEES AT FULL-RUN MIX | CONTRIBUTION A CALL | FIXED COST A TRUCK-DAY | DIRECT THRESHOLD, CALLS A DAY | EXAMPLE CALLS A DAY |
|---|---|---|---|---|---|---|
| Flatbed | $12.31 | $137.37 | $125.06 | $287.91 | 2.3 | 3.5 |
| Wheel-lift | $12.31 | $129.15 | $116.84 | $287.91 | 2.5 | 6 |

A truck-day's direct threshold leaves out overhead, loan payments and the owner's wage; page 8 shows the full break-even. All figures here are rounded to whole dollars, so a total may differ from its parts by a dollar.

Drivers $21.57 an hour for 10 paid hours a truck-day plus a part-time dispatcher 173.3 hours at $21.57, plus a 15 percent payroll load covering payroll taxes and workers' compensation (benefits excluded; illustrative). Cover of $8,839 a year a truck, billed monthly per truck in service, plus $58 a month general liability; cleaning $100 and software $52.25 a truck a month; marketing $1,200 a month through year 1. Trucks: a used flatbed $105,000 and a used wheel-lift $78,000; the second pair is bought at the end of month 4 out of opening cash. Card fees take 2.9 percent of private collections. Pay figures draw on national wage levels (BLS OEWS May 2025). Year two and coverage assume a full shift for every driver, since the method fixes costs at full run; on month 12's own shifts coverage would read 2.24 as a memo only, which Test 3 does not use.

| MY TRUCK | HOURS A SHIFT | WAGE | COVER A YEAR | CALLS A DAY |
|---|---|---|---|---|
| | | | | |
| | | | | |

PAGE 11

# Twelve-month cash forecast

| EXPECTED CASE ($000) | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Opening cash** | | | | | | | | | | | | |
| In: motor club, fleet account and private payments, when each lands | | | | | | | | | | | | |
| Memo, not cash: collectible billed this month (page 9) | | | | | | | | | | | | |
| In: owner money and loans received | | | | | | | | | | | | |
| Out: fuel, upkeep and card fees (lines 13, 15, 16) | | | | | | | | | | | | |
| Out: payroll, line 4 if drawn in cash (lines 3, 4, 14) | | | | | | | | | | | | |
| Out: office and yard (line 1) | | | | | | | | | | | | |
| Out: insurance and other costs, with loan interest (lines 2, 5 to 12) | | | | | | | | | | | | |
| Out: income tax set-aside, equipment replacement, stock build-up | | | | | | | | | | | | |
| Out: loan principal | | | | | | | | | | | | |
| Out: startup bills still to pay | | | | | | | | | | | | |
| **Net cash flow (in minus out)** | | | | | | | | | | | | |
| **Closing cash, expected (your floor: _____)** | | | | | | | | | | | | |
| Actual closing cash, once open | | | | | | | | | | | | |
| Memo: sales tax collected (not in closing cash) | | | | | | | | | | | | |
| Memo: sales tax remitted | | | | | | | | | | | | |
| Memo: tax owed = last month's + collected minus remitted | | | | | | | | | | | | |
| Memo: owed to you = last month's + collectible billed minus paid | | | | | | | | | | | | |
| SLOW-START CASE | | | | | | | | | | | | |
| Sales receipts, slow start | | | | | | | | | | | | |
| Out: variable costs, slow start (lines 13 to 16) | | | | | | | | | | | | |
| Out: fixed, principal, bills, less funding | | | | | | | | | | | | |
| Net cash flow, slow start | | | | | | | | | | | | |
| **Closing cash, slow start** | | | | | | | | | | | | |

Month 1 opening cash is cash on opening day after startup spending is paid; each closing balance opens the next month, and the slow start opens with the same cash. Your floor is at least one full-run month of fixed costs plus principal. Drivers, fuel and repairs are paid in the month of the call. For the slow start, test 70 percent of expected sales in every month (a stress assumption, not a benchmark; a higher share only with evidence); fixed costs, other cash out, principal, startup bills and funding stay as expected, and all variable lines fall with sales; line 14 holds only pay you would cut; if yours does not, move it to line 3. The first month either case falls below your floor is your planning deadline: act before it. Then run a second year at the month-12 run rate (page 8), month by month with the seasons continuing, and check the floor holds.

PAGE 12

# Runway, and what building calls costs

Runway: how many months elapse from the latest closed month (or opening day) until one closes below your floor.

