Carpet and Upholstery Cleaning Business Complete Course

Work, Money & Place | Local review edition | November 20, 2026

Begin with the five-step route and keep fictional examples separate from your own evidence.

Five steps to a readiness decision

1. Choose one narrow offer — L01 / F01. One demonstrable carpet-only offer, exclusions and skills gap list. Upholstery remains unavailable.

2. Check local conditions and demand — L02, L12 / F02, F12. Actual local requirements/disposal questions, three candidate needs, permitted conversations and willingness at a bounded full price.

3. Rehearse the permitted work — L03, L05, L06, L07, L09, L10, L11 / F03, F05, F06, F08, F09, F10. Exact instructions, measured batches/water/recovery, safe complete cycle and dry-down observation in an authorized practice setting.

4. Give a bounded customer estimate — L04, L08 / F04, F07, F11. Dated scope, exclusions, full pretax/tax/total, terms, separate permissions and explicit approval status.

5. Decide readiness — L13, L14 / F13, F14. Dated go / narrow / wait decision supported by evidence and neutral own-business inputs.

Stop at missing conditions or evidence. The route is a study order, not permission to sell or perform unverified work.

A demand-first preparation course for assessed, accessible synthetic installed carpet using BISSELL Commercial BG10 and compatible formula. Identified Crypton Home upholstery is a separate conditional study lane. BG10 + 30G3 upholstery is NOT READY for sale or physical work in this version because the exact current changeover and pickup-verification procedure has not been established. Small single-level carpet work also requires actual material instructions, dosing evidence, dry-down tests, lawful disposal, safe handling and demonstrated competence.

Study the written lessons in order, then use the blank forms and your own-business planner inputs. Exercises include reasoned worked answers. A paper course is not a credential or practical qualification.

Allow about 8–10 hours for reading, calculations and written exercises. Allow additional unhurried supervised practice and local verification; their duration depends on competence and actual sites. A customer job begins only after those gates pass.

How to begin

Start with L01/F01: choose one narrow offer you can actually demonstrate. Then go directly to L02 and L12/F12 to check local conditions and demand before equipment, ads or service commitments. L12 is used early for discovery and again later to review a bounded campaign; its position in the lesson list is not a spending sequence.

Use the five-stage short route: narrow offer → local conditions and demand → permitted rehearsal → customer estimate → readiness decision. Each stage produces evidence and can end in WAIT or

NARROW. A course page, checked box or invented Case C does not establish competence, demand, permission or customer acceptance.

UPHOLSTERY NOT READY: do not advertise, quote as available, accept payment for, test on a customer item or perform BG10 + 30G3 upholstery extraction until the exact current connection, clean-water changeover, spray and water-pickup verification instructions are available, reconciled with the textile instructions and demonstrated under competent supervision. The public sources checked here do not close that gate.

Case C is a conditional paper teaching model, including its $405 price, 420-minute comparison, 24 fl oz inventory entry and proposed water ledger. No work, hookup, mixture, test, municipal approval, acceptance or payment occurred. The water ledger and combined chair estimate remain blocked assumptions; retain the money/time example for analysis, not as an executable job plan. Word/Excel/browser records are separate copies; export browser backups.

First action: Write a carpet-only starter offer in F01, then open L02 and L12/F12. Identify three actual candidate needs and permitted discovery channels, record local operating/disposal questions and keep purchase decisions on hold. Do not offer upholstery while its equipment gate is unresolved.

Estimate before actual accounting

Use the independent Estimate sheet before setting a price or receiving money. Every required driver must be known, including confirmed numeric zero. Its conservative arithmetic floor includes a fee-rounding allowance; it is not a market price or readiness proof. Keep the accepted plan in a dated Baseline, then record Quantity, Stock, Your order and one-order Cash actuals separately. Your order C39 links the independent estimate and never requires actual price, receipts or refunds. Marketing ratios require all three matching funnel counts. Earlier-order refunds need their own dated order record; never charge them to this order.

L01 Choose the offer you can demonstrate

Choose a workable starter service. Practice allowance 30 minutes.

Produce: Write a specific service offer and a practice gap list.

Use forms F01.

Define the result

A useful cleaning offer names the material, area, method and limit. Start with ordinary compatible synthetic installed carpet in accessible rooms. Add upholstery only after its separate equipment, textile and competence gates are complete. This version studies Crypton Home care but has not established the complete current BG10 + 30G3 changeover and pickup-verification procedure. Keep upholstery unavailable while that gap remains. Using the same extractor does not make two processes interchangeable.

State the observable result: removal of removable soil within an agreed assessed area, controlled moisture, documented remaining conditions and a drying handoff. A permanent color change, worn pile or melted fiber is damage. Cleaning cannot rebuild it. A mark that improves is not evidence of disinfection, allergen elimination or a health outcome. Avoid those claims unless a separately lawful, label-supported service has been established.

Match equipment to competence

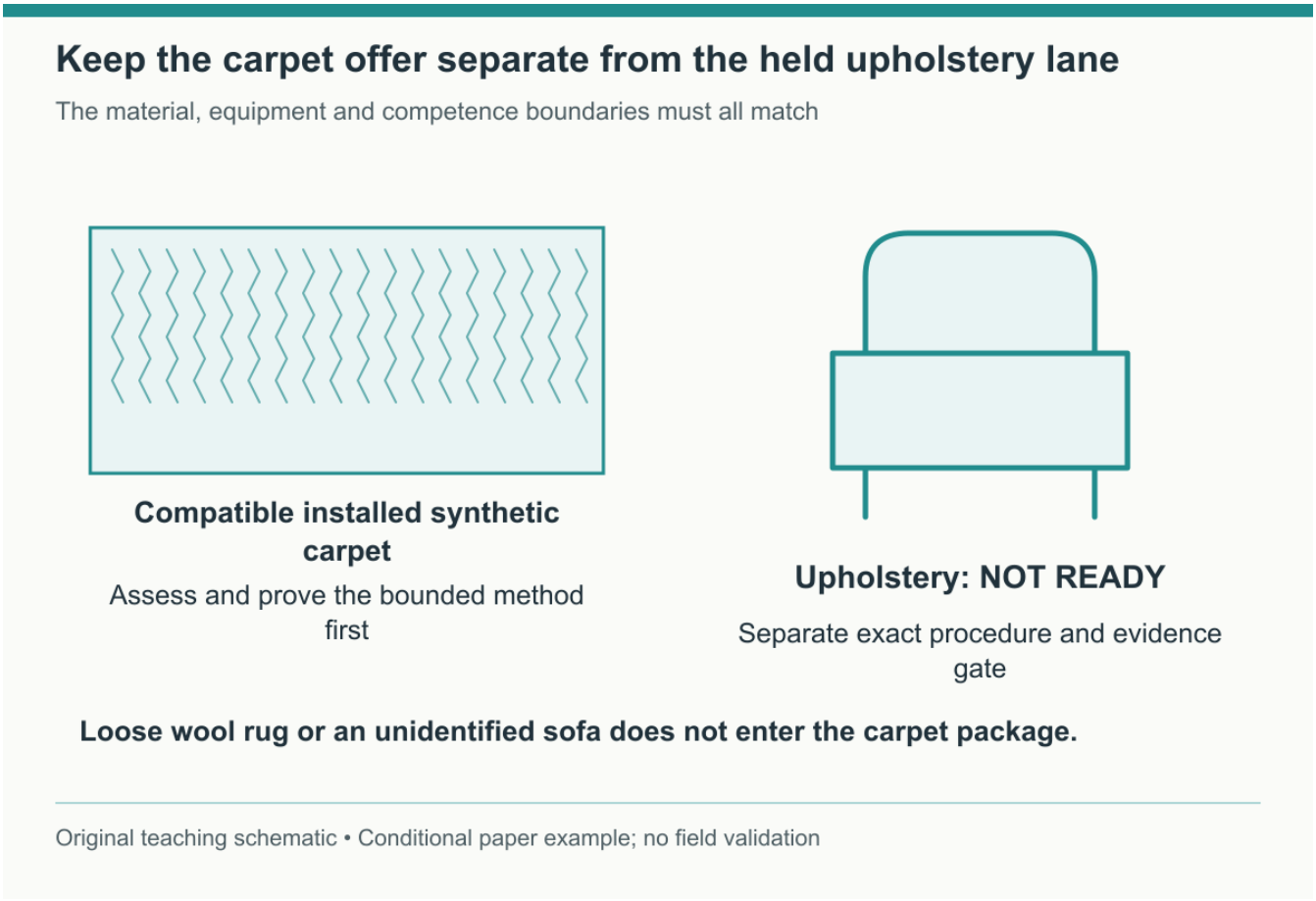
A walk-behind extractor can be a lower-complexity starting tool for compatible open carpet. A professional portable with separate wand, heat or adjustable systems is a different equipment and training commitment. A truckmount adds vehicle, exhaust, hose-routing and operating issues. Encapsulation, bonnet cleaning, solvent cleaning and specialist rug washing are separate methods. Do not teach yourself an unfamiliar method on a paid customer's property.

Build a practice sequence that includes setup, vacuuming, inconspicuous tests, controlled application, extraction, a complete dry-down, equipment cleaning and a follow-up inspection. Observe an experienced operator where possible. Learn to stop when color transfers, texture changes, construction is uncertain or moisture does not recover normally. A written checklist is a memory aid after instruction, not proof of handling skill.

Write a narrow customer description

A truthful starter description might read: "Small, single-level carpet-cleaning visits for assessed compatible synthetic installed carpet. We inspect first, protect the work route and explain drying and remaining marks. No upholstery service at present; no restoration, delicate rugs, heavy furniture movement or guaranteed stain removal." Use it only after the carpet lane is demonstrably ready. Now complete L02 and L12/F12 before spending.

List the skills you still need beside the offer. If you cannot carry the empty equipment safely, protect a hard-floor transition or recognize a questionable fabric, resolve that gap before accepting work. Keep the accepted service small enough to finish without rushing, including cleanup and travel. Growth means expanding demonstrated capability, not deleting exclusions to fill the calendar.



Conceptual material illustration. No chair, carpet or equipment was tested, and no service release is represented.

Practice

A prospect asks for an antique wool rug and a microfiber sofa with no tag. Can you sell the standard package?

Worked answer

No. The loose wool rug is outside this starter lane. “Microfiber” describes a fabric characteristic, not permission for a method. Ask for the sofa identity and care information; without it, decline wet cleaning and offer a specialist referral. Record the decline rather than treating a low test-spot risk as permission for the whole piece.

Sources: S01, S02, S03, S20. Full links and limits are in the source register.

L02 Validate local work before committing money

Choose a workable starter service. Practice allowance 40 minutes.

Produce: Complete a go or wait decision using actual candidate sites and local requirements.

Use forms F01, F02, F12.

Use demand work now before buying

Open L12/F12 at this stage. Write the truthful carpet-only profile, choose permitted local discovery channels and use its two-week log to record real needs, assessed price responses and decline reasons. The $60/six-inquiry/two-booking campaign later in the course is invented, not a demand gate. Return to L12 after your first bounded experiment to compare the same population of costs and outcomes.

Check the real area

Choose a compact service area before equipment. For three actual candidate households, record the requested room or item, material evidence available, entry conditions, parking, travel at the likely appointment time and willingness to pay for the same clearly described scope. An informal interest comment is weaker than willingness after inspection and a full price. Do not turn conversations into invented bookings. Obtain permission before entering, photographing or using an example publicly.

Ask what prevented an earlier cleaning: access, pets, lack of drying space, a delicate sofa, a low budget or a concern that a mark is permanent. Those answers help you choose a workable offer. A long drive for one small chair can consume the margin. Several jobs nearby are not automatically feasible if each needs the same drying equipment or if appointment promises overlap.

Use the researched jurisdiction correctly

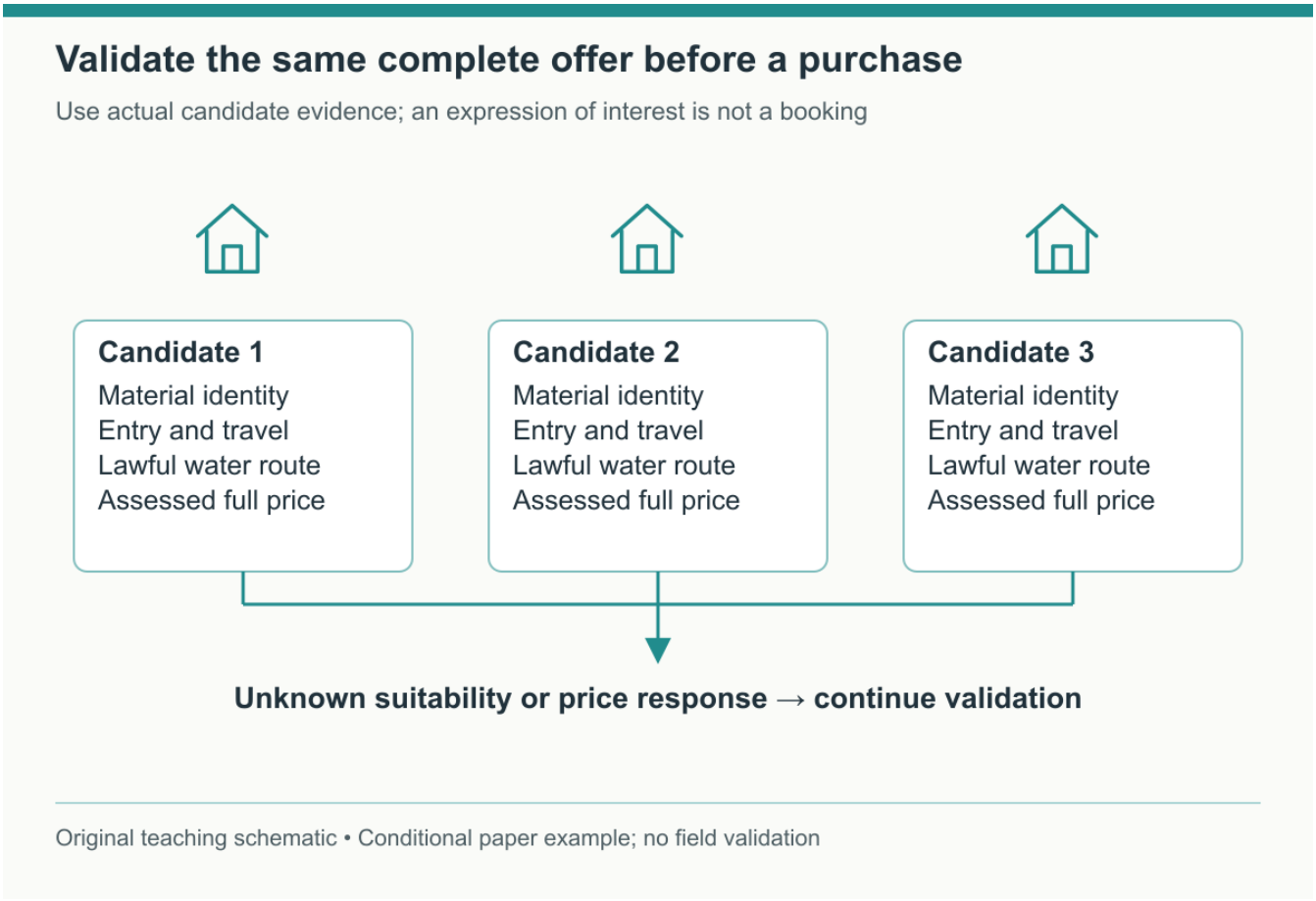
The example location is Lake Oswego, Oregon. Its official business-license page requires a license before operation and asks new applications to arrive thirty days before opening. Home businesses also face planning review. Oregon has no general sales tax, so Case C shows zero sales tax. This does not remove income, self-employment, local or other business obligations. Verify your exact address, entity, activities and current fees rather than copying this example into another city.

