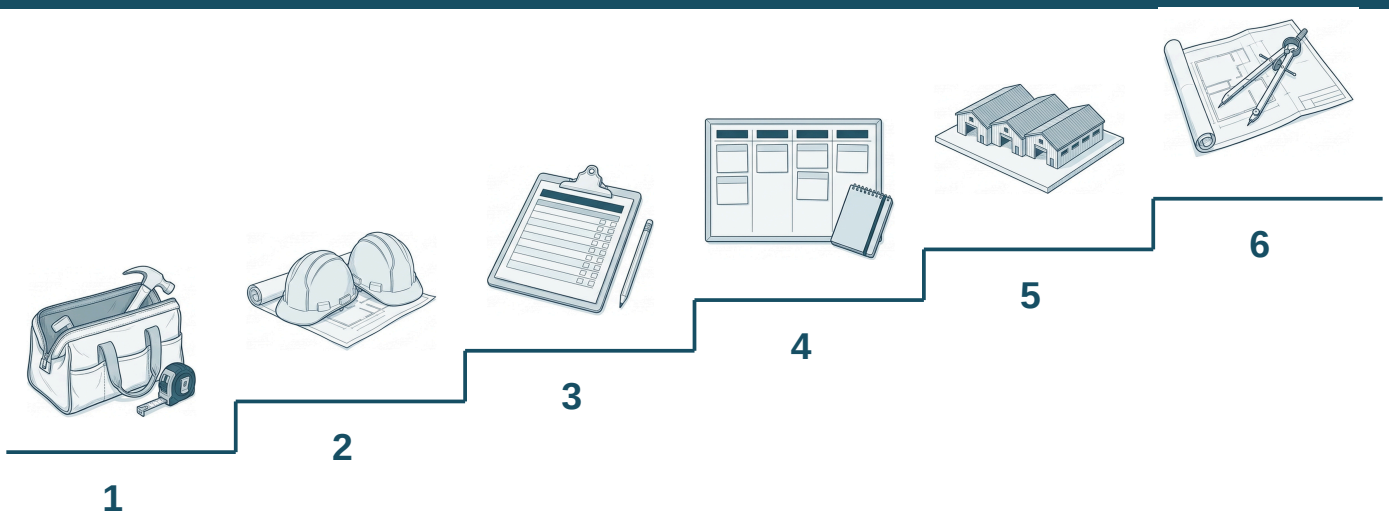
ACS Results

A PRACTICAL ROADMAP FOR CONTRACTORS

The evolution of your contracting business.

Your six-step roadmap to build a business that runs without you.



SIX LEVELS. THE WHOLE PICTURE.

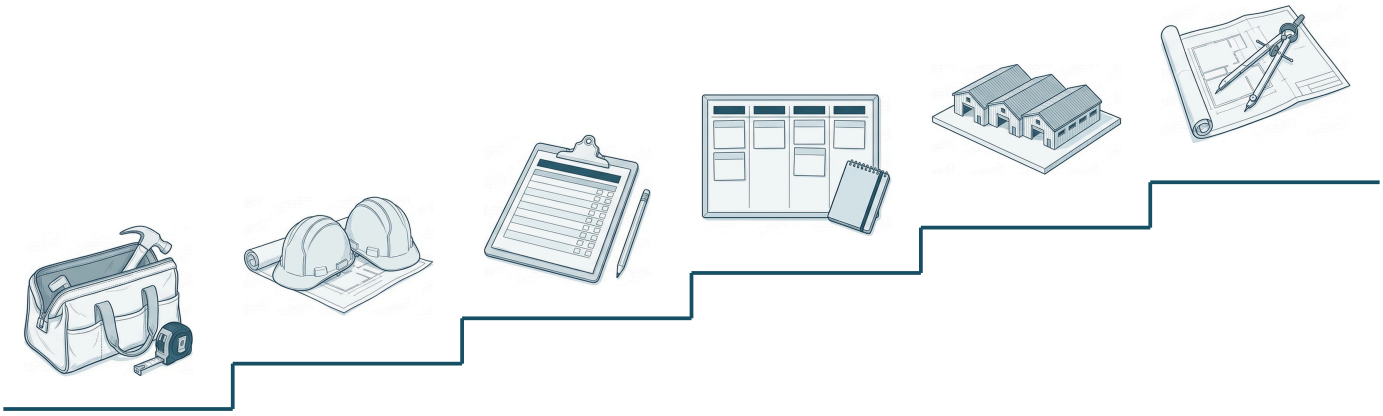
More than a job.
A business you can own.