## Worked example: an imagined four-truck towing outfit.

A made-up fleet, shown only to demonstrate the arithmetic. Cash floor $44,870. Private customers pay at the scene; the motor club and fleet accounts follow the page 9 splits.

| | |
|---|---|
| Page 5, budget picture | Total startup budget $605,172, including a $320,400 working capital reserve intact at the first call, funded by a $265,000 loan (9.5 percent over 7 years) and $340,172 of owner money. The two passes on page 5: floor $44,870, plus another month of cover at $44,870, plus $230,646 (first-pass low, with truck bills included), then rounded up to $320,400. Before the reserve: trucks and equipment $231,000; company setup and pre-call months $31,138; hiring, training and launch $11,084; contingency $11,550. |
| Page 8, costs | Fixed cost runs $42,537 a month at full run, of which $1,600 is office and yard and $1,998 of loan interest; principal $2,333 a month (year 1 averages for both); variable share 9.8 percent, so the contribution margin ratio is 0.902. Lines 13 to 16 carry 9.265, 0, 0.495 and zero percent of sales. The year-1 averages of lines 1 through 12 sum to $35,930: $1,600, $2,513, $20,412, $7,000, $1,998, $174, $1,200, $333, $450, $250, $0 and $0 a month (where a line moves by month). |
| Page 8, break-even | Break-even for the trucks falls around $47,137 a month. Cash break-even point (fixed $42,537 plus principal $2,333, over 0.902) is about $49,723 a month: 41.6 calls a month from flatbed, motor club after the other lines' contribution (the other lines add at full run $40,139; a flatbed motor club call adds $113.69 with nothing recovered later: ($44,870 - $40,139) / $113.69 = 41.6 (41.60 unrounded)), so 42, against the 93.66 the plan assumes. |
| Page 6, sales view | Flatbed, motor club: 94 calls a month at $126 (the full-run count, rounded; the monthly ramp is on page 7). Flatbed, fleet account: 39 calls a month at $150 (calls by month, page 7). Flatbed, private: 23 calls a month at $166.60 (calls by month, page 7). Wheel-lift, motor club: 187 calls a month at $126 (calls by month, page 7). Wheel-lift, fleet account: 40 calls a month at $135 (calls by month, page 7). Wheel-lift, private: 40 calls a month at $142.10 (calls by month, page 7). At full run the month is about $56,281; call-build percentage in months 1 to 12, then 100 percent; season 100, 100, 100, 100, 100, 100, 100, 100, 100, 100, 100, 100 percent over months one to twelve, applied to regular sales only. |
| Page 19, the expected case | Cash billable in month one $13,347; month 1 closes at $305,946, month 12 at $116,276. Low: month 5, closing $89,754, $44,884 over the floor. |
| Page 19, slow start | Seven tenths of the planned calls give a first month of $9,343 in collectible billed sales ($9,343 collected in cash, page 9 timing); month 1 closes at $302,333, month 12 at minus $15,136. Cash falls below the floor in month 7 (closing $34,828) and below zero in month 11 (closing minus $5,519), a runway of six months. |
| Page 8, coverage test | At full-run calls, sales of $56,281, planning coverage before income tax and equipment replacement stands at 2.37 against the 1.25 the example lender sets; at the month-12 rate it reads 2.17, and Test 3 requires both; a loan shorter than 7 years lowers it. Office is about 2.8 percent of sales. |

**PAGE 4 RESULT HERE: AMBER**

For this fleet, Gate 0 is settled by assumption. Test 1 passes: at month 12's level, the fleet brings in about $55,327 a month, above the $49,723 break-even; cash holds above the floor across a second year at that rate (lowest close $121,333, month one of year two). (Billed sales first reach the page 8 $49,723 cash break-even in month 7.) Test 2 fails: at 70 percent of the planned calls, cash falls under the floor in month 7; about $60,100 more opening cash would carry it. Test 3 clears on the planning arithmetic, subject to the lender's definition. Test 4 passes (full run): the peak four-hour block uses 55 percent of a flatbed's block capacity and 50 percent of a wheel-lift's, and a day 60 and 55 percent (page 7), while the plan's 93.66 full-run flatbed motor club calls reach the 41.60 break-even (page 8). With no motor club application or written fleet-account terms before opening, the fifth test fails. Test 6 passes: once the fleet has settled, a year leaves about $71,016 after principal, every settled month stays positive, so no cushion arises. The steady-state year arrives later; page 19's first year loses about $204,124 in cash while calls build and the motor club pays in the month of the call. No tax or truck replacement is set aside (page 19). Receipts first cover costs and principal in month 6; the 24-month low ($89,754, month 5) is only $44,884 above the floor.

PAGE 13

# What moves the result

Each row changes one input (or names what it moves) and reruns the forecast, naming Test 1, 3 or 6 when it newly fails or passes. All rows but the collected-a-call and fixed-cost rows give the slow start (Test 2), rerun at 70 percent of planned calls. Hand checks may differ by a few dollars.