Oregon BOLI distinguishes carpet and upholstery cleaning from the janitorial classification discussed on its property-services page. That limited classification point is not a universal business-license exemption. Review the exact scope again if you hire workers, supply labor, add janitorial work or cross into another jurisdiction. Ask an insurer about property in your care, chemical/water damage, business vehicle use and tools in transit; do not assume a personal policy covers them.

Make wastewater an advance decision

The City’s 2024 regional notice lists filtered indoor bathtub/utility-sink disposal and verified sanitary-sewer cleanouts, and bans stormwater discharge and chemical wash water to septic. Before work, establish the actual drain/system, owner permission and the receiving authority’s conditions for the exact products and total planned volume, including rinse water (S07, S23). A drain’s appearance is not evidence; do not open a public manhole. No authority was contacted for this course and no disposal permission is claimed.

If no suitable on-site disposal is established, arrange a lawful receiving route and secure, leak-free transport capacity, or decline. “Biodegradable” does not authorize a street, planter, storm drain or yard discharge. The go decision needs three things together: lawful workable jobs, real customer willingness at a funded price and a demonstrated complete owner cycle. If any remains unknown, keep capital spending on hold.



Original discovery record. Candidate interest is not represented as a booking, and no actual households or sales are claimed.

Practice

Three neighbors like your idea, but none has supplied a carpet identity or accepted your price. Is that a purchase signal?

Worked answer

It is an invitation to continue validation, not a passed gate. Arrange permitted assessments, estimate the full cycle, verify disposal and present an explicit price with exclusions. Record responses. Do not count unassessed interest as three sales.

Sources: S04, S05, S06, S07, S08, S19, S23. Full links and limits are in the source register.

L03 Build and check a small equipment system

Choose a workable starter service. Practice allowance 35 minutes.

Produce: Create a model-specific kit, maintenance and transport record.

Use forms F03.

Choose the complete system

The selected example is the BISSELL Commercial BG10 with the separately supplied 30G3 hose and upholstery tool. The maker lists a 1.75-gallon solution tank, 12-amp power rating and no onboard heater.

Tap-water use does not make it a steam generator. The equipment choice is for a narrow learning lane, not a claim that this machine meets every carpet warranty or commercial specification.

Budget a suitable dry vacuum with the correct attachments, clean white test cloths, measured containers, sealed chemical storage, floor protection, furniture tabs or blocks when needed, containment and a screened wastewater route. Add signs and safe cord routing. An air mover can assist an established drying plan, but it cannot repair oversaturation, hidden moisture or unsuitable weather. Choose it by its own instructions and actual electrical plan.

Inspect before loading

Unplug before inspecting or cleaning the extractor. Look for damaged cord or plug, loose parts, leaking tanks or seals, clogged recovery components, dirty nozzles and a brush obstructed by fibers. A damaged or malfunctioning unit stays out of service. Learn the tank seating, recovery shutoff and flow indication in the exact instructions. Do not repeatedly spray to compensate for loss of suction.

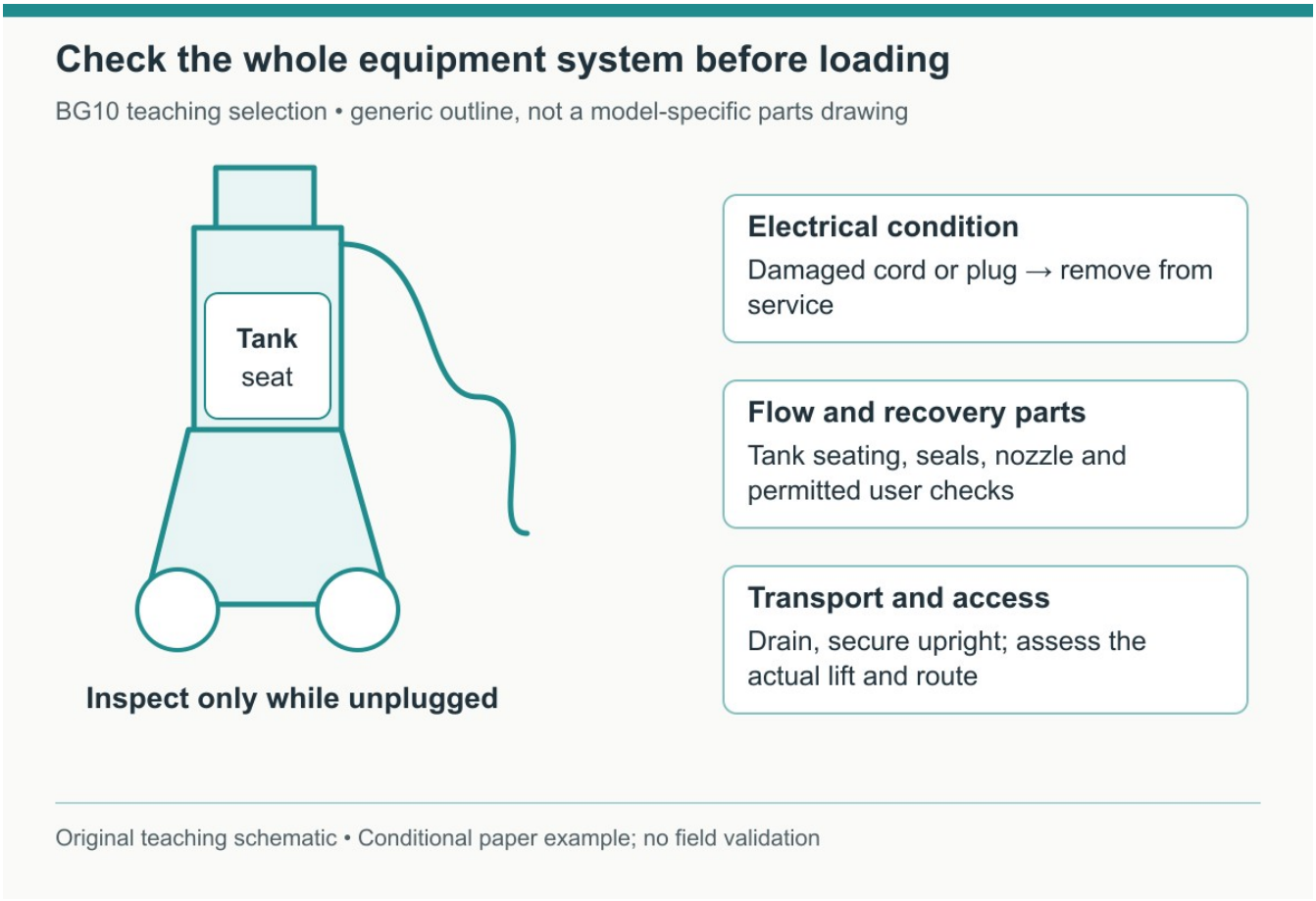
Read the current cleaner label and safety data sheet for the exact product and revision in hand. The lesson selects BISSELL Commercial 31B6 for the compatible carpet lane. Do not replace it with a household detergent or transfer the carpet dose to the chair. Product-specific protection, ventilation, storage and spill measures come from that label and SDS. Do not mix cleaners, bleach, deodorizer or an improvised neutralizer into the tank.

The manufacturer’s currently hosted domestic 31B6 SDS, effective January 20, 2023, identifies eye irritation. Avoid eye contact, keep the container tightly closed and away from children, and wash hands before eating. For eye exposure it directs immediate flushing with plenty of water for at least 15 minutes and medical attention if irritation develops or persists. Keep the complete SDS accessible. Its normal-use protection statement does not replace your assessment of splashing, wastewater handling or other products. The case’s gloves are a separate handling allowance, not a claim that this SDS mandates a particular glove.

Plan movement and power

Drain tanks before transport, keep the machine upright and secure equipment and chemicals so they cannot fall or leak. Assess the actual lift, thresholds, vehicle loading and parking. This starter job assumes single-level private access and no stair carry. If the empty unit is beyond your safe capacity, use a properly assessed loading aid, obtain qualified handling instruction or choose another method. Do not ask a customer to provide lifting help unexpectedly.

Use the machine’s intact grounding arrangement and a properly grounded compatible supply. Keep plugs and connections dry, route cords away from wet areas and exits, and stop for an uncertain outlet, damaged lead, tripping breaker or other electrical fault. An electrician resolves electrical questions. The customer must be able to move safely through the home while the work zone stays controlled. Rehearse all of this before the first booking.



Conceptual illustration of the selected system record. Applicable instructions and competent handling are still required; no inspection pass is claimed.

Practice

A cheap used BG10 runs, but its plug has a missing grounding pin and the dirty tank drips. What goes in your purchase decision?

Worked answer

Do not use it as-is. Obtain an authorized repair assessment and include repair, downtime and verification in the comparison. A low advertised price does not establish a safe serviceable system. Do not defeat the grounding arrangement or catch a leak with a towel during a customer job.

Sources: S09, S10, S11, S12, S21. Full links and limits are in the source register.

L04 Turn an inquiry into an assessable scope

Assess and agree the order. Practice allowance 35 minutes.

Produce: Gather the information needed for an honest assessment and provisional price.

Use forms F04, F07.

Ask for the job rather than a stain promise

Case C numbers and described outcomes in this lesson belong to the conditional paper comparison only. The combined chair service is not available until L10’s equipment gate is closed; no actual customer approval, work or payment occurred.

Ask for room dimensions, floor levels, carpet identification and age if known, cleaning history, visible damage, odors and any treatments already applied. Ask what furniture is expected to move, what remains in place and whether water, electricity, a sanitary disposal route and drying access are available. For upholstery, request the whole item, care tag and product identification. Photos help triage but do not establish fiber, hidden backing condition or safe method.

A useful first response is: “I can collect information about the two carpet rooms for an assessment once the carpet readiness checks are established. Please send approximate sizes, material records, access, parking, pets, past spot products and use deadlines. Upholstery is not currently offered; you may supply the chair identity for a future method/referral decision. I will not promise that every mark can be removed.” This is an unsent research draft, not a booking or promise of physical chair testing.

Keep privacy and access specific

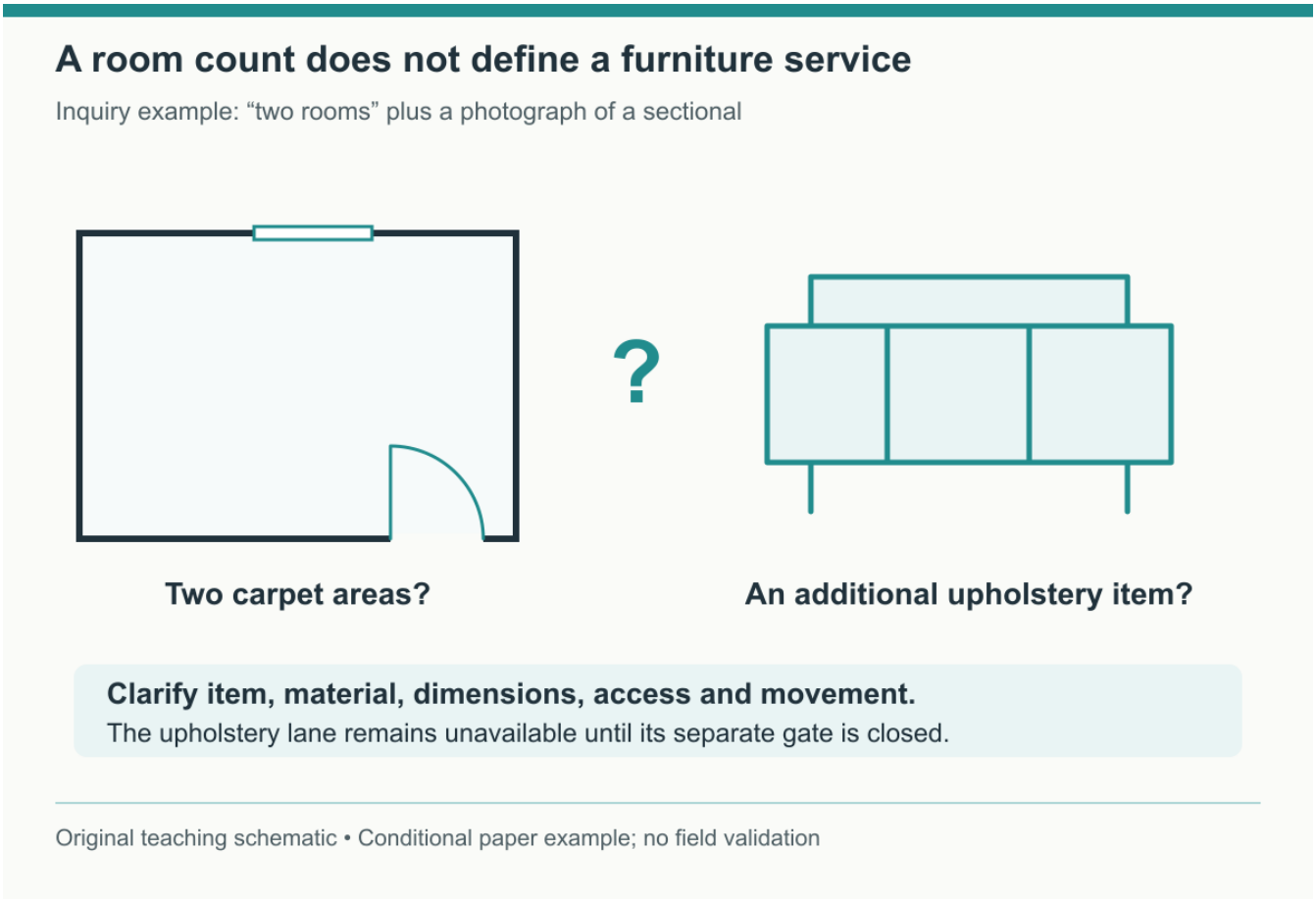
Obtain permission for entry and a contact who can authorize changes. Agree who secures pets and clears small belongings. Avoid collecting unnecessary household details. Photographs for the job record need a purpose and safe retention method. Separate that permission from any portfolio or marketing permission. A customer allowing a condition photo has not consented to its publication.

List delicate adjacent surfaces, loose seams, unstable furniture, valuables, children’s access and slip-prone hard-floor transitions. Decide whether the job can be served without heavy furniture movement. A dining table, sleeper sofa or bed is not an ordinary loose item simply because the customer calls the room empty. Show exactly which areas are excluded beneath furniture.

Confirm before scheduling

Give a provisional range only when assumptions are explicit. Explain that unidentified upholstery, restoration concerns, an unsafe power supply or a failed dry-down test can remove an item from the order. Do not take a nonrefundable payment on the implication that every material will pass. Agree a fair assessment or cancellation policy in advance and check applicable consumer rights before using it.

Case C starts with 12-by-15-foot and 10-by-14-foot rooms. The requested chair is separately assessed. The homeowner clears small objects and leaves heavy furniture outside the quoted accessible area. The fictional quote includes one return check by message, not unlimited stain treatment. A final scope record names the actual areas, methods, remaining-condition discussion, drying arrangements and price. It also names the person who accepted it and the date; a blank signature line is not acceptance.



Original inquiry illustration. No upholstery price or permission to test a customer item is inferred from a room count or photograph.

Practice

A customer texts “two rooms, $100?” but sends a picture of a large sectional. What do you clarify first?

Worked answer

Clarify whether the sectional is an additional item or simply furniture in a room, then obtain material, dimensions, access and movement expectations. Confirm whether the requested carpet area can be cleaned around furniture. Do not quote the sofa from the room count or imply furniture movement is included.

Sources: S01, S03, S13. Full links and limits are in the source register.

L05 Inspect carpet and separate soil from damage

Assess and agree the order. Practice allowance 45 minutes.

Produce: Draw a carpet condition map and select proceed, revise or refer for each area.

Use forms F05, F06.

