Carpet and Upholstery Cleaning Business Worked Case

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

All people, property, dimensions, approvals, tests, time, use, permissions and outcomes are invented. This v2 case is a paper comparison ONLY. Its combined service is NOT READY; no physical work, mixture, test, sale, acceptance, discharge approval or payment occurred. Figures described as comparison actuals mean a fictional comparison column, never field results.

Conditional paper order C-001: unchanged ledger, open technical gates

Inquiry and candidate scope

Fictional homeowner Jamie Ellis asks fictional operator Morgan Reed of Alder Lane Carpet Study about two rooms and one chair in Lake Oswego. Room A 12×15=180 sqft and Room B 10×14=140 sqft:320 sqft accessible carpet. A pale Room A east-wall patch is a possible color-loss condition with no removal promise. The study assumes ordinary stable synthetic installed cut pile, single-level access and heavy furniture already outside the quoted footprint. These are candidate facts to verify, not an assessed actual home.

The candidate chair has assumed identified Crypton Home fabric and no conflicting furniture restriction. Six proposed surfaces are seat top, inside back, two inside arms and two outer sides. Underside, frame and fill are excluded. Material suitability does not close L10’s missing BG10+30G3 changeover/pickup-verification procedure; the chair cannot be offered, tested on a customer item or cleaned. No furniture-maker or equipment authorization is invented.

Technical hold before an executable order

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 previous story’s passed tests, completed extraction, full receipt and next-day dry response are now explicitly conditional teaching outcomes. The model can ask what the economics would look like IF compatibility, exact instructions, supervised practice, lawful operation, real customer agreement and disposal conditions were later established. Nothing here says they were. A carpet-only service would need its own assessed scope and price; it does not inherit the combined$405 quote.

Proposed supply and exact dose gate

The already-owned equipment and$12 economic equipment allocation remain paper assumptions; no equipment purchase is in this job’s bank ledger. Proposed stock purchase is one 128 fl oz 31B6 jug at dated observed$39.95, a fictional 40-pad pack$16 and 100-glove box$12: total$67.95. The comparison-column issue stays 24 fl oz,4 pads,4 gloves with zero loss: consumed value$9.570625 and remaining 104 fl oz/36 pads/96 gloves worth$58.379375. The inventory total is not a dose.

The full-fill instruction is two clean-tank-cap measures to the marked cap line per full water tank (S11 p 5). Six proposed carpet full fills would require twelve marked measures. Their cap volume and

reconciliation to 24 fl oz are unresolved; do not divide the stock total by six to make a recipe. A mismatch requires new physical quantities, water/cost plan and price decision, while the static teaching baseline stays preserved.

Complete conditional water and capacity record

Six carpet full fills each assume 1.50 gal measured water at the actual tank mark:9.00 gal carpet water. This unverified mark volume cannot substitute for the real FILL line. Add 24/128=0.1875 gal concentrate in the additive-volume arithmetic model:9.1875 gal carpet mixture. Proposed chair clear-water charge is 1.00 gal with no formula; L10 blocks it. Hose/tool changeover and pickup-verification allowance 1.00 gal plus final tank/tool rinse 1.00 gal brings total clean water to 12.00 gal and total liquid input to 12.1875 gal. These are planning allowances, not an approved flush/pickup procedure.

Paper outputs are 8.40 gal carpet recovery (six empties of 1.40 gal),0.80 gal chair recovery and 2.00 gal captured rinse:11.20 gal effluent. Retained/evaporation balance allowance is 0.9875 gal;12.1875=11.20+0.9875. No leftover solution, spills or loss are assumed. Real batches must record them. This equality does not prove acceptable textile moisture or drying; only actual controlled recovery and dry-down evidence can do that.

Nominal maker capacities are 1.75 gal solution and 2 gal recovery (S24); actual full water mark, headspace, recovery mark/float and foam behavior control earlier limits. The proposed carpet batch mixture average is 1.53125 gal, not a verified per-fill dose or full-mark capacity. Planned recovery is emptied at 1.40 gal per carpet cycle or sooner if actual limits require. Rinse water is captured separately. Proposed contingency containment is four suitable 4 gal containers limited to 3 gal usable each:12 gal capacity for 11.20 gal effluent. Container suitability, handling and kit cost remain unverified; no full-container carry or bulk offsite transport is assumed.

Discharge conditions drying and customer boundaries

Proposed destination is a screened indoor utility sink verified to sanitary sewer. Actual system evidence, owner permission and receiving-authority conditions for 31B6 and 11.20 gal including rinse water are still required. The city-hosted 2024 notice supports this type of route subject to actual connection and conditions; no contact/approval occurred. No storm/street/ground/rain-garden or chemical septic route is permitted. If the route fails, stop and contain; do not begin without a lawful receiving/handling fallback.