ACS Results

THE SIX-LEVEL VIEW

From doing every job to choosing your role.

More freedom. A capable team. A business that does not depend on you being everywhere.



Solo worker	Owner + crew	Business manager	Business director	Business executive	Board member

Find where you are. See what comes next.

The checklist helps you recognize your current reality across the whole business. The following six pages lay out your role, your team, the systems you need and the steps to move forward.

You do not have to aim for the largest version. Use the roadmap to build toward the freedom, income and kind of work you want.

Team sizes, profit ranges and time targets illustrate stages of the framework. They are not typical results, promises or required thresholds.

WHERE DO YOU STAND?

YOUR BUSINESS LEVEL SCORECARD

ACS Results



THE HEADLESS CHICKEN

LEVEL 1



THE BABYSITTER

LEVEL 2



THE FISHERMAN

LEVEL 3



THE COACH

LEVEL 4



THE STRATEGIST

LEVEL 5



THE CONQUERER

LEVEL 6

TOOLS + SOFTWARE

- ☐ Everything lives in your head - nothing is written down
- ☐ There's no consistent system to track jobs or customer experience
- ☐ There's no consistent process for sales, hiring, or admin yet
- ☐ Everything is reactive and ad-hoc

- ☐ Website forms and calls reach one inbox
- ☐ Missed calls get a follow-up text
- ☐ You can see which quotes need a reply
- ☐ Calls and quotes tracked in a simple CRM

- ☐ Lead forms and CRM work together
- ☐ Automated follow-up keeps quotes moving
- ☐ Client onboarding is documented
- ☐ CRM keeps follow-up and team handoffs visible

- ☐ Systems run with minimal owner input
- ☐ Email and review requests run automatically
- ☐ Dashboards show lead costs and booked revenue
- ☐ Your team follows one lead-handling playbook

- ☐ Strategic KPIs are tracked monthly
- ☐ GM or director roles installed
- ☐ Data drives decisions
- ☐ SOPs are reviewed and improved quarterly

- ☐ Executive dashboards are in place (CEO, CFO)
- ☐ Succession plan formalized
- ☐ Governance structure in place
- ☐ Vision and culture guide every decision

TEAM

- ☐ Running solo without any employees yet
- ☐ All labor and client work handled personally
- ☐ Every bid, estimate, and admin task still lands on one desk
- ☐ Delegation still feels risky or uncomfortable

- ☐ Hired 1-3 helpers or labourers
- ☐ Still direct every step on site
- ☐ Crew relies on you to solve all problems
- ☐ You train on the job with no process

- ☐ Foreman or crew leader runs jobs
- ☐ Office/admin help handles support
- ☐ Team can function without you for a few days
- ☐ Hiring is structured

- ☐ Multiple foremen or team leads
- ☐ Sales rep closes jobs without you
- ☐ Admin handles operations smoothly
- ☐ Weekly team syncs and 1:1s

- ☐ GM or ops director oversees daily ops
- ☐ Owner has zero reports
- ☐ Hiring systems for management layers
- ☐ Leadership training is in place

- ☐ Full C-suite (CEO, CFO, CMO, VPs) in place
- ☐ Owner removed from day-to-day reporting structure
- ☐ Annual retreat or summit for alignment
- ☐ Organization has 100+ employees or is a scaled model

LEAD GENERATION

- ☐ Rely solely on referrals or repeat clients
- ☐ Lead sources are inconsistent or non-existent
- ☐ There's no budget or plan guiding your marketing
- ☐ Still no CRM or defined sales pipeline

- ☐ Referrals plus a website and Google profile
- ☐ Local SEO, reviews and job photos build trust
- ☐ Bookings aren't consistent beyond a month or two
- ☐ Still unsure what a lead actually costs