Identify the textile and construction

Read available product and purchase records, the carpet manufacturer’s care instructions and relevant warranty conditions. A synthetic face fiber alone does not establish the backing, adhesive or

construction. Ask about prior water damage, reinstallation, cleaning and unusual treatments. Do not perform burn tests or destructive tests on a customer's floor. If identity or construction remains uncertain, narrow the service or refer.

The selected BG10 uses a powered brush. Some styles and conditions can be harmed by unsuitable brushing or repeated agitation. Check that the carpet's actual instructions permit this combination. The starter case uses documented ordinary synthetic cut pile in stable condition, without loose seams or moisture damage. It does not imply the same machine is suitable for shag, Berber, woven natural fiber, loose rugs or every manufacturer's warranty.

Map what cleaning can change

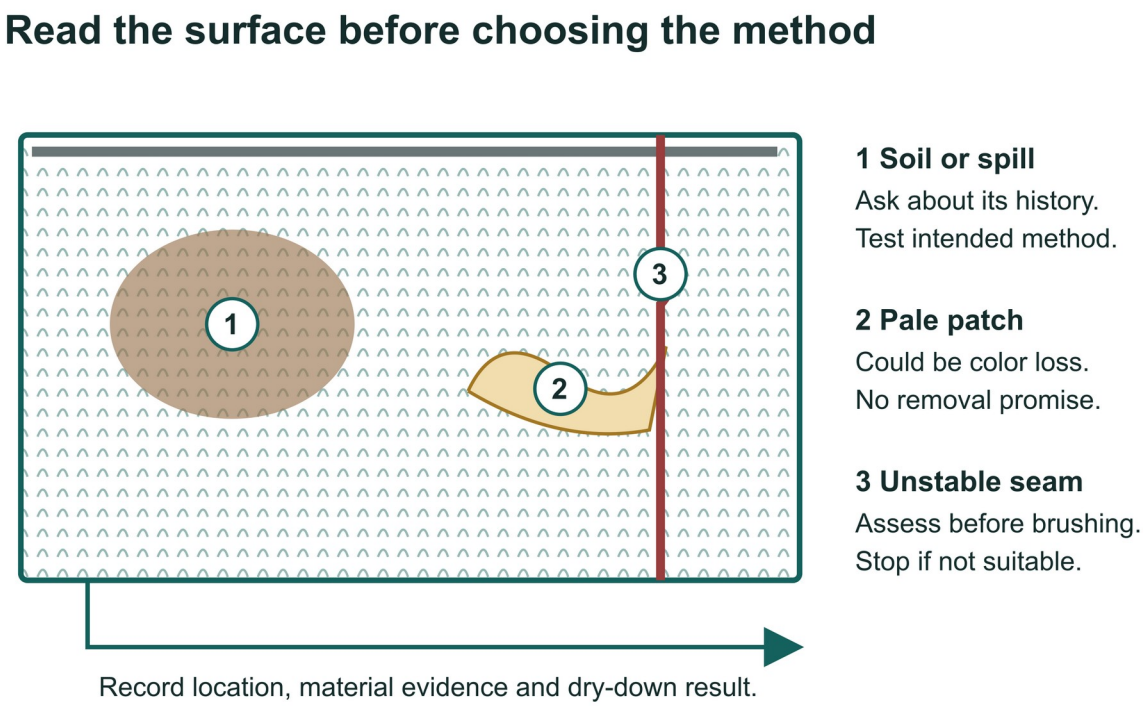
Walk the area with the customer before equipment. Mark traffic soil, discrete spills, apparent bleach/color loss, burns, pulls, seam problems, ripples, preexisting delamination signs and edges. Record each mark's location and condition photograph if permitted. Ask what was spilled and what was applied. A brown patch is not automatically coffee; a lighter patch may be missing dye rather than removable soil.

Explain the difference between a spot that is removable material, a stain that has changed the fiber's color and physical damage. You may not know the final result until assessment and cleaning. Agree to perform the appropriate routine method within limits, not to make all areas match an unused closet. Record uncertain marks honestly. Do not scrape, scrub, increase chemistry or saturate a questionable area to make a sales promise come true.

Pretest and wait for the result

Choose a small inconspicuous representative location approved for testing. Use the intended product, concentration and method; check a white cloth for transfer and inspect color, texture and construction. Allow the test to dry before judging it. Also test a material or trim that differs from the main field. No transfer while wet does not guarantee no dry ring, texture change or later effect.

Stop for dye transfer, distortion, unexpected odor, unstable backing, a leak or a result you cannot explain. Record the area and proposed alternative, and obtain agreement before any reduced service. A passed local test is evidence for that location under those conditions, not a warranty for the whole carpet. If a failure appears during work, stop rather than citing the earlier passed test. The useful output is a condition-and-decision map, not a page full of reassuring check marks.



A top-down carpet map marks a soil patch, pale color-change patch and unstable seam. Each observation leads to a different assessment decision, without promising removal.

Practice

A pale patch does not transfer onto a damp white cloth and does not change during a limited test. Should you keep increasing cleaner?

Worked answer

No. Lack of change may indicate color loss or other damage, and a nontransfer result does not identify it. Document the limitation, discuss it with the customer and stay within the selected method. Seek specialist assessment if needed. Stronger chemistry is not a diagnosis.

Sources: S01, S03, S14. Full links and limits are in the source register.

L06 Approve upholstery by instructions and dry down evidence

Assess and agree the order. Practice allowance 45 minutes.

Produce: Make a textile compatibility decision and retain a separate unresolved equipment gate.

Use forms F05, F06.

A cleaning code is a starting point

Find the tag and identify the furniture and fabric. Read both the furniture maker’s restrictions and the fabric maker’s instructions. W generally points toward water-based spot care, but it does not universally approve whole-item extraction. La-Z-Boy’s published W instructions specifically do not recommend hot-

water extraction. Do not resolve that conflict by pointing to the extractor manufacturer's generic W/WS guidance.

For this course, the extraction example is identified Crypton Home fabric on a chair whose furniture instructions do not add a conflicting restriction. Crypton's care PDF separately describes extraction and recommends clear hot water in the machine. That is a material-specific example. It does not authorize extraction of every performance fabric, coated fabric, faux leather or furniture advertised as pet-friendly.

Assess all parts of the piece

Inspect seat, back, arms, underside, seams, piping, trim, cushion backing and concealed areas. A uniform-looking chair may contain different materials, dyes, adhesives or backing. Look for unstable fabric, weakened seams, existing water rings, wear and previous products. Keep covers on unless the actual manufacturer expressly permits separate removal and laundering. A zipper is not a washing instruction.

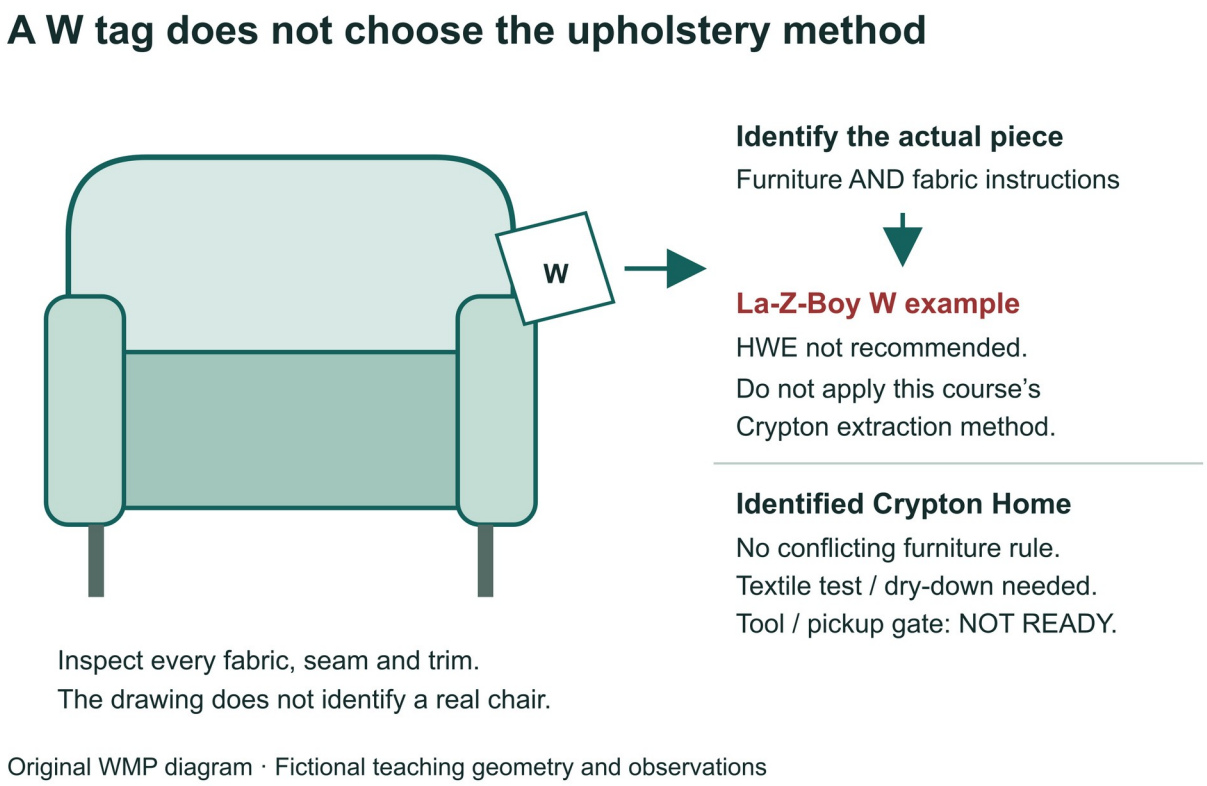
Ask about current moisture, odors and contamination. Decline mold, sewage, infestation and unknown contamination in this starter lane. A pet accident may involve cushion fill, frame or floor and requires a different assessment from routine surface soil. Do not promise to remove the source with a quick upholstery pass. Expensive, sentimental, unidentified or unstable pieces belong with a competent specialist.

Design an observable test

Stop before any physical chair test in this selected system: L10's BG10 + 30G3 instructions and pickup-verification gate is unresolved. Plan and record the required test on paper; obtain the exact current procedure and competent supervision before conducting it. A textile care PDF alone is not the equipment procedure.

Agree an inconspicuous test on each relevant material. Vacuum first as appropriate. Use the exact intended clear-water extraction method for the Crypton example, with a clean tool and controlled application. Check for transfer, discoloration, rings, pile or hand changes and seam behavior, then allow complete drying and inspect again. Record location, method, time and result. Do not put a heater against the piece or soak a hidden area to accelerate a decision.

A passed test must be paired with a workable whole-piece plan. Decide which connected panels need uniform treatment, how moisture will be recovered, how cushions will be supported without wet contact and how the household will keep the chair out of use while it dries. If the proposed chair cannot dry before an essential use, reschedule or decline. The client's willingness to accept "all risk" does not turn an unsuitable method into suitable work.



Material care permission is only one gate. The selected BG10+30G3 changeover/pickup procedure remains NOT READY; do not sell/test/perform upholstery from this diagram.

Practice

A W-tagged La-Z-Boy recliner passes a tiny water test. May you use the Crypton extraction sequence on it?

Worked answer

No. The actual maker's W guidance does not recommend hot-water extraction. A test does not override that restriction. Explain the difference and refer for an appropriate assessed professional service; do not apply the Crypton instructions to another textile system.

Sources: S02, S13, S15. Full links and limits are in the source register.

L07 Measure scope stock and the complete water flow

Assess and agree the order. Practice allowance 40 minutes.

Produce: Keep area, concentrate stock, marked-cap dosing and a capacity/discharge water ledger separate; expose unresolved values.

Use forms F08, F07.

Measure what will actually be cleaned

Measure rectangular areas in feet and multiply length by width. Split an L-shaped area into nonoverlapping rectangles. Mark any heavy furniture footprint left in place and avoid counting it twice. Record whether the quote covers open accessible carpet or the full measured floor. Room-count

packages still need size and condition limits. The case has 180 plus 140, or 320 square feet of accepted accessible carpet.

Count upholstery by the actual piece, panels, cushion surfaces and construction, not a carpet square-foot conversion. Case C has one small chair: seat top, inside back, two inside arms and two outer sides. Its underside and concealed construction are inspected, but the agreed cleaning surfaces are recorded separately. Do not silently add an ottoman or loose cushions brought in after arrival.

Use the exact marked measure not a recipe from the invoice

The BG10 manufacturer-authored guide specifies clean water at the tank's FILL line, then two clean-tank-cap measures filled to the cap's marked line for each full water tank (S11 p 5); the current maker page corroborates two capfuls (S09). The selected compatible formula is 31B6 (S10/S11). This is a model-specific marked measure, not the bottle lid, a partial-tank ratio or a universal fl oz rate. Check the actual current machine guide, physical product label and SDS together; a conflict or unreadable/missing mark is a STOP. Do not assume the nominal tank specification equals water to its mark.

Case C retains 24 fl oz as its fictional comparison-column concentrate inventory total: 128 purchased − 24 issued = 104 fl oz left. It is not derived from 320 sq ft and does not prescribe 24 fl oz on any carpet. A separate proposed six-full-fill capacity exercise calls for two marked cap measures at each fill, twelve marked measures in total. The current cap-mark volume and complete physical label were not established here, so the 24 fl oz entry is NOT reconciled to those twelve measures. No one is instructed to use 4 fl oz per fill or assume a 2 fl oz cap. Resolve that measurement against the actual instructions before preparing solution; change the physical plan and recost if the observed total differs. Do not alter the historical teaching baseline to hide the discrepancy.

Work the complete paper water ledger

This capacity exercise is deliberately conditional, not a coverage rate or a tested fill plan. It assumes six carpet fills, each with 1.50 US gal of clean water measured to the actual full-tank water mark: 9.00 gal water in all. That 1.50 gal mark volume is an unverified teaching assumption, not a filling instruction. Carpet concentrate adds 24/128 = 0.1875 gal only in the arithmetic ledger. The proposed total carpet mixture is therefore 9.1875 gal; do not put a nominal 1.75 gal of water in the tank and add concentrate on top.

A separate hypothetical chair tank charge is 1.00 gal clear water (no concentrate), blocked by L10. Allow another 1.00 gal for hose/tool changeover and pickup verification, and 1.00 gal for final tank/tool care. Those rinse allocations do not specify a flushing or pickup-test procedure; use only an established maker procedure and measure the real quantity. Paper clean-water demand is 12.00 gal; including concentrate, liquid input is 12.1875 gal. Carpet recovered liquid is assumed 8.40 gal, chair recovery 0.80 gal and collected rinse water 2.00 gal: 11.20 gal total effluent. The remaining 0.9875 gal is a paper balance allowance for liquid retained on/within textiles or awaiting evaporation, not evidence of acceptable wetness or drying. No unaccounted spillage, leftover solution or loss is assumed. Add each if it occurs.