**WHAT MOVES THE RESULT (FULL-RUN MONTHLY CHANGES; FLOOR DEADLINES RERUN OVER THE 12-MONTH PLAN; TESTS 1 AND 3 ARE SCORED OVER THE 24-MONTH HORIZON)**

| CHANGE | MONTHLY CASH | CASH BREAK-EVEN AND DEADLINE |
|---|---|---|
| Sales volume 10 percent lower (variable costs fall; fixed stay) | minus $5,079 | Expected case holds the floor; full-run coverage falls to 1.19; slow start below the floor in month 6 (closing $35,414); would fail Test 3 |
| Flatbed, motor club: average collected a call 5 percent higher, same volume (no fee is linked to motor club sales) | plus $590 | Break-even calls fall from 41.6 to 39.4 a month, so from 42 to 40: per-unit costs stay the same, so the ratio rises from 0.902 to 0.903 on the new sales |
| Standing costs of $500 lower | plus $500 | Cash break-even falls to about $49,168 |
| Flatbed 3.0 calls a truck-day, not 3.5 (lasting) | minus $2,789 | Expected case still clears the floor; slow start below the floor in month 6 (closing $40,243) |
| Motor club short-pay 15 percent, not 10 (lasting) | minus $1,967 | Expected case still clears the floor; slow start below the floor in month 6 (closing $40,688) |
| Every call at motor club price: the fleet account and private mix goes to zero (lasting) | minus $2,617 | Expected case still clears the floor; slow start below the floor in month 6 (closing $43,043) |
| Second cohort starts month 7, not month 5 (lasting) | no change | Expected case still clears the floor; slow start below the floor in month 6 (closing $40,348) |
| Loan rate 12.5 percent, not 9.5 (lasting) | minus $418 | Expected case still clears the floor; slow start below the floor in month 6 (closing $43,366) |
| Truck repair overrun of $10,000 beyond the contingency, taken from the reserve | no change | Expected case still clears the floor; slow start below the floor in month 6 (closing $35,874) |
| Opening 3 months late (the office and yard, insurance on the full fleet, loan interest and principal, $8,935 a month, paid while closed; no sales; the ramp starts at the new opening, and seasons stay on the calendar) | no change | Expected case holds the floor; its low falls to $62,948 in month 8 from the planned opening, $26,806 lower than on time; slow start below the floor in month 7 from the planned opening, as on time |

**WHEN A PAGE 8 FORMULA GIVES NO USABLE NUMBER**

```
Contribution margin ratio zero or below: break-even is N/A; score Tests 1, 3 and 6 as failed, unless
there is no loan, in which case Test 3 passes
One unit's contribution, or the count it is multiplied by, zero or below: break-even units are N/A;
score Test 4 as failed
Other lines already cover fixed costs and principal: break-even units are 0, never a negative number
No loan: coverage is N/A; score Test 3 as passed
```

PAGE 14

# Day-close and month-end checklists, a weekly review and six probes

Practical lists for keeping the trucks roadworthy. No compliance program is intended here. Add the truck, driver and record-keeping steps your area, your payers and your own advisers insist on.

### END OF THE SHIFT

- ☐ Line up tomorrow's calls, each with a truck and a driver attached.
- ☐ Close out every call as done, cancelled or declined.
- ☐ Invoice each completed call before the shift ends.
- ☐ Collect the private customer's price on scene.
- ☐ Record every truck off service and where its calls were reassigned.
- ☐ Complete the wash-down and inspection sheet per truck.

### MONTH-END CLOSE

- ☐ Load finished calls onto page 7, by truck class and payer.
- ☐ Track calls a truck-day against the break-even calls on page 10.
- ☐ Age the receivables, naming an owner on every invoice open beyond 45 days.
- ☐ Tally declined calls with reasons, and flag those re-billed and collected.
- ☐ Check fuel and repair spend per call against page 10.
- ☐ Review declines by fleet account.

### WEEKLY NUMBERS REVIEW

| MEASURE | TARGET | THIS WEEK | LAST WEEK | GAP TO TARGET |
|---|---|---|---|---|
| Calls completed, by truck class | | | | |
| Calls a truck-day | | | | |
| Call mix of motor club, fleet and private | | | | |
| Invoices out, paid, declined | | | | |
| Declines and cancellations | | | | |
| Cash position against the floor | | | | |

### SIX QUESTIONS TO DIG INTO

1. **Everything waits on the owner.** Do call changes, truck breakdowns and invoice questions all queue for your decision?
2. **Behind on the day.** Last week, how many customers were kept waiting beyond the promised arrival, and why?
3. **Repeat work without a system.** Which fleet accounts called again this month, and what did each send?
4. **Succession exposure.** Whose leaving would strand a flatbed, and who takes those calls next week?
5. **Revenue per call drifting.** Has the cash a call collects moved over the year, and is the shift in payer mix rather than in price?
6. **Information you cannot retrieve.** Right now, could you list every call invoiced over 45 days ago that is still unpaid?