- ☐ Running 1-2 lead gen channels consistently
- ☐ Booked 1-2 months out
- ☐ Starting to measure CPL/ROI
- ☐ Ads, social proof and email follow-up are in play

- ☐ Sales team follows a defined process
- ☐ Multiple jobs in pipeline
- ☐ Client experience is standardized
- ☐ Team collects reviews and encourages repeat work

- ☐ Marketing spend and ROI are tracked
- ☐ Sales process has scaled to multiple locations
- ☐ Franchise/licensing possibly in play
- ☐ Team leads manage sales ops

- ☐ Lead gen driven by brand or network effects
- ☐ Markets expanded or acquired
- ☐ Leadership pipeline developed
- ☐ Passive channels (e.g. licensing, M&A) are active

OWNER ROLE

- ☐ On the tools every day
- ☐ Working nights and weekends to stay afloat
- ☐ Make every decision yourself
- ☐ Burned out but afraid to slow down

- ☐ Still managing job sites hands-on
- ☐ Every call still rings through to your phone
- ☐ Admin and quoting still eat into your nights
- ☐ Wanting more freedom but unsure how to create it

- ☐ No longer on the tools
- ☐ You now visit job sites as a manager, not a worker
- ☐ Hiring, planning, and sales are your focus
- ☐ Still putting out some fires

- ☐ You coach the team, not run it
- ☐ Work less than 20 hours per week
- ☐ Schedule is 90% flexible
- ☐ You spend your time building people, not swinging tools

- ☐ You don't touch daily operations anymore
- ☐ Focus is on strategic expansion or acquisitions
- ☐ Growth no longer depends on your hours
- ☐ You check in quarterly, not daily

- ☐ Owner works less than 5 hours per week
- ☐ Focus on investments, board leadership, or philanthropy
- ☐ Public presence or succession focus
- ☐ Legacy and generational impact drive your decisions

REVENUE + PROFIT

- ☐ Margins are unclear or not consistently tracked
- ☐ Take home under $80K/year
- ☐ Pricing still changes from job to job with no set strategy
- ☐ Cash flow is always tight

- ☐ Margins vary: some jobs hit 30-50%, others don't
- ☐ Revenue and profits swing month to month
- ☐ You can't see which channels bring paying jobs
- ☐ Unanswered calls and quotes still cost you jobs

- ☐ Jobs consistently priced for 40%+ gross profit
- ☐ You know what you spend to win a booked job
- ☐ Monthly reports track revenue, profit and sold jobs by source
- ☐ More quotes become booked, paying jobs

- ☐ $400K+ profit range annually
- ☐ Monthly revenue and profit targets hit
- ☐ Marketing spend is tied to sold work
- ☐ Owner is no longer tied to income

- ☐ Profit exceeds $1M
- ☐ Revenue is diversified
- ☐ Cash reserves and investments are growing
- ☐ Exit or legacy plan is in motion

- ☐ Business generates passive cash flow
- ☐ Exit value exceeds $10M
- ☐ Generational wealth secured
- ☐ Zero operational reliance on the owner

SCORE

/20 | /20 | /20 | /20 | /20 | /20

WHERE ACS PLUGS IN

- ■ Lead Generation Levels 1-4
- ☐ Tools + Software and Revenue Levels 2-4

Arrows connect the supporting areas to Lead Generation.

HOW TO USE THIS SCORECARD

This isn't a quiz. It's a mirror. Follow these steps below:

STEP 1: FIND YOUR CURRENT LEVEL

Work your way through each level.

If any part of it feels true, that's where you currently are.

Level 1: You're still on the tools and doing everything yourself.

Level 2: You have a small team but still need to be everywhere.

Level 3: You're off the tools, but still manage daily work

Level 4: Your team runs jobs. You manage through others.

Level 5: You lead through strategy. Others run operations.

Level 6: Your business runs and grows without you.

STEP 2: Only Score Yourself in That Level

Once you've identified your current level, only check the boxes in that section that reflect your current reality.

Don't score yourself in previous or future levels.

You're measuring progress within your current stage, not across all of them.

STEP 3: Ready to Evolve?