Control capacity and the receiving route

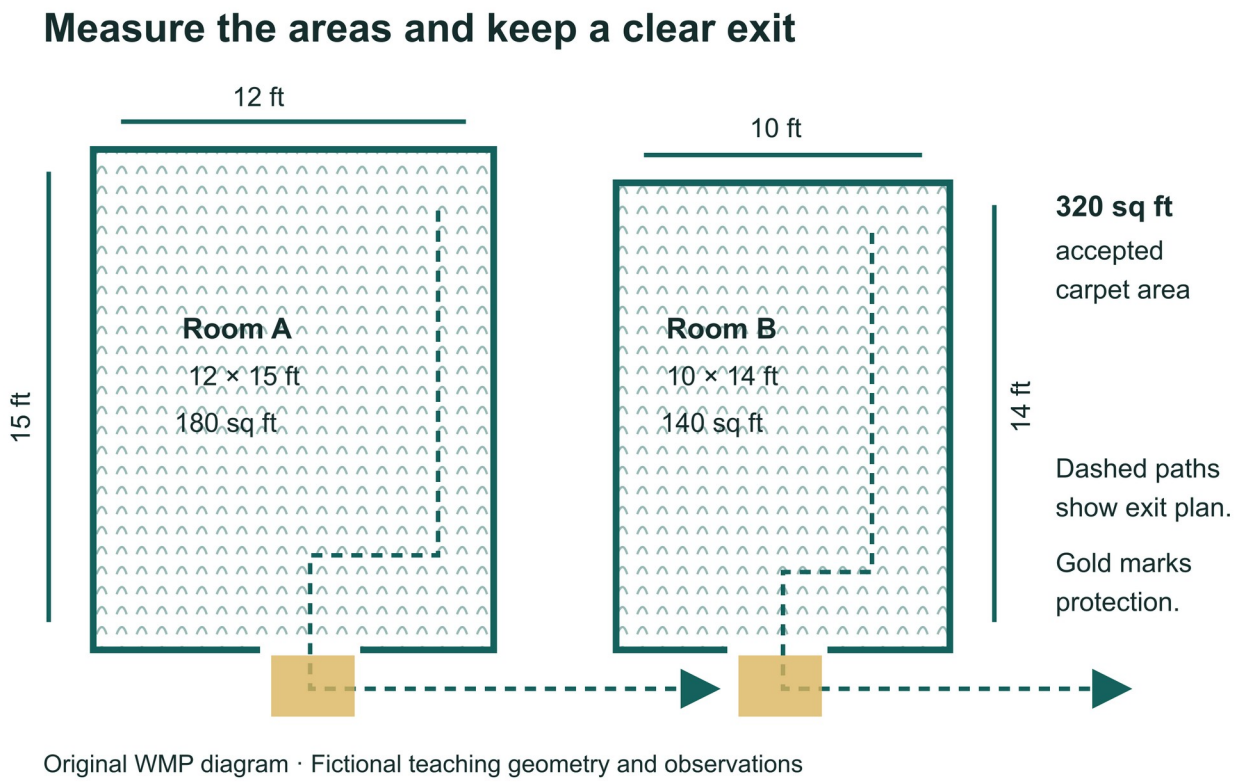
The maker's brochure lists a nominal 1.75 gal solution tank and 2 gal recovery tank (S24). Actual marks, required headspace and shutoff control; specification capacity is not permission to overfill. The paper plan assumes six separate carpet recovery empties of 1.40 gal each and one chair empty of 0.80 gal, never more than 1.40 gal held from those passes. Empty earlier if the actual tank mark/float, foam or recovery behavior requires it. Stop spraying if recovery weakens; a motor sound alone does not prove pickup. Collect the two rinse gallons separately through the same permitted route.

Proposed on-site contingency containment is four suitable secure 4-gal containers limited to 3 gal each: 12 gal usable for 11.20 gal paper effluent. Suitability, headspace, safe handling, full-kit cost and actual usable capacity remain to be verified; no full-container carry or vehicle transport is authorized by this example. If onsite discharge is unavailable, do not begin until lawful receiving and transport arrangements cover the measured waste; hold/decline if they do not. For any site, record verified sanitary connection, owner permission, exact product/volume receiving conditions and solids filtration. No storm drain, street, ground, rain garden or chemical septic discharge (S07/S23).

Buy packs but expense consumption once

The teaching purchase is one 128-fluid-ounce jug at the observed manufacturer list price of $39.95, plus an invented $16 pack of 40 protective pads and $12 box of 100 gloves. These purchases total $67.95 before any actual delivery charge; the example assumes none. The stock unit costs remain full precision. Twenty-four ounces cost $7.490625, four pads $1.60 and four gloves $0.48, totaling $9.570625 consumed.

The bank pays $67.95 once. Economic job costing recognizes $9.570625 of stock use and leaves $58.379375 of purchased stock value. Paying both $67.95 and $9.57 as separate job cash outflows would count stock twice. If a jug is spilled, record the loss in inventory and economic cost; do not hide it inside useful cleaning use. Buy another whole jug only when the issue plan and reserve stock require it. The example price is dated, not a supplier quote or recommendation to purchase.



Original WMP diagram · Fictional teaching geometry and observations

Two rectangles are drawn at one common scale of 30 pixels per foot. Room A is 12 by 15 feet and Room B 10 by 14. They total 320 square feet. Dashed route lines illustrate leaving an exit; this is not the actual customer floor plan. Area geometry is a scope example, not a solution-usage rate. See L07/F08 for the conditional complete water ledger and unresolved dosing gate.

Practice

The stock column says 24 fl oz. Six proposed carpet fills each require two marked tank-cap measures. Is that proof of a 4 fl oz dose per tank? What liquid volume must the paper disposal plan cover?

Worked answer

No. Twelve marked measures must be reconciled with the actual cap, current guide and physical formula label; 24 fl oz stock depletion cannot define a dose. The six-fill/1.50-gal mark assumption is conditional too. The paper balance has 12.1875 gal total liquid input, 11.20 gal collected effluent and 0.9875 gal retained/evaporation allowance. Neither that balance nor the unchanged $405 scenario closes the technical or drying gates.

Sources: S09, S10, S11, S21, S22, S23, S24. Full links and limits are in the source register.

L08 Price the complete owner cycle and preserve the accepted plan

Assess and agree the order. Practice allowance 50 minutes.

Produce: Create a funded estimate with an immutable dated comparison baseline.

Use forms F07, F11, F13.

Build the job rather than copy a room price

Case C numbers and described outcomes in this lesson belong to the conditional paper comparison only. The combined chair service is not available until L10’s equipment gate is closed; no actual customer approval, work or payment occurred.

Start with all owner time: inquiry, assessment, preparation, loading, outward travel, protection and vacuuming, tests, both cleaning processes, handoff, return travel, wastewater and equipment care, admin and included follow-up. Case C’s accepted plan allows 390 minutes. Its eventual actual is 420. A three-hour on-site visit is not a three-hour business cycle. Value owner time at a chosen target that you test against the local market; the case uses an invented $30 per hour.

Add actual direct job cash such as fuel and a receiving charge, consumed stock, economic vehicle wear beyond fuel, reusable equipment allocation and a reasonable overhead allocation. Allocations help assess a price but are not second payments. Keep financing and purchases in the cash plan. The case uses $18 job cash, $10 economic vehicle cost, $12 equipment allocation and $20 overhead allocation. A rental alternative replaces the ownership allocation and adds collection time; it is not free access to equipment.

Keep revenue and money received distinct

Case C quotes $405 service revenue. Its Oregon teaching tax rate is confirmed zero. A fictional processor charges 3% of actual gross receipts plus $0.30 per payment, so one full payment costs $12.45. Do not treat a tax collection as revenue. Elsewhere, establish the taxable scope and destination rate before quoting; the planner’s editable rate is a calculation input, not a legal determination.

A deposit reduces the remaining balance; it does not add a second sale. Two equal receipts at this example fee rate total $12.75 because the fixed component applies twice. A refund reduces the sale and its tax share according to the agreed treatment, while the original fee may remain paid. Use actual processor terms. This course assumes retained original processing fees and no extra refund fee.

Record payment dates and outstanding balances, rather than pretending a completed service is fully paid.

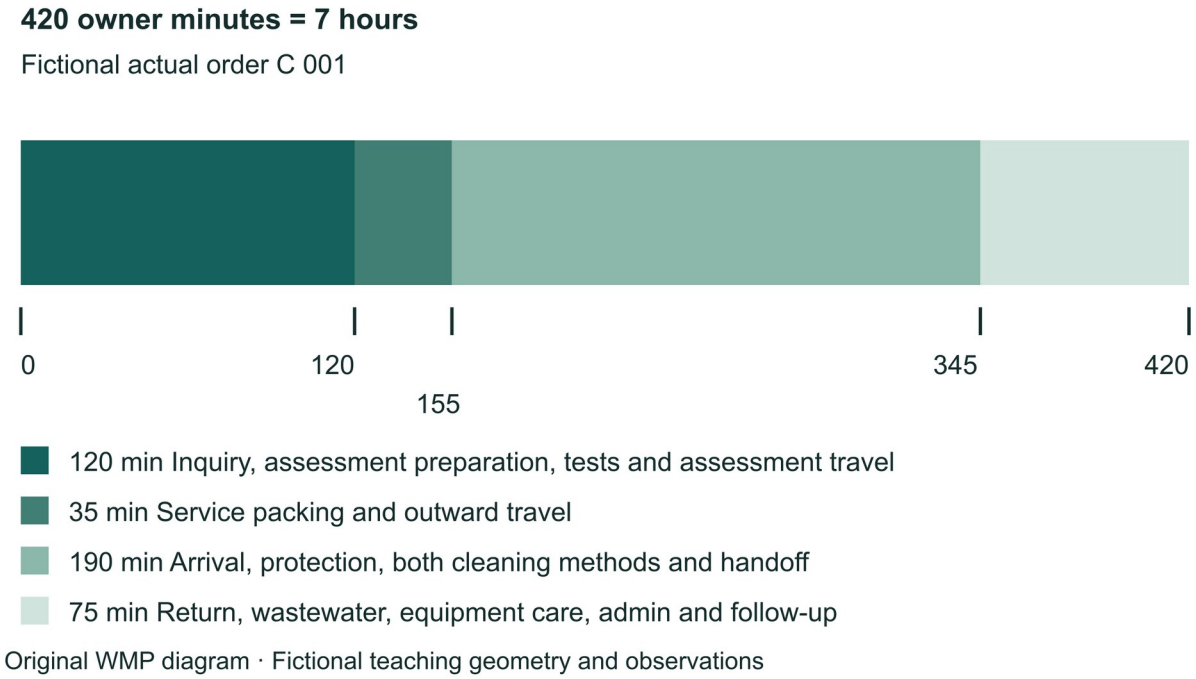
Make the economic and cash decisions separately

The accepted estimate's costs total $275.7721875, using 390 owner minutes and 20 ounces of cleaner plus the same pads and gloves. Its planned remainder is $129.2278125 before a $25 business reserve designation. Preserve the accepted price, minutes, costs, scope and date as static values or a dated file. Do not link accepted values to live inputs; a later edit must not erase the comparison.

Actual Case C costs total $292.020625. Revenue less those costs is $112.979375, or $112.98 displayed, before the reserve designation. After earmarking $25, the management remainder is $87.979375, displayed $87.98, before personal/business income taxes not modeled here. This is not owner wages or accounting net income: owner labor has already been valued in the model. The $25 remains in the bank and is not a tax deduction merely because you call it a reserve.

Confirm willingness at the complete scoped price before major spending. If the customer will pay less than a sustainable price, change a real cost or scope, improve measured productivity without rushing, target denser travel, or decline. A spreadsheet cannot establish demand. Do not lower the owner-time input until the price looks profitable.

Count both visits and the work around them



A proportional 420-minute bar includes the separate pretest visit and its travel. Of seven total owner hours, 190 minutes are the service-day on-site block; 230 minutes are other work. Elapsed unattended drying is not billed as owner labor.

Practice

At the same $405 price, an extra 90 owner minutes are needed and nothing else changes. What happens to the actual after-reserve remainder?

Worked answer

Ninety minutes at $30 an hour adds $45 owner value. The unrounded $87.979375 falls to $42.979375, displayed $42.98. The bank does not automatically pay that additional labor value, which is why an unchanged bank balance does not prove healthy earnings.

Sources: S06. Full links and limits are in the source register.

L09 Clean compatible carpet with controlled application and recovery

Deliver and hand over the cleaning. Practice allowance 50 minutes.

Produce: Rehearse a model-specific carpet route with stop conditions and a recoverable exit.

Use forms F09, F06.

Prepare the work zone

Begin only after the signed scope, compatibility evidence and dry-down tests are accepted. Walk the exit route, protect adjacent hard floors from drips, control access, remove agreed small items and thoroughly dry-vacuum with a carpet-compatible tool. Keep unapproved furniture in place and show its excluded footprint. Protect any approved furniture contact according to the flooring and furniture needs. A wet carpet must not transfer finish or rust from a leg.

Work from the farthest practical point toward an exit. Keep cord and machine movement from dragging across wet areas, furniture or trim. Use the actual grounded supply and machine instructions established in the kit lesson. Do not operate in a room containing unsuitable flammable vapors or with wet electrical connections. Keep children and pets outside the controlled zone; the customer is responsible for the agreed separation, and you stop if it fails.

Use the chosen machine sequence

For the established compatible carpet lane, use the actual BG10 water mark and two marked clean-tank-cap measures per full fill only after current label/guide compatibility is reconciled (L07). The maker page describes slow forward/back wet passes, then forward/back recovery with the trigger released. Avoid repeated saturation (S09). Record actual fills and recovery; the six-fill water example is an unverified capacity exercise, not a square-foot coverage rule.

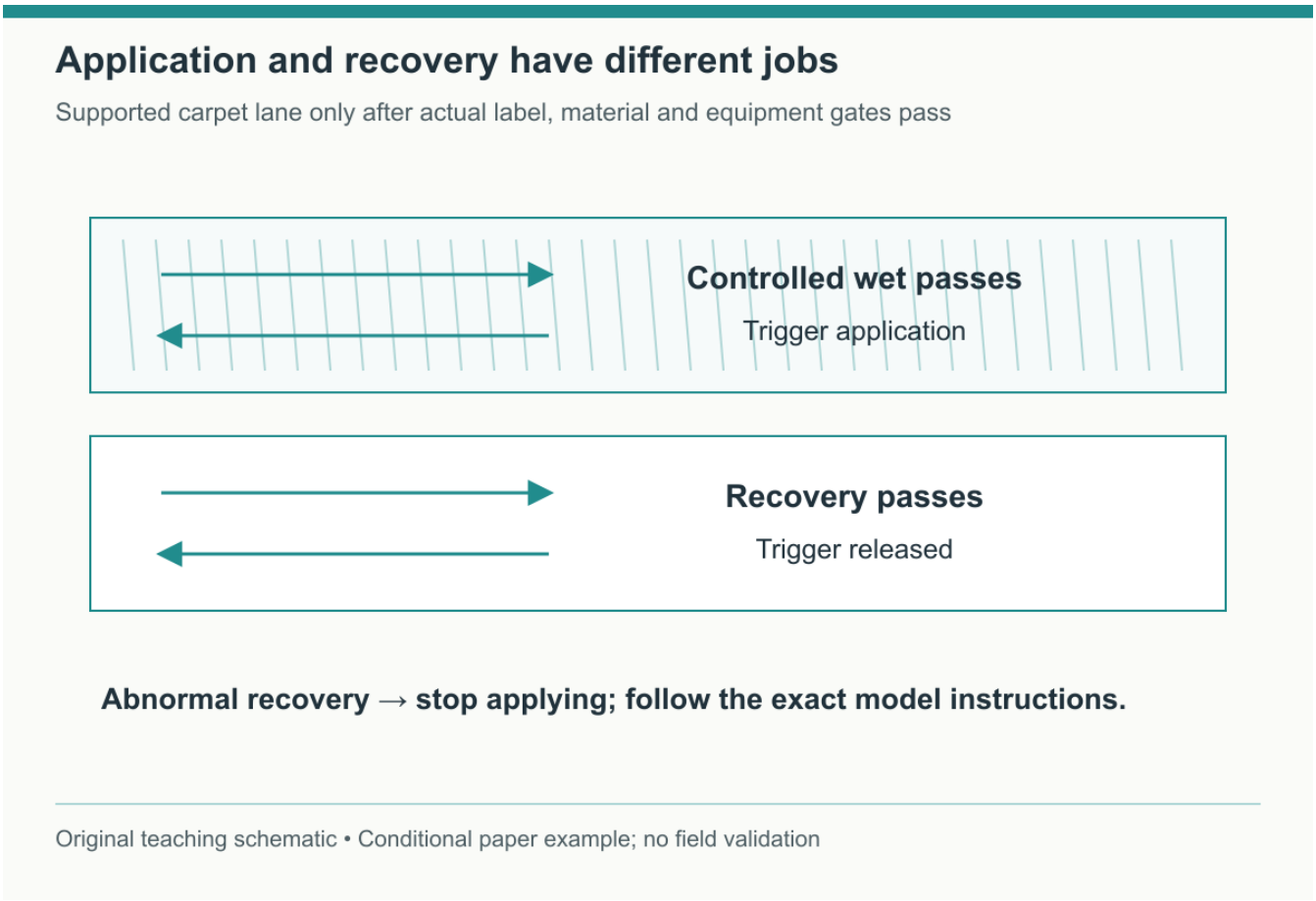
Watch recovery and material behavior continuously. A flow indication change, full recovery tank, weak suction, leak or unusual foam means stop and investigate according to the machine instructions. Do not keep applying solution to an area that is not recovering normally. Switch off and unplug before dealing with an obstruction. Never bypass a shutoff or open electrical components. Empty the recovery tank through the established disposal route and refill only as instructed.