Hypotheses from AI-assisted World Consulting Group desk research, described on page 2. Check each one against a record: the call sheet, the page 7 call table, the payer invoice report, or the decline register.

PAGE 15

# Your first 30 days

| WHEN | DO THIS |
|---|---|
| Week 1 | Start the weekly review and log completed calls, declines and cancellations daily. |
| Week 2 | Load your own rates and payment terms into the page 9 payer table and mark the slowest payer. |
| Week 3 | Set calls a truck-day beside the break-even calls on page 10 and adjust driver shifts for next month. |
| Week 4 | Enter real closing cash on page 11, recalculate runway, and note any invoice open past 45 days. |
| After month 1 | Reconcile completed calls by payer with page 7, and cost each call source. |

### BEFORE YOU BUY TRUCKS OR RENT A DEPOT, GET WRITTEN ANSWERS TO THESE

- ☐ What will each truck cost per month in total, including payment, insurance, fuel, maintenance and parking?
- ☐ What does an inspection by a qualified mechanic find on each used truck, and what will each repair cost?
- ☐ What does the depot or parking space cost, what does it include, and how much notice does either side give to end it?
- ☐ What does insurance cost for the trucks, drivers and customers, and what does it exclude?
- ☐ If trucks are financed or leased, what is the monthly payment and what does ending early cost?
- ☐ Which customers require proof of insurance or other documents before you start, and how long do they take to arrange?
- ☐ What is your plan, and its cost, when a truck is off the road?

Have qualified professionals review truck, depot and insurance commitments before you sign. These questions prepare you for those conversations; they do not replace them.

### WHAT THE FULL KIT ADDS

The full Towing Business Plan and Operations Kit adds an editable business plan, a three-year financial model with profit and loss, cash flow and a debt schedule, a payer calculator from rate to collected cash, a call and truck tracker, a truck-day planner, and dispatch and hiring checklists. Release status is on the kit page.

### SOURCES

**Public sources.** Towingcosts.com, tow cost guide (hook fee, mileage steps and distance bands), 2026, towingcosts.com. Insureon, tow truck insurance cost page (commercial auto, general liability and workers compensation medians), insureon.com. U.S. Energy Information Administration, Gasoline and Diesel Fuel Update, diesel, week of 2026-10-26, eia.gov/petroleum/gasdiesel. BLS OEWS May 2025 via O*NET OnLine, Light Truck Drivers, onetonline.org/link/localwages/53-3032.00. TowBook, pricing, towbook.com. Agero provider page (payment speed only), agero.com. Startup budget itemization from vendor publications. All accessed 2026-11-05.
**World Consulting Group material.** Origin of the questions: AI-assisted World Consulting Group desk research on small towing companies, 2026, an internal working file that is not published, described on page 2; the questions are hypotheses and no figure in this kit comes from it. Towing companies owner questions, businessconsultant.services, 2026.

### SCOPE AND DISCLAIMER

General information only. Not legal, tax, accounting, employment, billing and payer contract or financial advice. Provided as is, without warranty. © 2026 World Consulting Group. Free diagnostic tool at businessconsultant.services. The site's privacy page explains what the diagnostic tool sends to an AI provider for analysis and the third-party analytics on the site.

**About the author.** Kamyar Shah is the founder of World Consulting Group and works as a fractional COO and CMO. He has more than 25 years of experience and more than 650 engagements across more than a dozen industries. Contact and the latest version: businessconsultant.services.

PAGE 16

# Customize this kit with AI

Attach this PDF to an AI assistant and paste the prompt below (copy-ready on the kit page). Do not enter customer or employee names, account numbers or private details. Use totals and averages only. Never paste login details or call exports; from a report with customer-level detail, enter only the totals you need.

BEFORE YOU RELY ON THE ANSWER

Check every total with a calculator. An AI assistant can misread a file or slip on arithmetic, even when it runs code, so rerun every figure you will act on with the page formulas. Check your AI provider's data settings first, and never paste personal data, account numbers, passwords, customer-level records or anything an agreement restricts, such as customer records or call billing. Totals and rounded figures serve the arithmetic, though rounding does not make a record anonymous, and you can run the arithmetic on your own computer.

I run, or am starting, a small towing company. I have attached the Towing Business Plan and Operations Starter Kit from businessconsultant.services. Help me make it my own plan, using my numbers only.