At the bottom of each level, you'll find a score field. If you check 80% or more, you're likely ready to move up to the next level.

The 6 Levels of a Contracting Business

Level 1



SELF-EMPLOYED WORKER

Also known as “The Headless Chicken”

This is where 99% of contracting businesses begin. You wear every hat. If you don’t show up to the job site, no money gets made. Evenings are spent catching up on paperwork. Most of your work comes through word of mouth.

Owner’s Focus: You’re responsible for everything. You spend your time either finding jobs or doing jobs. Most of the day is spent on-site working for clients to earn money. In the evenings and on weekends, you’re doing bids and paperwork.

Employees Needed: None. You work alone.

Systems Required: None. Everything lives in your head. There are no hiring, sales, or project management systems in place yet.

Net Profit: $40,000 - $80,000

Steps to go to the next level:

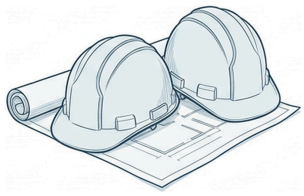
Start preparing to hire your first employee to help on the job site. But before you can hire, you need a way to bring in new clients consistently. Without a steady flow of demand, you’ll risk running out of work fast.

You need to learn:

1. How to find clients
2. How to price jobs for 30%+ profit
3. How to hire reliable employees

The 6 Levels of a Contracting Business

Level 2



SELF-EMPLOYED OPERATOR

Also known as “The Babysitter”

You’ve hired a few helpers, but you still spend most of your time supervising. Without systems in place, quality tends to drop as soon as you're off-site.

Owner’s Focus: Overseeing work - either in person or by phone.

Employees Needed: 1-3 crew members.

Systems Required: Job site checklists, daily planning tools, and a basic hiring process.

Net Profit: $80,000 - $150,000

Steps to go to the next level:

The next step is becoming a true business manager - where you’re completely off the tools. To get there, you’ll need:

1. A complete understanding of your numbers
2. 35 - 50% gross profit margins
3. Jobs booked 2 - 3 months in advance
4. A reliable way to generate new leads
5. Systems that let crews run jobs without your supervision
6. The ability to hire without constantly babysitting new hires
7. A repeatable process for finding top talent

The 6 Levels of a Contracting Business

Level 3



BUSINESS MANAGER

Also known as "The Fisherman"

This is the point where you step off the job site and stop being the one who completes the work. You could take a week-long fishing trip without your business skipping a beat. It's the first time you start to feel like a real business owner.

Owner's Focus: No longer doing manual labor. Site visits are only for client meetings, training employees, or oversight. Most of your time goes into hiring, managing finances and materials, and lining up future jobs. You now run multiple job sites - and the business keeps moving, even on evenings and weekends.

Employees Needed: 3 - 10 crew members managing all on-site work, plus a part-time office assistant or bookkeeper.

Systems Required:
To have crews operate without constant supervision, you'll need:

- **Job site Management Systems** - e.g. daily planners, material ordering, crew coordination
- **Operations Systems** - e.g. SOPs for reviews, follow-ups, customer handoffs
- **Tracking Systems** - e.g. metrics for job performance, crew efficiency, and profit margins

Net Profit: $150,000 - $400,000

Steps to go to the next level:

Reaching the next level means learning to hire and lead managers - not just workers. It also requires a system for everything. At this stage, nothing can live in your head. Whether it's a foreman, admin, or sales rep, each team member needs a clear and consistent process to follow.

To move forward, you'll need complete command of:

1. Marketing
2. Sales
3. Recruiting
4. Training
5. Management systems

The 6 Levels of a Contracting Business

Level 4



BUSINESS DIRECTOR

Also known as “The Coach”

This is where business gets exciting. You shift from daily operations to building leaders and driving strategy. Instead of managing jobs and bids yourself, you now have a foreman and sales team. You’re getting five-star reviews from clients you’ve never even met. Most of your business runs on autopilot.

Owner’s Focus: At this level, you visit job sites only if you want to - not because you have to. Your role isn’t managing crews anymore. It’s developing the people who manage your business.
You spend most of your time coaching your foreman and sales manager, solving high-level problems, and overseeing your admin team. Your energy goes into refining systems so the business can run smoothly without you. You’re working **on** the business, not **in** it.