Judge the area before adding work

Inspect completed sections under useful light. Avoid chasing a remaining stain with extra water or stronger chemicals. Compare it with the recorded preexisting condition and test evidence. If it does not

respond within the selected routine method, report it as remaining and seek a specialist decision where appropriate. A worn traffic lane may still look different after soil is removed. That does not automatically mean the work was missed.

Keep a short batch and route record: section completed, fills used, recovery behavior, anything unusual and the stop/revise decision. Case C cleans 320 square feet and leaves a preidentified pale color-loss patch visible. The customer had accepted that limit before cleaning. This is a fictional outcome, not evidence that the same passes dry every home adequately. Inspect for unusual wetness and implement the drying plan before leaving the zone. A machine run is not finished service until recovery, drying, disposal and handoff have been addressed. In v 2, the preserved Case C comparison is a conditional desk model. It does not prove that its six proposed fills or 24 fl oz stock entry are physically reconciled.



Sequence reflects the existing selected carpet lesson, not a new pickup test, dosage, fill count, pass speed or upholstery procedure.

Practice

The extractor stops recovering normally halfway across a strip, but you still have solution. Should you finish that room first?

Worked answer

No. Release the trigger, stop and follow the exact model's troubleshooting and unplugging instructions. Check the permitted user-service items such as correctly seated tanks or a full recovery tank. Remove the machine from service if the problem persists. Continuing spray risks oversaturation and damage.

Sources: S09, S11, S14. Full links and limits are in the source register.

L10 Resolve the upholstery equipment gate before sale or work

Deliver and hand over the cleaning. Practice allowance 45 minutes.

Produce: Record NOT READY until exact BG10 + 30G3 changeover, connection and water-pickup verification evidence is obtained and demonstrated.

Use forms F09, F06.

Keep the selected upholstery lane unavailable

UPHOLSTERY NOT READY: do not advertise, quote as available, accept payment for, test on a customer item or perform BG10 + 30G3 upholstery extraction until the exact current connection, clean-water changeover, spray and water-pickup verification instructions are available, reconciled with the textile instructions and demonstrated under competent supervision. The public sources checked here do not close that gate.

The 30G3 maker page identifies it as the BG10 accessory (S22). The current BG10 page describes the smaller solution connection followed by the larger suction-hose latch connection; both lock by clockwise movement. It also describes trigger application followed by trigger-released recovery (S09). These public facts are useful for identification, but they are not a complete currently supplied attachment procedure. Do not substitute a similar household Big Green model's diagrams or a distributor's instructions for the exact unit.

Name exactly what the research did not establish

On November 20, 2026 the current maker User Manual link again opened a one-page brochure, not the operating manual. The older manufacturer-authored 10N2 guide (S11, Rev 7/11) lists 30G3 but lacks a complete attachment operation section. An official customer-service video titled "CONNECTING THE HOSE 30G3 TO YOUR BG10" was found, but its playable contents/transcript could not be inspected; it is not treated as watched evidence (S25). No support contact was made.

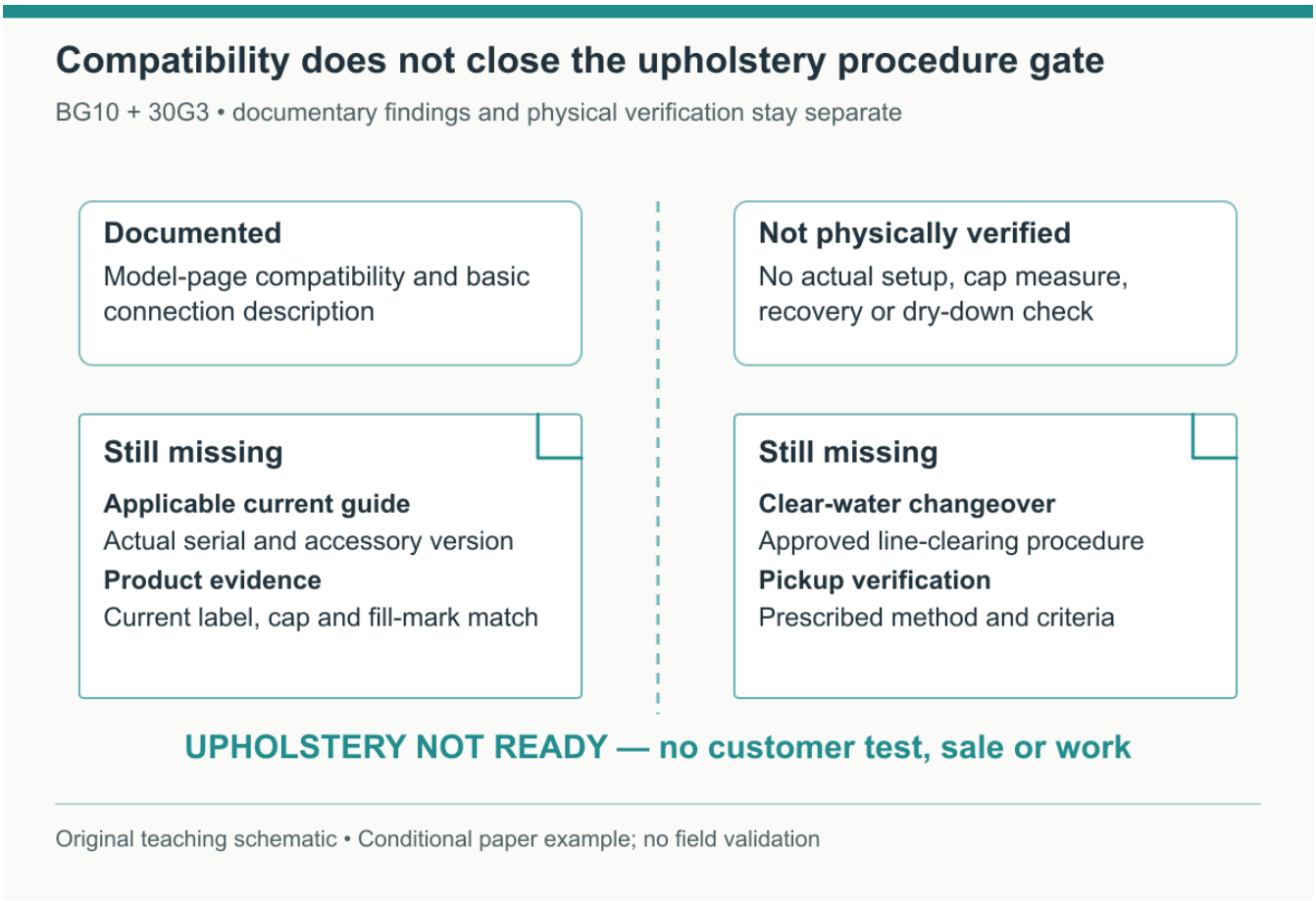
The missing evidence includes the exact applicable ports/latches and any required configuration; permitted pressure-release/disconnection sequence; an approved way to remove carpet chemistry from tank, supply line and tool for the clear-water lane; and the exact controlled water-pickup verification method and pass/fail criteria. This course supplies no improvised bucket-suction test, priming sequence, flush duration or chemical-neutralization claim. A full recovery tank, absent pickup, leaks or unexplained foam are stop conditions, never a reason to continue spraying.

Close the gate with observable evidence

Obtain the current BG10 and 30G3 instructions for the actual serial/version and reconcile them with the physical formula label/SDS and furniture/fabric care. Under a competent cleaner's supervision in an expressly authorized compatible practice setting, demonstrate the documented connection, secure fittings/no leaks, prescribed spray, recovery and clear-water changeover. Record the source/version, precise steps, measured rinse water and observed water-pickup result in F09. Verify water is actually recovered as the exact method requires; sound or a moving indicator alone is insufficient. Do not write PASSED before the procedure and observed evidence exist.

Crypton Home's fabric guidance recommends clear water for its identified fabric, even treatment of connected surfaces, moisture removal, full drying and post-dry vacuuming (S02). It does not resolve the missing BG10 + 30G3 equipment instructions. Generic BG10 pretreatment text also does not authorize adding a carpet spot chemical to the Crypton clear-water lane. If exact reconciled instructions cannot be

obtained, retain carpet-only scope or refer upholstery to an appropriately competent provider. Do not silently change the $405 combined desk scenario into a live carpet-only price.



The diagram is an evidence map, not a hose-connection, flushing, dosing or pickup-test instruction. Physical verification was not performed.

Practice

The chair identity and dry-test plan look acceptable, and the product page shows clockwise hose connections. May you sell the combined $405 order or test the chair now?

Worked answer

No. Material suitability does not close the equipment/changeover/pickup-verification gap. Mark upholstery NOT READY, obtain the exact applicable instructions and demonstrate them under competent supervision before any customer test, sale or work. The combined Case C numbers remain a paper comparison. A carpet-only offer needs its own complete assessment and estimate.

Sources: S02, S09, S11, S15, S22, S24, S25. Full links and limits are in the source register.

L11 Finish drying disposal and the customer handoff

Deliver and hand over the cleaning. Practice allowance 40 minutes.

Produce: Leave a specific drying and remaining-condition record with a lawful waste record.

Use forms F10, F11.

Drying is part of the job

Case C numbers and described outcomes in this lesson belong to the conditional paper comparison only. The combined chair service is not available until L10's equipment gate is closed; no actual customer approval, work or payment occurred.

Drying depends on what was wetted, recovery, construction, room conditions and airflow. Do not promise a universal hour count or immediate dryness. Before work, agree how the household will keep cleaned areas out of use and maintain suitable ventilation and room conditions. Air movement may help, but do not aim at loose belongings, leave unsafe equipment or overload a circuit. Windows are a conditional choice depending on outdoor conditions and security.

At handoff, check representative sections and any suspect area for unusual dampness and compare with the planned condition. Surface touch alone cannot prove a cushion core or carpet backing is dry. If recovery or drying is abnormal, remain accountable: stop additional wet work, inform the customer and arrange qualified assessment. Do not conceal an oversaturation concern behind a longer generic drying estimate. Do not sell routine cleaning as moisture restoration.

Close the water route

Before any discharge, record the actual verified sanitary connection, property-owner permission and the receiving authority's conditions for the products and full measured volume, including rinse water. Filter solids and keep them out of the drain. Case C merely proposes 11.20 gal effluent to a sanitary-connected utility sink; system verification and acceptance for that product/volume are unresolved paper conditions. It is not municipal approval or permission for a learner's job (S07/S23).

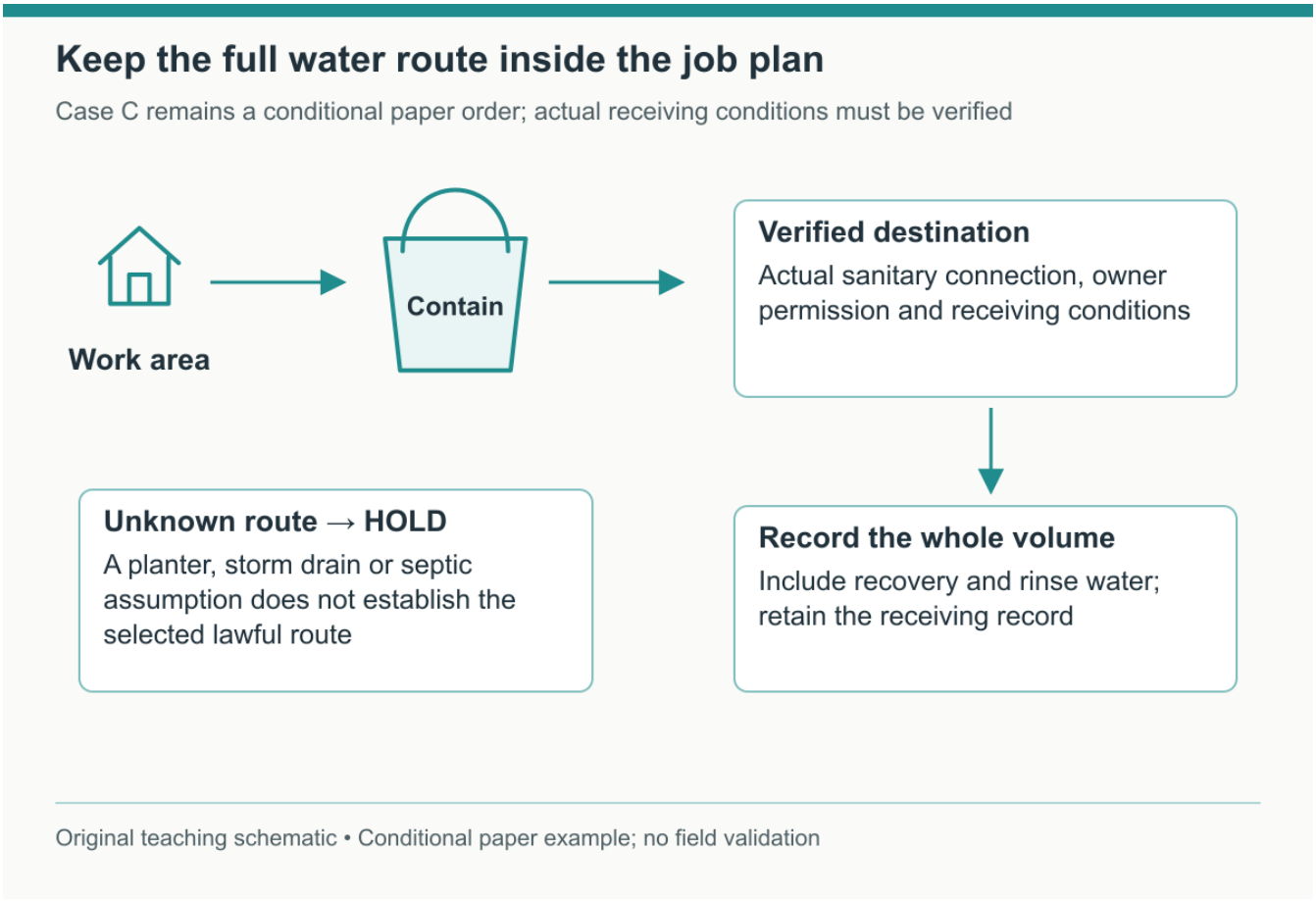
Never pour water into a street drain, rain garden or yard. Do not use septic for chemical carpet wastewater under the cited local guidance. If the destination changes or contamination is discovered, stop discharge, contain the water and obtain the relevant authority's direction. Transport containers must be secure and leak-free. Equipment rinse water follows the same established route. Cleaning a machine does not make its wash water stormwater.

Make acceptance useful

Walk the agreed areas with the client. Point out improvement, any remaining marks, preexisting damage and any change in the work. Ask the customer to confirm the specific delivered scope rather than sign away all rights. Give a written price and payment receipt, drying restrictions, follow-up contact and what follow-up includes. A clear acceptance record helps both parties distinguish a missed area from an excluded damaged patch.