Follow these rules for the whole conversation:
1. Use only numbers I give you, or numbers you calculate from mine with the formulas below. Never invent a rate, price, wage, percentage or benchmark.
2. The numbers printed in the kit are worked examples. Never use them as my numbers, not even as a placeholder.
3. If a number you need is missing, ask me for it. If I ask you to estimate or use typical figures, write [NEED: ...] instead and tell me which quote, record or calculation will give me the real number. If I give you my own estimate, label it MY ESTIMATE.
4. Use these formulas exactly, and show your arithmetic for every number you calculate:
- Monthly sales = completed calls by truck class and payer (page 7) x collected a call (page 9). Year 2 holds calls and the payer mix at month 12's level. Coverage at the month-12 run rate uses that rate's sales and its own contribution mix.
- Net sales exclude sales tax. Labor = wages, payroll taxes and benefits, plus a market wage for the owner's management time (line 4); the owner's driver hours are a fixed shift in line 3, never also in line 14. Shift hours count as cash even if I skip my own pay, so the plan still holds when I step back from the work; only line 4 may go undrawn, and Tests 1 and 6 count it anyway.
- Contribution margin ratio = 1 minus variable cost share; a line's contribution = its sales times its own ratio. Operating break-even sales = fixed costs divided by contribution margin ratio. Cash break-even sales = (fixed costs with line 4 even if I do not draw it, plus monthly loan principal and any recurring other cash out) divided by contribution margin ratio; only the cash forecast drops an undrawn wage. A blended ratio holds only at its own sales mix: name that mix beside each break-even, and recompute from each line's own contribution when a what-if changes one line. Loan interest is fixed; principal is not an operating cost, so it never enters operating break-even or operating profit.
- Weekly = monthly times 12, divided by 52. Daily = monthly divided by the operating days a month on page 7 (22.3 in the example).
- Break-even flatbed motor club calls = (fixed costs with line 4, principal and other recurring cash out, minus the other lines' full-run contribution) / (one such call's contribution: collected cash on page 9 less its fuel and upkeep on page 10); 0 if covered. If the other lines already cover fixed costs and principal, report 0 and say so; never report a negative break-even count. Minutes a call = loading + loaded + empty minutes; calls a day at capacity = productive minutes a shift / minutes a call; busiest block calls = calls a truck-day x the block's share; block capacity = block minutes / minutes a call.
- Office share = line 1 divided by net sales. Planning debt service coverage, before income tax and equipment replacement = (full-run sales times contribution margin ratio, minus fixed costs other than loan interest) divided by (loan interest + loan principal).
- Month-12 run rate = average monthly sales over a year at month 12's ramp and bookings, seasons applied (not month 12's own sales). Test 1 needs that rate at or above cash break-even and my floor held 24 months; Test 3, coverage at full run and at that rate.
- Test 6 = 12 months of (full-run sales minus their variable costs, minus full-run fixed costs, line 4 included, minus principal), seasons applied to every sales line, and seasonal fixed lines at each month's amount. The cushion to set aside = the largest fall in running net cash from a high to any later low, the year run twice so a dip can cross into month 1 (zero if it never falls).
- Full-run figures (break-even, coverage, floor) take each payer line at its full-run calls, a late-starting fixed line at its full amount, and a seasonal fixed line at its year average.
- For pages 7, 9 and 10, use the formulas printed on those pages of the attached kit, exactly as written, with my own figures.
- Cash forecast: closing cash = opening cash + cash in minus cash out. Month 1 opening cash = cash on hand on opening day after startup spending is paid. Place every receipt and payment (deposits, supplier invoices, startup bills, funding) in the month the cash moves. Income tax set-aside, equipment replacement and stock build-up go in their own row. Open month 1 with the cash I give; report the page 5 two-pass size beside it, never as a substitute. Place each receipt in the month my payment terms say, or mark [NEED: payment timing]. Collect each payer line on its own split (page 9). In the slow-start case, every month's sales on every line are the tested share of expected sales; fixed costs, other cash out, principal, bills and funding stay as planned; all variable lines fall with sales, each figured from the slow-start sales of the same month, on the same payment timing as the expected case (fair because line 14 holds only pay you would cut; if yours does not, move it to line 3). Runway = how many future months in a row, counted back from the latest closed month (or from opening day), ending at the first month whose closing cash drops under my cash floor.
(Continued on page 17.)

PAGE 17

# The prompt, continued

Paste this part directly after the rules on page 16, as one message.