Employees Needed:

- 6-25 Labourers handling all job site work
- 1-2 Foremen
- 1-2 Sales & Marketing Managers
- 1-2 Office & Administrative Assistants

Systems Required:

- A marketing system that brings in new clients consistently
- A sales system that helps your reps close 50%+ of their bids
- A hiring system that finds reliable employees on autopilot
- An onboarding system that trains them the right way
- A project management system for visibility and accountability
- Admin and payroll systems to keep operations tight

Every system here contains **other systems** and SOPs inside it. At this level, everything follows a process. If something doesn’t yet have one - you’ll build it.

Net Profit: $400,000 - $1,000,000

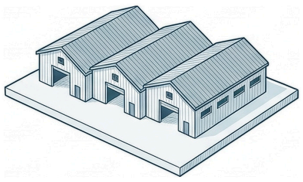
Steps to go to the next level:

The next level is all about **mastery**. You’ll start exploring franchising, expansion, or acquisitions. Your goal is to install leaders so your business can run with just 1-4 hours of your time each week - while still generating 6- or 7-figure profits.

The 6 Levels of a Contracting Business

Level 5

BUSINESS EXECUTIVE



Also known as “The Strategist”

You’ve built a high-performing team of leaders and no longer touch the day-to-day. Your entire focus is on **expansion, leadership, and long-term growth strategy**. You’re now building systems to scale multiple businesses or take your company into new territories and cities.

Owner’s Focus: At this stage, you’re fully out of job sites and completely removed from sales. Your role is to **find, coach, and develop leaders** who run everything. As you expand into new cities or acquire new businesses, you’ll spend your time **training General Managers** to operate each location independently.

Employees Needed:

- 1-15 General Managers
- 20-300 Labourers (handling all job site work)
- 2-40 Foremen
- 2-30 Sales & Marketing Managers
- 6-20 labourers
- 5+ Office & Administrative Assistants

Systems Required:
Alongside everything from earlier stages, you’ll now need:

- General Manager reporting systems
- Business acquisition systems
- Detailed financial reporting
- Leadership development systems

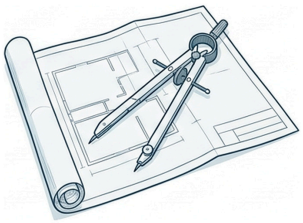
Net Profit: $1,000,000 - $5,000,000

Steps to go to the next level:

After expanding to multiple locations or acquiring new businesses, and once you’re leading 15+ GMs - you can begin **replacing yourself as the Director**. At that point, your only job is to ensure the Director manages the General Managers. And their job is to manage the foremen, sales reps, admins, and crews. You’re building leaders who build leaders while your business runs on systems, not your time.

The 6 Levels of a Contracting Business

Level 6



BOARD MEMBER

Also known as “The Conquerer”

At this level, the framework looks toward a business doing $100M+ per year. A full executive team runs it for you. Your focus is vision, leadership and long-term legacy, building generational wealth.

Owner’s Focus: Your time is spent working with your **C-suite**, the executive leaders who run day-to-day operations. You’re no longer managing people or projects. Instead, you’re shaping the **direction, values, and future of the company**. Your job is to **find, hire, and retain world-class leaders**, and ensure they have the tools and systems to execute your vision.

Employees Needed:
You’ll now also have:

- A Chief Executive Officer
- A Chief Marketing Officer
- A Chief Financial Officer
- Vice Presidents of sales, marketing, human resources, etc

Systems Required:
Beyond everything built in the earlier stages, you’ll now need:

- Executive management systems to lead and align the C-suite
- Vision + leadership systems to scale without your presence
- Succession planning systems to prepare for future transitions

Most of the systems now are built by your executive team, not you.

Net Profit: $5,000,000+

Steps to go to the next level:

At this point, the path forward is either:

- Continue expanding across new markets or verticals
- Exit and sell your business for life-changing wealth

This is the final level of scale for most contracting businesses. Companies at this stage include O2E Brands and FirstService, national players built on strong systems, world-class leadership, and long-term vision.