Case C uses a next-day message to confirm drying and appearance, with a further check if a concern is reported. This time is part of the 420-minute owner cycle. Do not call the chair dry simply because the appointment ended. The customer's later fictional dry-down response is labeled as such. Wash and dry equipment by the maker's instructions, inspect it, replenish the kit and separate dirty from clean textiles before the next job. A rushed second booking must not turn the first home into your equipment-storage or drying site.

Assign the post-dry vacuum step before booking. In Case C, the homeowner has a suitable, maker-compatible dry vacuum and upholstery attachment, receives the instructions and agrees to vacuum the carpet and chair only after they are fully dry. Use the correct attachment and material-specific brush guidance; never use the carpet floor head on the chair. The next-day message asks whether drying and this agreed step are complete. If the household cannot do it, arrange and price a return or another suitable plan before accepting the order. Do not leave an unnamed task or silently assume free operator travel.



No actual system, destination or discharge was verified. The diagram summarizes the lesson's planning gate, not a universal disposal authorization.

Practice

The owner suggests dumping in a planter because the cleaner is biodegradable. What is the response?

Worked answer

Decline that disposal route. Biodegradability does not authorize stormwater or ground discharge. Use the already established lawful sanitary route, or contain the water and arrange an authorized destination before proceeding. Explain this before the job so it is a service condition, not a surprise.

Sources: S07, S08, S16, S23. Full links and limits are in the source register.

L12 Find customers for the actual cleaning offer

Find customers and run the business. Practice allowance 50 minutes.

Produce: Build an unsent two-week outreach plan and a matching-population lead log.

Use forms F12, F01.

Return here during the second short route stage

Read this lesson with L02 before purchasing equipment or advertising. Use F12 first for permitted discovery, not promises to perform. Later, when an actual offer is ready, use the same log for a small

attributable campaign; preserve the distinction between interest, assessed willingness and a paid booking.

Show the service honestly

Start where the material and access can be understood: existing personal contacts who permit an assessment, neighborhood associations that allow service notices, independent house cleaners who do not offer extraction, and property professionals who can refer suitable occupied homes with proper authority. Ask permission before placing a notice or contacting a group. Property managers often need vendor insurance and access procedures; do not assume their interest is a purchase order.

A usable discovery profile reads: “I’m preparing small carpet-cleaning visits in a compact Lake Oswego service area, limited to assessed compatible synthetic installed carpet. Proposed scope includes written boundaries, access protection and a drying handoff. No upholstery service at present; no delicate rugs, restoration or guaranteed stain removal. May I ask about room sizes, current needs and willingness to consider an assessed price once readiness is established?” Replace location/capability with verified facts. This is an unsent research draft, not an active service claim.

Build evidence without invented customers

Create a portfolio only after authorized practice or customer work. Obtain separate image permission, keep identifying household information out of the picture and use consistent lighting and angle. Describe the material, method, date, limits and whether the scene was practice. A generated illustration can explain a process when labeled, but it is not a before-and-after result. Do not use it as proof that your cleaning removed a stain.

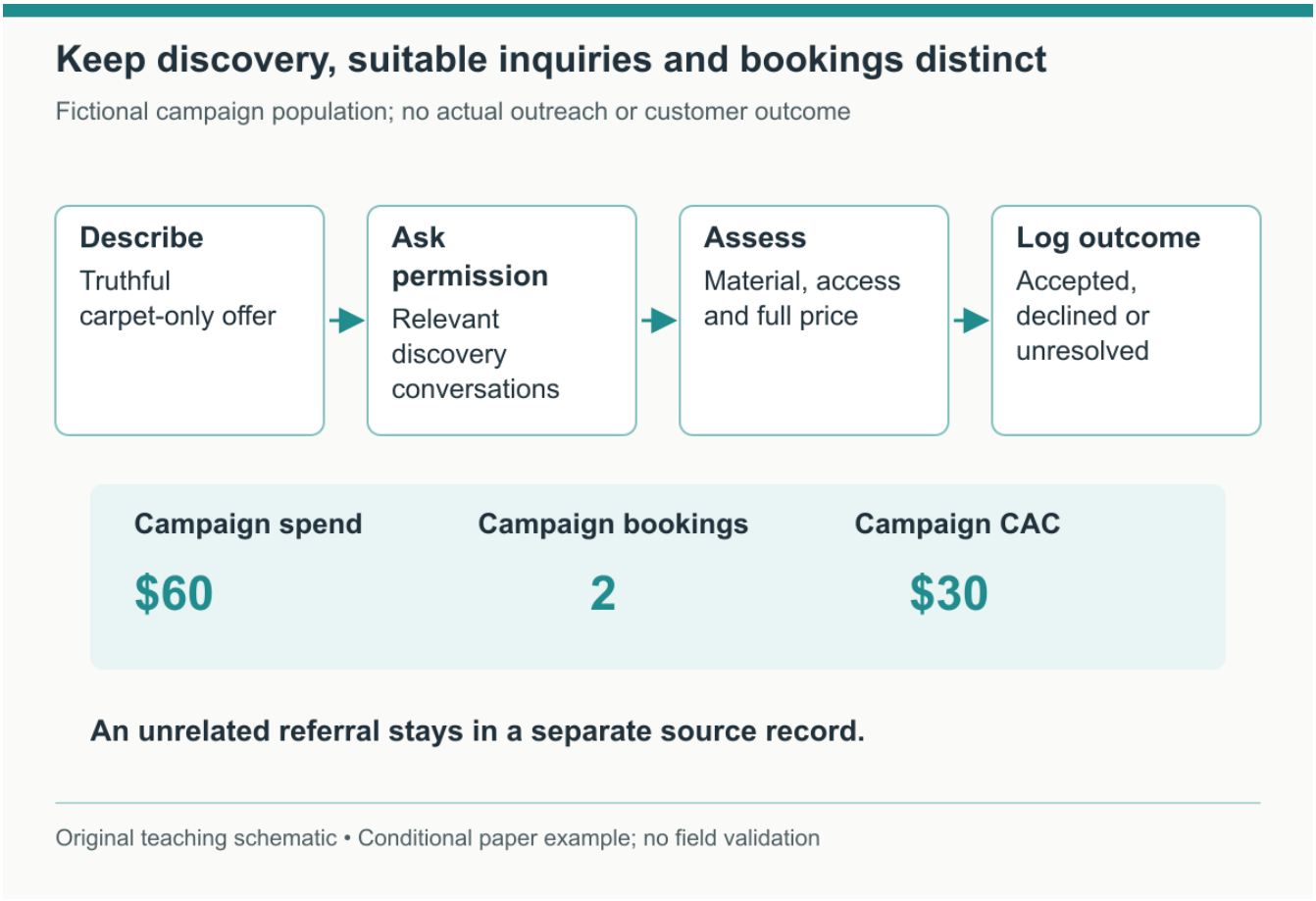
A permission-based introduction draft is: “I’m researching a small assessed carpet-cleaning offer. Do your clients ever ask for that work? May I send a short description and ask about their needs? I’m not taking bookings while readiness checks are open.” A follow-up draft is: “Thanks for the dimensions. If you remain interested, the next step after readiness is established would be an agreed assessment and a written scope and price. May I contact you once about that?” Neither message was sent. Do not offer unresolved upholstery.

Run a small plan and measure the right population

On days 1–3, complete the service description and identify ten relevant permission-based contacts or organizations. On days 4–7, seek permission for five conversations and offer assessments only for suitable needs. On days 8–10, complete the agreed assessments and provide scoped prices. On days 11–14, follow up once where welcomed, log accept/decline reasons and compare travel and whole-cycle economics. Respect no-soliciting rules, group policies, opt-outs and privacy. Do not automate cold messages or pay for leads as a substitute for a workable offer.

The separate fictional campaign spends $60, receives six attributable inquiries, produces three suitable assessments and two paying bookings. That is $10 per inquiry and $30 acquisition cash per booking. These are invented campaign inputs, not Case C’s actual acquisition history. Count only the same campaign’s spending and attributable outcomes. A referral from last month cannot lower this campaign’s CAC. With zero bookings, CAC per booking is not zero; show no acquired customer and stop or revise spending.

Before buying ads or joining a paid-lead platform, check the current category, service area, lead-sharing rules, cancellation/refund terms and full charges. No marketplace is prescribed here. Compare realistic acquisition cost with after-reserve job economics and capacity. Paying $100 to win a $70 contribution job is not sustainable merely because revenue rose. Use one bounded experiment and a spending limit you can afford; do not infer demand from the fictional case.



The campaign is a paper example. It does not imply customer demand, permission for upholstery sales or completed marketing.

Practice

A campaign costs $60 and produces two paid bookings. You also receive an unrelated free referral. Is campaign CAC $20?

Worked answer

No. The campaign's matching population is two bookings, so CAC is $30. The unrelated referral belongs in its own channel. Track owner acquisition time separately as an economic cost as well as the $60 cash spend. A blended metric is useful only when its costs and bookings cover the same defined population.

Sources: S17, S18. Full links and limits are in the source register.

L13 Reconcile actuals complaints and repeat work

Find customers and run the business. Practice allowance 45 minutes.

Produce: Explain the difference between economic remainder, cash and a callback decision.

Use forms F13, F11, F12.

Close the order in two views

Case C numbers and described outcomes in this lesson belong to the conditional paper comparison only. The combined chair service is not available until L10’s equipment gate is closed; no actual customer approval, work or payment occurred.

Enter actual owner minutes, issued and lost stock, direct cash, payment receipts, fees, refunds and any additional trip. Preserve the accepted plan separately. Case C has 420 actual minutes versus 390 accepted, and 24 ounces of cleaner versus 20 planned. Both changes lower economic remainder; the customer price stays $405 because no extra scope was authorized. Do not alter the baseline until the variance disappears.

Starting with $1,000, the fictional bank pays $67.95 stock and $18 job cash, receives $405 and pays $12.45 processing. It ends at $1,306.60 before owner draws, tax remittance or other unmodeled movements. Designating $25 as a business reserve leaves $1,281.60 unearmarked by that reserve. That balance includes starting capital. It is not $1,281.60 profit. Remaining stock is an asset; allocated wear and owner labor are not new cash payments.

Use a fair callback decision

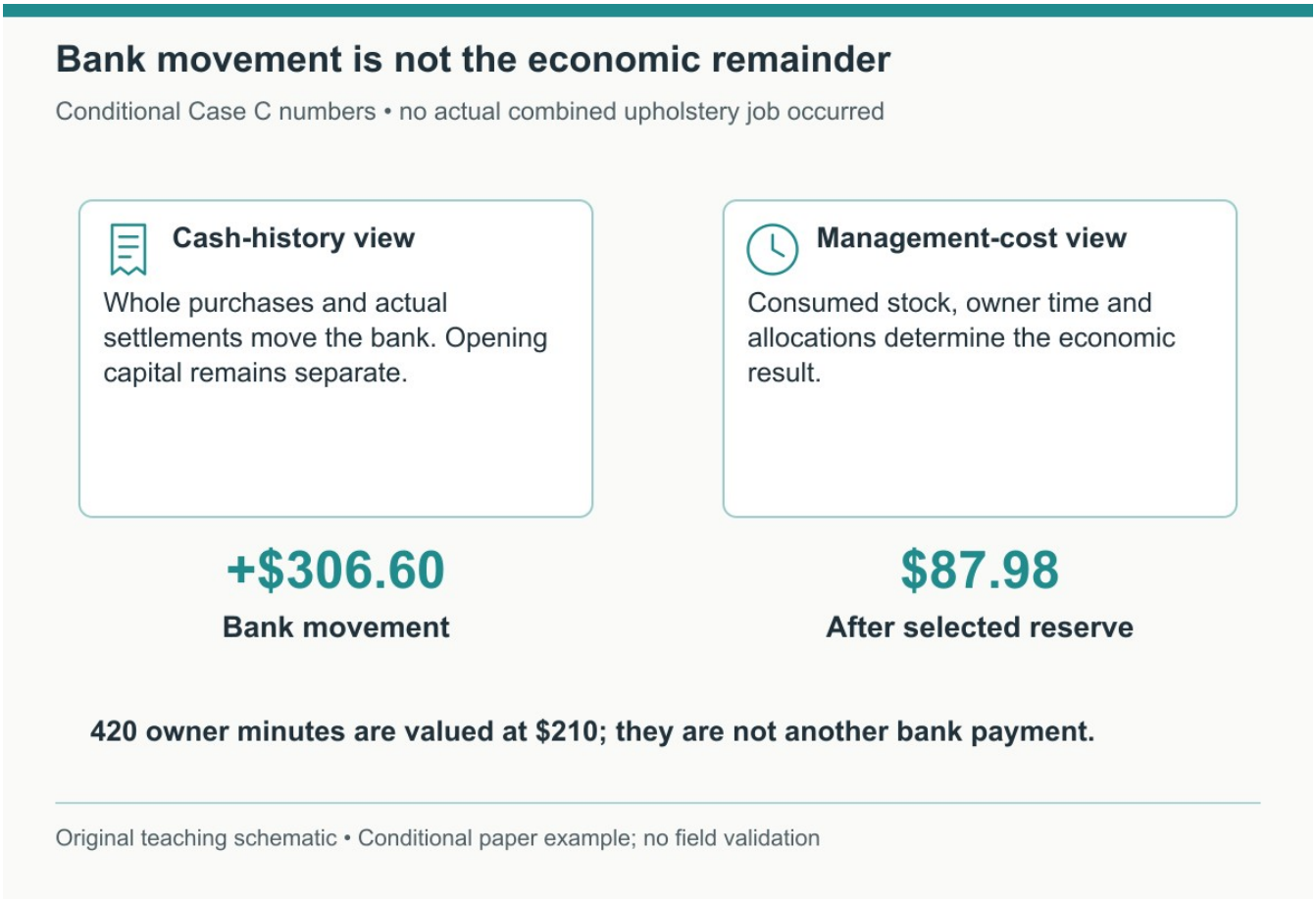
Ask what the customer sees, where it is, when it appeared and whether the surface is dry. Compare with the scope, condition map, tests and after-work record. A returning mark can require diagnosis of wicking or residue; it is not automatically proof that stronger cleaner is needed. Obtain photographs only with permission and arrange a qualified inspection when the cause or material response is uncertain. For abnormal dampness, damage, contamination or safety concerns, stop giving routine treatment advice and involve an appropriate professional.

If agreed work was missed, arrange a fair correction and account for its time and costs. If the request adds an excluded room or a different service, explain the boundary and quote it separately before work. If responsibility is disputed, preserve factual records and use the agreed complaint process and applicable rights. A customer’s acceptance signature does not eliminate legal rights or justify ignoring a later valid complaint.

Test adverse outcomes before taking another job

An extra 90 minutes at the same price leaves $42.98 after the case reserve. A separate rental scenario replaces the $12 ownership allocation with an invented $55 rental and adds 40 minutes of collection/return time worth $20. Its after-reserve remainder is $24.98. These are alternative scenarios, not extra expenses in the actual order. Add actual fuel, deposits, damage waivers or charges if a real rental requires them.

A $50 goodwill refund with original processing fees retained reduces Case C’s economic remainder by $50 to $37.98 after reserve; Oregon sales tax remains zero in this example. A refund is not a second expense and a reduction of revenue twice. Record the cash refund date and revised sale once. Confirm how your real processor treats refunds. Invite repeat work only at a material-appropriate interval and after consent. Do not promise a warranty schedule or sell treatment the household does not need.



All amounts belong to the unchanged conditional Case C. They are not field results, take-home pay or an approved combined cleaning service.

Practice

The bank balance rose by $306.60. Why is the actual after-reserve economic remainder only $87.98?

Worked answer

The bank movement includes a whole stock purchase and does not pay owner labor or the noncash vehicle/equipment/overhead allocations. Economic costing uses only $9.570625 of consumed stock and values 420 owner minutes at $210. It also includes $42 of allocations. After the $25 reserve designation, its remainder is $87.979375. Starting capital and ending bank cash are separate from job earnings.