5. Do not give legal, tax, employment, wage or lease advice. Do not name laws, government fees or wage rates, even as examples. When my question touches these, write only "Review this with a qualified professional" and continue with the rest. You may record and use figures I give from my own records, such as my sales tax rate and when I remit it, without checking, interpreting or advising on them.
6. Do not quote statistics, studies or sources that are not in the kit. For the market and marketing sections, use only what I tell you, and list the local facts I should gather.
7. Work every total step by step and recheck it a second way. In the cash forecast, show the arithmetic for month 1, one later month and the year total; give plain numbers for the other months.
8. If a formula would divide by zero or a contribution margin is zero or below, write N/A, say why, and do not continue that calculation. If my lender defines coverage differently, show both results and label each. If cash never falls below my floor in the forecast, write the runway as more than 24 months; otherwise give the runway in months and, separately, the first month below it, counting year 2. With no loan, Test 3 passes.
9. Do not enter customer or employee names, account numbers or private details. Use totals and averages only. Never paste login details.
10. Mark every output: Draft for my own planning. Not for a lender or investor until a qualified accountant has reviewed it.
11. If your full answer would be very long, deliver outputs 1 to 4 first, then stop and ask me to type "continue" for the rest.
12. Build the cash forecast month by month from the sales build, the cost lines, my payment terms and my opening cash; it needs only the page 7, 9 and 10 results I gave, not the tables. Each month: cash in = sales receipts plus money arriving; cash out = each variable cost, calculated from the sales that created it and placed in the month it is paid under my terms, plus fixed costs (lines 1 to 12, with line 4 only if I draw it in cash), plus loan principal, startup bills and other cash out. Loan interest is already in line 5; never add it again. Supplier payments follow the cost of what I sold plus any stock build-up I give; if I buy ahead or carry supplier balances, ask me for purchases and payments by month instead. If you can run code, do every calculation in code.

Step 1. Before you write anything else, ask me for the inputs below in three rounds, one message per round. Ask round A as one numbered list, then wait for my answers. When I answer, ask round B and wait; then round C and wait. Start Step 2 only after I answer round C.
Round A, sales, capacity and evidence:
a. Calls and payers, trucks by class and when each starts, calls a truck-day, the payer mix and rates, drivers and the dispatcher with pay, and payment terms.
b. Sales build: the page 7 inputs (trucks by class and the month each starts, calls a truck-day at full run, the ramp shares, operating days a month, the payer mix by class and how fast fleet account and private calls build), a season index for each month 1 to 12 for each payer line if my calls vary by season (100 = average; this example uses none), and the slow-start percentage I want to test (this kit sets a 70 percent stress test, a kit rule rather than my estimate; use it unless I give evidence for a higher share). Plan on completed calls only. For each payer line, give its completed-call count for each month 1 to 12 (and, if you track them, dispatched calls as evidence only); the counts once fully booked are the full-run counts. Give counts at full run, with month 1 as my opening month. Give the evidence behind each count (site counts, comparables, signed orders or my history).
c. Minutes a call and the busiest block's share of calls. For each item in b, give its source and date.
Then wait for my answers.
Round B, costs, the startup budget and my lender:
d. Startup budget: an amount and its source (dealer quote, insurer quote or calculation) for each line on page 5, from the trucks through to the working capital reserve and contingency.
e. Monthly fixed costs for lines 1 to 12 on page 8, including the office and yard, insurance for each truck in service, drivers and the dispatcher, software, marketing, loan interest and my market wage; whether I draw that wage in cash; the month each line steps up; and my monthly loan principal. Give interest and principal as year 1 monthly averages for break-even and coverage, and, for the cash forecast, any payment, fixed line or other cash line that changes in months 1 to 24 (a payment holiday, a balloon payment, a rent step) with its month. My market wage covers management time (line 4); my driver hours are a fixed shift in line 3, never also in line 14.
f. Variable cost shares of net sales for lines 13 to 16: line 13, fuel and truck upkeep, each line at its own share; line 14, hourly help above the minimum staff that moves with calls; line 15, card processing on the lines that pay by card; line 16, unplanned costs; and any sales line whose own shares differ, given for that line.
g. For each payer and truck class: the rate a call (a motor club's hook fee, rate a loaded mile and my average loaded miles a call), its share of my calls, its first-pass denial share, the share of private balances I write off, and the share of each month's billing it pays in that month and in each later month. For the cash forecast, collect each payer line on its own split; never reuse the kit's printed blend.
h. Hours a shift, driver wage and payroll costs, dispatcher hours and wage, insurance a truck a year, cleaning and software a truck a month, and the price and payment month of each truck I buy after opening.
i. The debt service coverage ratio my lender requires and how the lender calculates it, if I know them.
Then wait for my answers.
(Continued on page 18.)

PAGE 18

# The prompt, last part

Paste this part directly after the text on page 17, still as one message.