Sources: S01, S06, S14. Full links and limits are in the source register.

L14 Rehearse the whole order and decide whether to launch

Find customers and run the business. Practice allowance 35 minutes.

Produce: Complete one coherent readiness rehearsal and record unresolved gates.

Use forms F14.

Run the complete rehearsal

Case C numbers and described outcomes in this lesson belong to the conditional paper comparison only. The combined chair service is not available until L10's equipment gate is closed; no actual customer approval, work or payment occurred.

Use a blank workbook copy and a permitted practice setting. Begin with the inquiry, not the machine. Identify the materials, inspect access and damage, verify maker instructions, test and allow dry-down, measure the actual scope, build the complete owner-time estimate and present a written price. Have another person review whether the customer could understand exactly what is included and what could remain.

Rehearse only the technically established compatible lane with permission and competent supervision. Keep BG10 + 30G3 upholstery physical work/test and sale stopped while L10 is unresolved; its paper checklist is not permission to improvise. Include a simulated stop for weak recovery or color transfer, then practice making safe and communicating. For established work, finish drying arrangements, waste handling, equipment care and records; measure real time and stock use. A desk simulation cannot substitute for physical practice.

Use a go or wait decision

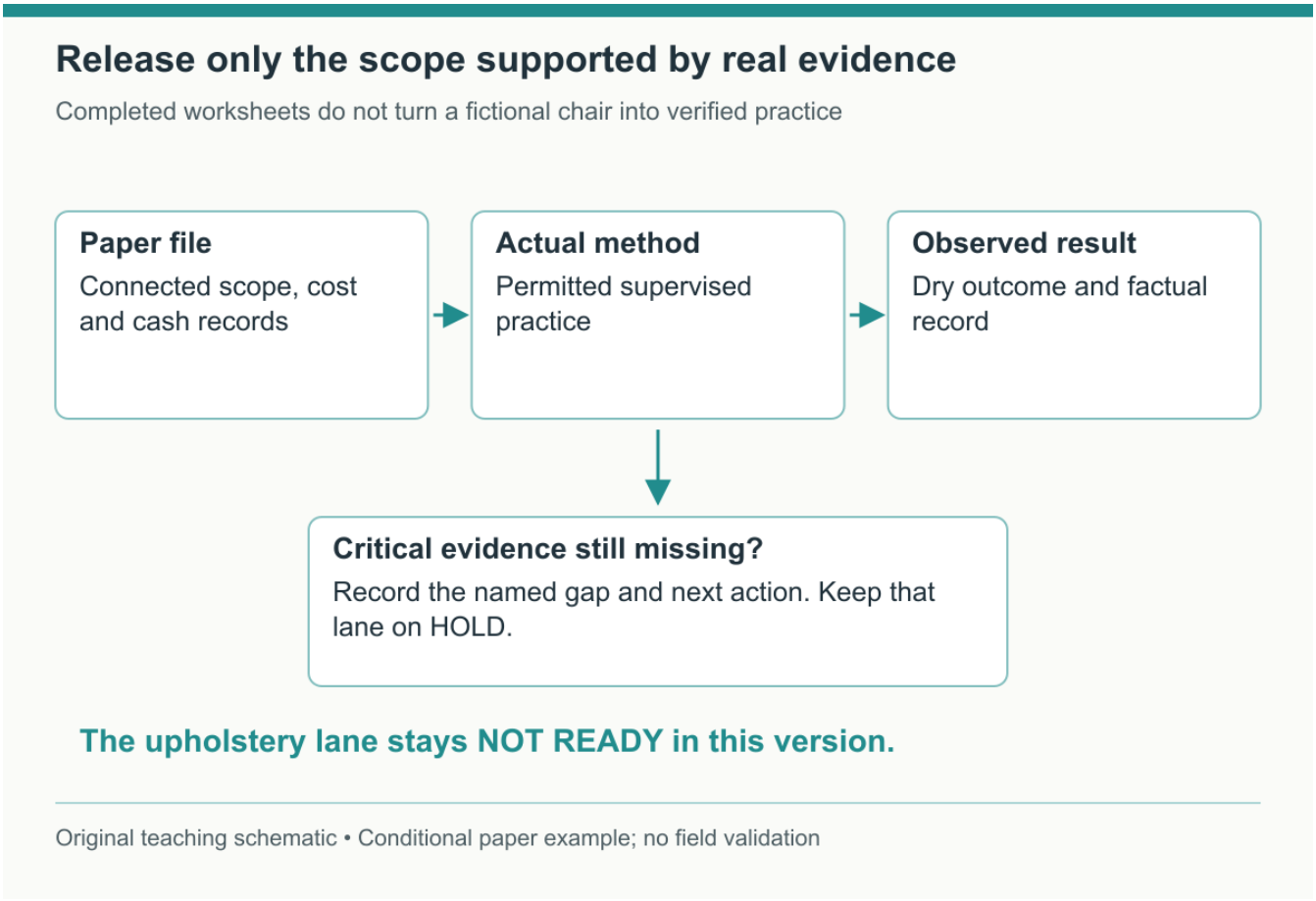
Launch only when your offer matches demonstrated competence, your operating location and service activities are lawful, your insurance questions are resolved, your equipment and transport are workable, and your candidate customers show willingness at a funded price. Keep blank items visibly unresolved. A checklist with an unexplained "yes" is weaker than a dated record with the relevant instruction, observation or confirmation.

Choose one manageable first order with adequate time before and after it. Do not pack the day with back-to-back visits based on the machine's advertised speed. Keep capacity for delayed access, a test that needs more time and an honest drying response. If a technical or local gate fails, narrow the offer or wait. The responsible business decision may be to provide assessed carpet only while upholstery competence develops.

Keep the next action specific

Write one dated next action for every unresolved gate: obtain the actual carpet care sheet, practice loading with an instructor, ask the sewer authority about the proposed destination, obtain an insurance answer, or present a scoped price to a willing candidate. Mark completed only after the evidence exists. Never label a fictional example as your own job or use this written course as a certification.

Save a neutral master and a dated job copy of the Word and Excel files. Browser notes do not update those files. Export your browser records before changing devices or clearing storage. Retain customer information only as needed and protect it appropriately. Review the service scope, source dates, actual costs and capacity when the business changes. A dependable small offer is built from repeatable assessed decisions, not from a promise that every stain or every sofa can be cleaned.



Original readiness diagram. No completed form or paper calculation is shown as a practical demonstration or permission to launch.

Practice

All worksheets are filled, but no one has observed your handling or inspected the dried practice chair. Can you mark ready?

Worked answer

No. Written completion is not practical verification. Keep those gates open, arrange competent supervised practice and inspect the fully dried result. If the chair lane remains unproven, limit the launch offer to the portion you can actually demonstrate after all its other gates pass.

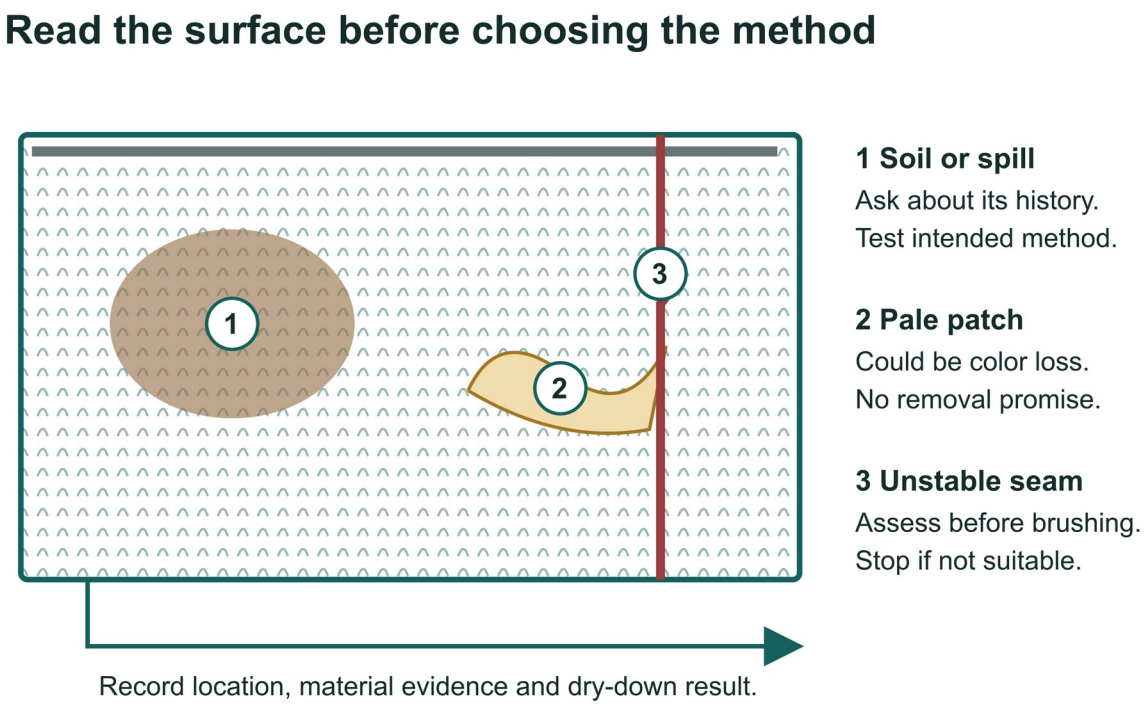
Sources: S01, S02, S03. Full links and limits are in the source register.

One complete readiness decision

- UPHOLSTERY NOT READY: do not advertise, quote as available, accept payment for, test on a customer item or perform BG10 + 30G3 upholstery extraction until the exact current connection, clean-water changeover, spray and water-pickup verification instructions are available, reconciled with the textile instructions and demonstrated under competent supervision. The public sources checked here do not close that gate.
- The starter offer names actual materials, methods, included surfaces and exclusions, with no unsupported stain, dry-time or health promise.
- Actual full-tank water-mark volume, exact current label/cap dosing, concentrate issue, all rinse/recovery volumes and usable containment reconcile; no unresolved teaching assumptions carried into physical work.
- Actual local licensing/home-use, insurance/business vehicle and wastewater decisions are recorded for the real operation.
- Material identity and current furniture/fabric/carpet instructions support the selected method; W code alone does not pass upholstery.
- Permitted inconspicuous tests have been inspected after full dry-down; an adverse response stops the item.
- A competent observer has reviewed real safe handling, setup, controlled application/recovery, drying and equipment care in a permitted practice setting.
- The written scope, whole owner cycle, funded price, confirmed customer willingness and adequate working cash agree.
- The job copy has neutral forms, a dated accepted baseline, stock/cash distinction, actual comparison and a fair unresolved/refund route.
- The household can maintain safe access and drying restrictions; a lawful wastewater route and fallback exist before work.
- All browser records are exported if needed, blank masters retained and customer information protected.

Original visual reference

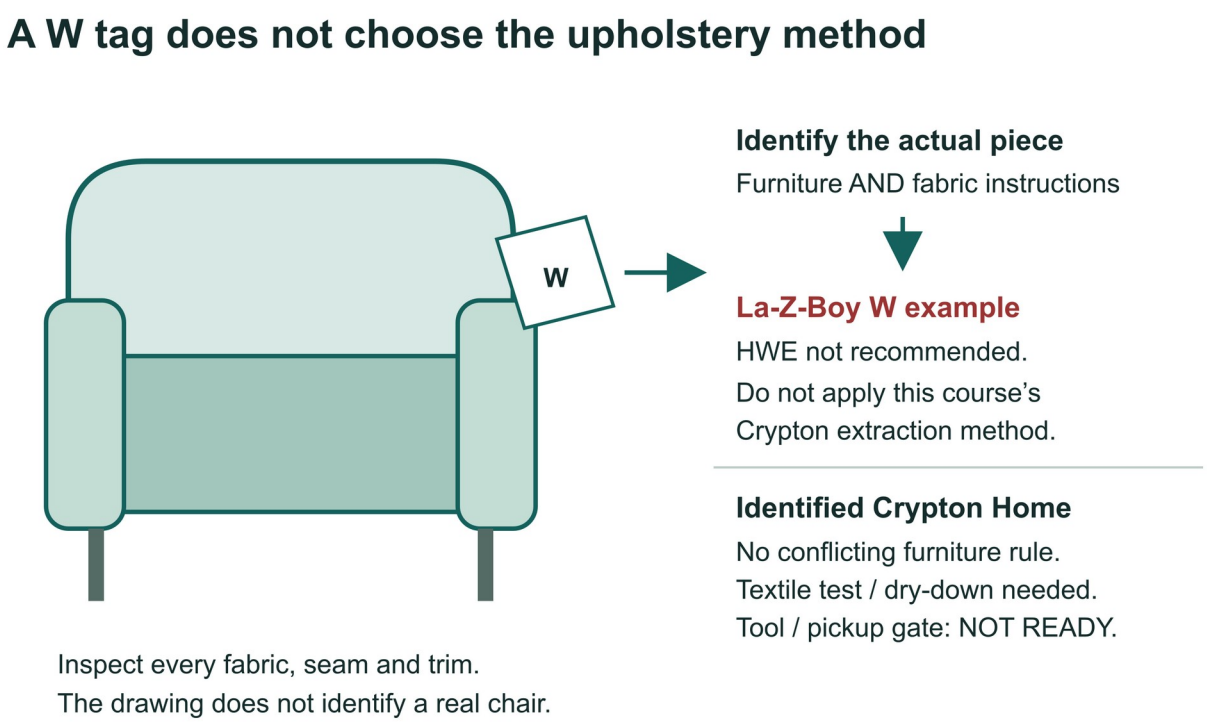
Read the surface before choosing the method



Original WMP diagram · Fictional teaching geometry and observations

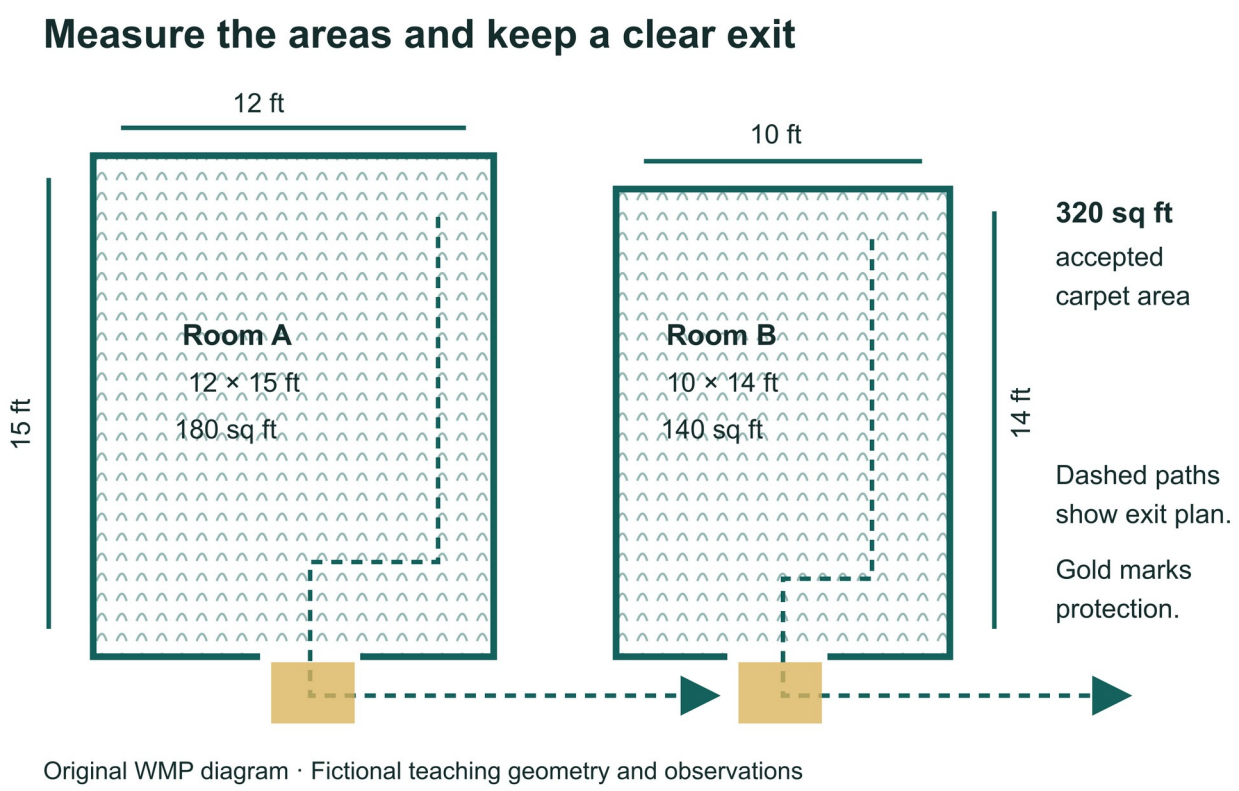
A top-down carpet map marks a soil patch, pale color-change patch and unstable seam. Each observation leads to a different assessment decision, without promising removal.

A W tag does not choose the upholstery method



Material care permission is only one gate. The selected BG10+30G3 changeover/pickup procedure remains NOT READY; do not sell/test/perform upholstery from this diagram.

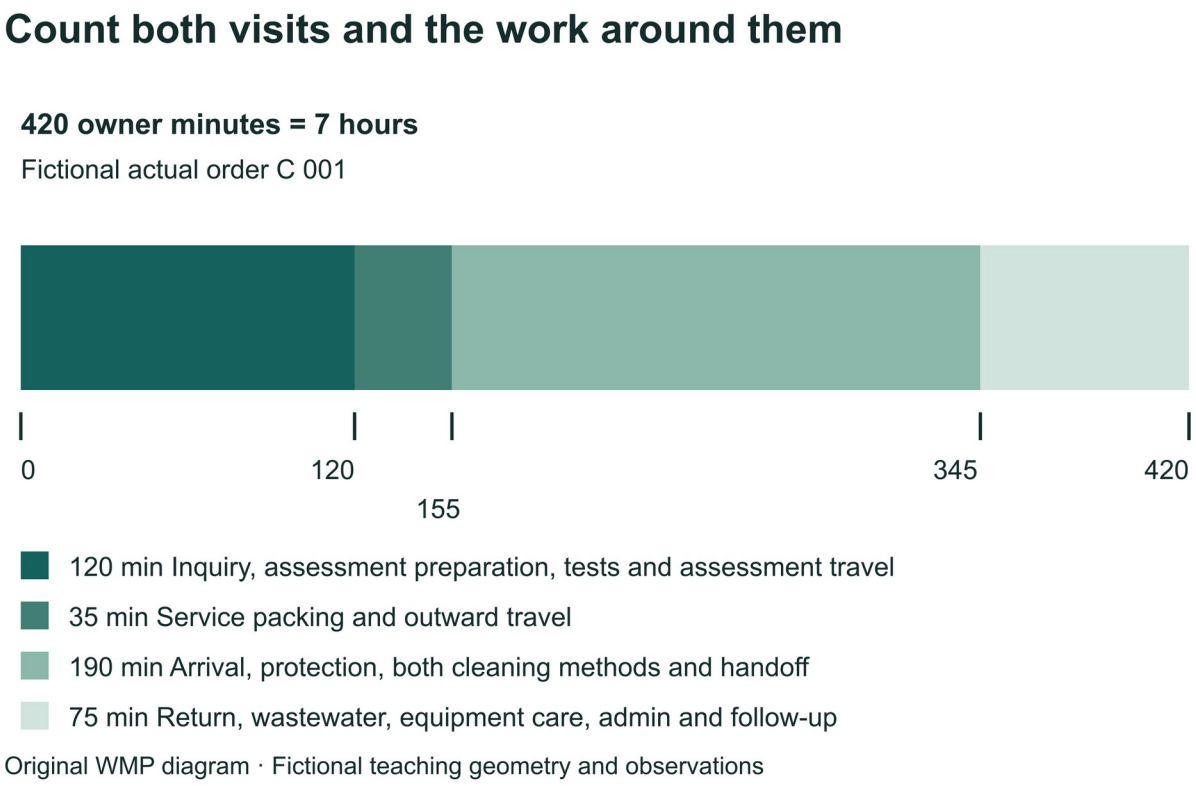
Measure the areas and keep a clear exit



Original WMP diagram · Fictional teaching geometry and observations

Two rectangles are drawn at one common scale of 30 pixels per foot. Room A is 12 by 15 feet and Room B 10 by 14. They total 320 square feet. Dashed route lines illustrate leaving an exit; this is not the actual customer floor plan. Area geometry is a scope example, not a solution-usage rate. See L07/F08 for the conditional complete water ledger and unresolved dosing gate.

Count both visits and the work around them



A proportional 420-minute bar includes the separate pretest visit and its travel. Of seven total owner hours, 190 minutes are the service-day on-site block; 230 minutes are other work. Elapsed unattended drying is not billed as owner labor.

Inspect a hidden upholstery area



AI-generated teaching scene. It is not a real test, customer result, exact BG10 model, proof of material compatibility or evidence of practical qualification.

Source register

These sources support the identified product, platform and jurisdiction only. Recheck changing rules and exact model instructions before work. Case evidence and illustrations are original fictional teaching material, not field validation.

S01 CRI 205 Residential Carpet Standard for Maintenance and Cleaning 2023

The Carpet and Rug Institute. Checked 2026-11-20. Residential assessment, vacuuming, manufacturer instructions, stains and product/system suitability.

Read public PDF. Its 2023 footer controls despite 2019 URL. Does not certify WMP, prescribe a universal machine or establish carpet identity in the fictional case.

https://carpet-rug.org/wp-content/uploads/2019/03/CRI-205-Residential.pdf

S02 Crypton Home Cleaning and Care

Crypton. Checked 2026-11-20. Identified Crypton Home fabric care; separate extraction instructions using clear hot water, even connected surfaces, moisture removal, drying and dry vacuuming.

Current public PDF opened, both pages read. Only identified Crypton Home fabric without conflicting furniture instructions. No guarantee, disinfecting claim, universal settings or permission for La-Z-Boy W fabric. PDF used instead of older differing blog recipes.

https://crypton.com/marketing/cleaning-and-care/Crypton-Home-Cleaning-and-Care.pdf

S03 ANSI IICRC S100 public overview

IICRC. Checked 2026-11-20. Technical scope includes textile assessment, methods, inspections, safety and administration.

Public overview only; 2021 revision status reviewed. Full paid standard not accessed. No certification or claimed clause compliance.

https://iicrc.org/s100/

S04 Getting a Business License

City of Lake Oswego. Checked 2026-11-20. Business license before operation, application timing and current fee categories.

Page read November 20 2026; fees also cross-checked against 2026 city fee booklet. Does not itself authorize a particular site or activity.

https://www.ci.oswego.or.us/finance/getting-business-license

S05 Business License and Home Occupation

City of Lake Oswego. Checked 2026-11-20. Planning review and home-business zoning considerations.

Location-specific. Learner must verify own address, storage and actual home operation.

https://www.ci.oswego.or.us/planning/business-license-home-occupation

S06 Sales Tax in Oregon

Oregon Department of Revenue. Checked 2026-11-20. Oregon does not have a general sales or use/transaction tax.

Supports zero general sales tax in Oregon case only. Does not calculate income, employment or local business tax; other states and transactions differ.

https://www.oregon.gov/dor/programs/businesses/Pages/Sales-tax.aspx

S07 Carpet Cleaners

City of Lake Oswego. Checked 2026-11-20. Actual local carpet-cleaner route types and storm/ground/chemical-septic prohibitions; full product/volume/system verification remains necessary.

Current city page and city-hosted2024 regional notice read. Does not grant a particular household's product/volume discharge approval; no authority contact occurred.

https://www.ci.oswego.or.us/publicworks/carpet-cleaners

S08 Good Business Practices for Carpet Cleaning and Wastewater Disposal

Washington State Department of Ecology. Checked 2026-11-20. Advance sewer/septic inquiry, authorized offsite disposal and leak-free containment.

2016 Washington guidance used only for general planning context. It is not Oregon law or permission to use a particular drain.

https://apps.ecology.wa.gov/publications/documents/1110091.pdf

S09 BG10 Extractor product specifications and operating guides

BISSELL Commercial. Checked 2026-11-20. Current BG10 identity/nominal1.75gal specification and basic carpet sequence; basic solution/suction connection direction and trigger-released upholstery recovery.

Page read2026-11-20; Manual link resolves to one-page brochure. Basic webpage sequence lacks exact current complete30G3 changeover and controlled pickup-verification instructions. It does not resolve the Crypton/pretreatment or current-label reconciliation gate; upholstery remains NOT READY.

https://www.bissellcommercial.com/products/bg10-extractor

S10 Complete Formula Cleaner and Defoamer 128 oz 31B6

BISSELL Commercial. Checked 2026-11-20. Current 128 fl oz pack and observed $39.95 list price, selected compatible formula listing.

Current primary page read; dated observed pack/list price only. Full current rear-label dosing instructions/cap calibration were not established. Does not authorize a24fl oz/area recipe or resolve dose/stock reconciliation.

https://www.bissellcommercial.com/products/31b6

S11 BG10 10N2 Series User Guide revision July 2011

BISSELL Business Ventures manufacturer authored guide. Checked 2026-11-20. Manufacturer-authored10N2 guide Rev7/11: p5 exact two tank-cap measures to marked line per full water tank; p6–7 care; p9 no-pickup user checks; p10 lists30G3/31B6.

Primary manufacturer-authored but historical/distributor-hosted. Read PDF. Does not establish current supplied instructions or a complete30G3 connection/changeover/pickup-verification process. Local current discharge conditions supersede its generic outside-disposal wording. No machine graphics copied.

https://www.webstaurantstore.com/documents/pdf/bg10_extractor_manual.pdf

S12 Protecting Workers Who Use Cleaning Chemicals

OSHA and NIOSH. Checked 2026-11-20. Labels, SDS, appropriate protection, training, ventilation and avoiding mixed cleaning chemicals.

General 2012 workplace guidance, not exact PPE specification for 31B6 or a determination that every employer rule applies to a solo owner.

https://www.osha.gov/sites/default/files/publications/OSHA3512.pdf

S13 Fabric and Leather Care

La-Z-Boy. Checked 2026-11-20. Manufacturer W instructions limit spot care and do not recommend hot-water extraction; S/X and cover-removal restrictions illustrate separate methods.

Specific to maker instructions. Shows why a tag or passed small test does not override actual directions. No solvent procedure taught.

https://content.la-z-boy.com/content/CustomerCare/fabric-and-leather-care/

S14 CRI 204 Commercial Carpet Standard for Maintenance and Cleaning 2023

The Carpet and Rug Institute. Checked 2026-11-20. Overwetting, drying, residue, wicking, spots versus stains and equipment care concepts.

Commercial guidance supplies concepts only. It is not a sofa method or universal residential rate, dry time or chemical recipe.

https://carpet-rug.org/wp-content/uploads/2019/03/CRI-204-Commercial.pdf

S15 ANSI IICRC S300 public overview

IICRC. Checked 2026-11-20. Distinct professional upholstery inspection, textile, method and limitation scope.

Public overview lists 2025 second edition. Full paid standard not accessed; no certification, clause or comprehensive specialist qualification claimed.

https://iicrc.org/s300/

S16 Mold Cleanup in Your Home

U.S. Environmental Protection Agency. Checked 2026-11-20. Sewage/contaminated-water specialist boundary, porous carpet concerns, moisture source and drying.

Used to exclude restoration from starter offer. No mold remediation procedure, health promise or commercial exemption taught.

https://www.epa.gov/mold/mold-cleanup-your-home

S17 Plan Your Business and Market Research

U.S. Small Business Administration. Checked 2026-11-20. Demand, reachable customers, competition, customer research and startup cost planning.

The original market-research URL now redirects to this current page. Does not supply local demand, lead outcomes or cleaning prices; examples are invented.

https://www.sba.gov/counseling/plan-your-business/

S18 Advertising FAQs A Guide for Small Business

Federal Trade Commission. Checked 2026-11-20. Truthful nondeceptive advertising and substantiation before claims.

Not a complete solicitation, privacy, review or consumer-contract legal analysis. Sample profile/messages are original drafts, unsent.

https://www.ftc.gov/business-guidance/resources/advertising-faqs-guide-small-business

S19 Property Services and Janitorial Labor Contractors

Oregon Bureau of Labor and Industries. Checked 2026-11-20. Carpet/upholstery cleaning classification distinction and sole proprietor labor-contractor discussion.

Does not exempt business from city licensing or all employment laws. Reassess actual hiring/subcontracting and expanded service scope.

https://www.oregon.gov/boli/employers/pages/property-services-janitorial-labor-contractors.aspx

S20 Cleaning Sanitizing and Disinfecting Are Different

U.S. Environmental Protection Agency. Checked 2026-11-20. Routine cleaning is distinct from regulated antimicrobial claims and label-directed use.

No claim selected carpet cleaner disinfects or sanitizes. Does not authorize antimicrobial use on any soft surface.

https://www.epa.gov/coronavirus-and-disinfectants/whats-difference-between-products-disinfect-sanitize-and-clean

S21 BigGreen Complete Cleaning Formula Domestic Safety Data Sheet

BISSELL Homecare. Checked 2026-11-20. Manufacturer domestic SDS for31B6/31B61, effective January20 2023: eye irritation, handling/storage, spill containment, incompatible strong oxidizers and jurisdiction-controlled disposal.

Current manufacturer-hosted four-page SDS opened/read November20 2026. Match the actual product and latest supplied revision. Section8 lists gloves, eye/respiratory protection and ventilation not required under its conditions of use; workplace/task assessment can differ. No universal glove material or respiratory prescription inferred.

https://supplier.bissell.com/MSDS_Domestic/BigGreen%20Complete%20Cleaning%20Formula%20SDS.pdf

S22 Hose Upholstery Tool30G3

BISSELL Commercial. Checked 2026-11-20. Exact30G3 accessory is listed for BG10.

Current primary product page read; compatibility listing alone is not a connection/changeover/pickup-verification operating procedure.

https://www.bissellcommercial.com/products/30g3

S23 Regional Stormwater Regulations for Mobile Carpet Cleaners 2024 notice

City of Lake Oswego and named regional agencies. Checked 2026-11-20. Filtered indoor sanitary route, verified sanitary cleanout, containment/receiving route types, job-site plan and prohibited storm/ground/rain-garden/chemical-septic discharge.

City-hosted primary two-page English/Spanish notice read; no site connection, owner permission, product/volume acceptance or transport approval obtained.

https://www.ci.oswego.or.us/sites/default/files/fileattachments/JointnoticeEngSpan2024_LO.pdf

S24 BG10 manufacturer specification brochure

BISSELL Commercial. Checked 2026-11-20. Nominal1.75gal solution and2gal recovery tanks, separate30G3 optional accessory.

Current maker Manual link opened this one-page primary specification brochure; read its nominal1.75gal solution/2gal recovery specifications. It is not an operating manual. Actual marks/headspace/float govern; does not establish water at the full mark or dispensing calibration. Legacy BG10.pdf path redirected to inaccessible CDN and was not relied on.

https://www.bissellcommercial.com/cdn/shop/files/Commercial_Carpet_Extractor_BG10_-_Brochure.pdf?v=2389175385201095014

S25 CONNECTING THE HOSE30G3 TO YOUR BG10 official customer service video listing

Bissell Commercial Customer Service. Checked 2026-11-20. Discovery of an official-titled connection resource only; published2024-11-22.

Search listing found, video fetch failed and playable contents/transcript not inspected. No instructions are inferred from its title; no viewing/validation claimed.

https://www.youtube.com/watch?v=eebGdpxOUR0