Round C, cash timing, sales tax, deposits and Gate 0:
j. Payment terms: when each payer pays (the share of a month's billing paid that month and in each later month), when private customers pay, when denied calls are paid after resubmission, and when drivers, fuel and repairs are paid.
k. For every other cash line (payroll, card settlements, insurance, loan payments, rent and fixed bills), when it is paid, or confirm it is paid in the month it is incurred.
l. Monthly cash out beyond operating costs: income tax set-aside and truck replacement.
m. Cash on hand on opening day after all startup spending, startup bills still to pay by month, owner money or loans still to arrive by month, and my minimum cash floor (at least one full-run month of fixed costs plus principal).
n. If I am already open: total amounts customers owe me, grouped by the month each will be paid and with no customer names or account numbers, and total amounts I owe suppliers and staff, grouped by the month each will be paid, deposits I already hold, and sales tax already owed with its payment month.
o. Sales tax: the rate I collect on taxable sales, from my own registration, which sales lines (or what share of each) are taxable, and when I remit what I collect (each month, each quarter or another schedule), so the forecast holds collected tax apart until it is paid.
p. Gate 0: which agreements, quotes and approval requirements I already have in writing.
Then wait for my answers.

Step 2. When I answer, produce these as plain tables I can copy back into the kit:
1. Business plan sections 1 to 8, drafted from my answers, with gaps marked [NEED: ...].
2. The sales build by line and month (motor club, fleet account and private calls by truck class), with annual sales and the capacity check from page 7.
3. The completed startup budget, line by line as on page 5, with the total. Size the reserve by the page 5 rule; if I gave another, show both and the result for each.
4. Operating and cash break-even per month, per week and per day open; break-even flatbed motor club calls, others at full run (cash basis); office share and planning debt service coverage at full-run sales, labeled before income tax and equipment replacement, and on my lender's definition too if I gave it.
5. The 12-month cash forecast for the expected and slow-start cases, in thousands of dollars to two decimals (51.25 means $51,250) to match the page 11 form (page 19's printed example is in whole dollars), with, for each case, the first month below my cash floor and the first month below zero, and the runway; the second year's lowest closing cash (month 12's ramp and payer mix held, drivers at full shifts as the method holds full-run fixed lines, each month with its own season, not a flat average); any extra reserve the slow start needs; and the Test 6 cushion, with whether the page 5 buffer covers it (when Test 6 passes, add any excess to the reserve). Add memo rows for each month; they track amounts owed and do not change closing cash: sales tax collected, remitted and owed at month end (last month's owed + collected minus remitted), and amounts owed to me (last month's + collectible billed minus paid), money not yet in the bank.
6. Calls by truck class, payer and month, and day and busiest-block use by truck class.
7. The payer table with collected a call, the amounts owed month by month, and what the wait costs in cash: the lowest, over 24 months, of closing cash plus that month's amounts owed, minus the lowest closing cash, with the second year's 12 closing balances printed.
8. Drivers, trucks and per-truck costs by month, truck bills by month, and break-even calls a truck-day by class.
9. The kit's page 4 check: Gate 0 and pass or fail for each of the six tests with the reason (if Gate 0 fails, the result is not ready), and the overall result: not ready if Gate 0 fails, with no color; otherwise green, amber or red under the page 4 rules.
10. A final checklist: every MY ESTIMATE figure, every [NEED: ...] gap, every rate, payer term or call count I should verify, and every question that needs a qualified professional.

WHEN THE ANSWER COMES BACK

Copy each table into the matching kit page in pencil. Check every [NEED: ...] gap and MY ESTIMATE figure, starting with calls a truck-day, the payer terms and the rates, before anyone sees the plan, and recheck the page 4 outcome with a calculator.

# The worked example's twelve-month forecast, filled in

The page 12 example entered on the page 11 form, month by month, in dollars. Parentheses mean minus. Each column adds up as printed, so a row can move by a dollar between months with the same sales; each closing balance becomes the next month's opening cash. Cash floor $44,870.

| LINE ($) | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| EXPECTED CASE | | | | | | | | | | | | |
| **Opening cash** | **320,400** | **305,946** | **293,831** | **283,361** | **91,043** | **89,754** | **90,704** | **93,194** | **96,742** | **101,018** | **105,794** | **110,916** |
| In: sales receipts | 13,347 | 17,959 | 21,138 | 23,322 | 42,766 | 47,071 | 49,999 | 51,990 | 53,345 | 54,268 | 54,897 | 55,327 |
| In: owner money and loans received | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Out: fuel, upkeep and card fees (lines 13, 15, 16) | 1,304 | 1,754 | 2,064 | 2,277 | 4,175 | 4,595 | 4,881 | 5,075 | 5,207 | 5,297 | 5,358 | 5,400 |
| Out: payroll, line 4 if drawn in cash (lines 3, 4, 14) | 16,830 | 18,653 | 19,877 | 20,696 | 28,436 | 30,082 | 31,184 | 31,923 | 32,418 | 32,751 | 32,973 | 33,123 |
| Out: office and yard (line 1) | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 |
| Out: insurance and other costs, with loan interest (lines 2, 5 to 12) | 5,734 | 5,734 | 5,734 | 5,734 | 7,511 | 7,511 | 7,511 | 7,511 | 7,511 | 7,511 | 7,511 | 7,511 |
| Out: income tax set-aside, equipment replacement, stock build-up (none in the example; see below) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Out: loan principal | 2,333 | 2,333 | 2,333 | 2,333 | 2,333 | 2,333 | 2,333 | 2,333 | 2,333 | 2,333 | 2,333 | 2,333 |
| Out: startup bills still to pay | 0 | 0 | 0 | 183,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Net cash flow (in minus out)** | **(14,454)** | **(12,115)** | **(10,470)** | **(192,318)** | **(1,289)** | **950** | **2,490** | **3,548** | **4,276** | **4,776** | **5,122** | **5,360** |
| **Closing cash, expected** | **305,946** | **293,831** | **283,361** | **91,043** | **89,754** | **90,704** | **93,194** | **96,742** | **101,018** | **105,794** | **110,916** | **116,276** |
| SLOW-START CASE (70 PERCENT OF EXPECTED SALES IN EVERY MONTH) | | | | | | | | | | | | |
| **Opening cash, slow start** | **320,400** | **302,333** | **285,356** | **269,165** | **70,533** | **57,666** | **45,874** | **34,828** | **24,302** | **14,136** | **4,221** | **(5,519)** |
| Sales receipts, slow start | 9,343 | 12,572 | 14,796 | 16,325 | 29,936 | 32,949 | 34,999 | 36,393 | 37,341 | 37,987 | 38,428 | 38,729 |
| Out: variable costs, slow start (lines 13 to 16) | 913 | 1,228 | 1,444 | 1,594 | 2,922 | 3,216 | 3,417 | 3,552 | 3,645 | 3,708 | 3,751 | 3,780 |
| Out: fixed costs (lines 1 to 12), principal, bills, less funding | 26,497 | 28,321 | 29,543 | 213,363 | 39,881 | 41,525 | 42,628 | 43,367 | 43,862 | 44,194 | 44,417 | 44,566 |
| **Net cash flow, slow start** | **(18,067)** | **(16,977)** | **(16,191)** | **(198,632)** | **(12,867)** | **(11,792)** | **(11,046)** | **(10,526)** | **(10,166)** | **(9,915)** | **(9,740)** | **(9,617)** |
| **Closing cash, slow start** | **302,333** | **285,356** | **269,165** | **70,533** | **57,666** | **45,874** | **34,828** | **24,302** | **14,136** | **4,221** | **(5,519)** | **(15,136)** |
| STEADY-STATE YEAR FOR TEST 6 (RAMP DONE, SEASONS IN; NOT THE FORECAST YEAR) | | | | | | | | | | | | |
| **Net cash flow, steady-state year** | **5,918** | **5,918** | **5,918** | **5,918** | **5,918** | **5,918** | **5,918** | **5,918** | **5,918** | **5,918** | **5,918** | **5,918** |

**Reading this forecast.** It is in whole dollars, rounded so each column adds up, so a row can differ by $1 between like months; the page 11 form uses thousands. The floor is cash you never plan to spend. The page 5 buffer holds one more month of fixed costs and principal above it, so a small miss spends the buffer, not the floor. The opening cash was sized by the two passes on page 5, buffer included. If a variable cost cannot be cut when sales fall, move it to a fixed line and rerun. Variable costs use each sales line's own shares, so a month can differ by a few dollars from the blended share. The example sets aside no income tax (it depends on the owner's whole return, so take the figure from your accountant), replaces no equipment in its first two years and holds no stock; enter your own amounts. Second year at the month-12 run rate (about $55,327 a month, against month 12's own $55,327): closing cash runs $121,333 in month 1 and $176,960 in month 12, lowest $121,333 in month 1, above the floor. Sales are net of sales tax, and the example pays each month's tax in the month it is collected, so it owes none at any month end; enter your own rate and payment timing in the page 11 memo rows. If you borrow the reserve, add its interest and principal to the forecast and run both passes again. The slow start lets variable costs fall with sales, which is fair only because hours you cannot cut sit in line 3; waste or purchases you cannot cut make a real slow start worse.