Candidate household controls include pets/belongings cleared, safe grounded supply, compatible water, access protection and keeping cleaned surfaces out of use until actually dry. Post-dry vacuuming would be assigned to the homeowner only with compatible equipment, maker instructions and explicit agreement; otherwise a separately priced return plan is needed. A next-day message is included in the paper time budget. No promise of a particular drying hour or successful final appearance is made.

Filled customer estimate and approval status

UNSENT TEACHING ESTIMATE C-001-v 2. Issued November 20, 2026; valid through November 27, 2026. Sender: Alder Lane Carpet Study, fictional owner Morgan Reed; contact through estimate reply only, no real phone/address. Client: Jamie Ellis, fictional homeowner; property reference C-001, invented single-level Lake Oswego home, no real address. Service date: not booked. Scope: candidate 320 sqft accessible compatible synthetic carpet$320 plus separately conditional six-panel chair$85. Pretax$405; Oregon general sales tax$0; total$405. No deposit, invoice or money due now. If later lawful and accepted, proposed one payment at completion; no processing surcharge charged to client.

Includes proposed assessment/test plan, access protection, compatible dry vacuuming, permitted selected cleaning, lawful waste handling, drying handoff and one next-day message. Excludes heavy moving, additional rooms/items, underside/fill/frame, delicate rugs, repairs, restoration, contaminants

and guaranteed stain/odor removal; the Room A pale patch may remain. No unlimited callbacks or operator return visit included. Changes need a separately assessed written price before extra work; any actual cancellation/payment/refund terms must be agreed under applicable rights.

APPROVAL STATUS: NOT GIVEN; combined-service technical readiness NOT PASSED; quote UNSENT; client has not signed or accepted; no signature is fabricated. The chair is unavailable until exact BG10+30G3 instructions and supervised pickup/changeover proof close L10, and all material/local/disposal/price gates pass. This complete mock estimate demonstrates customer communication, not a real contract, service availability or a preserved actual acceptance.

Static baseline and fictional comparison economics

The dated teaching baseline stays$405 price,390 owner minutes@$30/hr=$195,20 fl oz concentrate plus 4 pads/4 gloves=$8.3221875 stock use, and$18 job cash+$10 vehicle+$12 equipment+$20 overhead+$12.45 fee. Total baseline cost$275.7721875. Before-reserve remainder$129.2278125; after a$25 cash designation$104.2278125. “Accepted baseline” is the legacy static model label, not evidence of customer acceptance.

The fictional comparison column stays 420 minutes=$210 owner value and 24 fl oz inventory issue. Compared with baseline, inspection adds 5 min, carpet 10 min, chair 5 min and wastewater/care 10 min; total+30 min and+4 fl oz. Full cost$292.020625; revenue less economic costs$112.979375 ($112.98 displayed); after$25 reserve$87.979375 ($87.98). These are conditional paper arithmetic, not a completed order or executable quote. The physical dose/water reconciliation and upholstery readiness remain open.

Fictional bank model:1000−67.95 stock−18 job cash+405 receipt−12.45 fee=$1306.60; after$25 reserve earmark$1281.60. Tax, refund, equipment purchase and owner draw are confirmed model zeroes. The$18 cash is$12 fuel+$6 wastewater allowance; the latter is not a city fee or permission. No actual receipt, expenditure or other transaction occurred.

Separate conditional cash and alternative scenarios

Opening bank cash is $1,000. Subtract $67.95 stock purchase and $18 direct job cash, add $405 gross receipt and subtract $12.45 processing to obtain $1,306.60. Tax collected, remittance, refund, equipment purchase and owner draw are all confirmed zero in this case. The $25 business reserve remains inside cash, leaving $1,281.60 after that earmark. Opening capital and remaining inventory are not job profit. Income taxes and personal reserves require a separate household/business plan.

Alternative A keeps the price and inputs but adds 90 owner minutes. It reduces after-reserve remainder by $45 to $42.98. Alternative B instead uses a fictional $55 rental in place of the $12 ownership allocation and adds 40 collection/return minutes worth $20; after-reserve remainder becomes $24.98. Alternative C instead gives a $50 goodwill refund while retaining original processing fees; after-reserve remainder becomes $37.98. These alternatives are separate, not additional actual case entries.

A separate fictional two-week campaign spends $60 for six attributable inquiries, three suitable assessments and two paying bookings. Its inquiry cost is $10 and booking CAC is $30. No attribution of C-001 to that campaign is asserted. The case does not prove customer willingness outside its invented facts. The practical launch gate remains real lawful jobs, demonstrated competence, an actual complete cycle and actual willingness at a funded price.

Full owner cycle

Stage	Minutes	Evidence
Inquiry scope and assessment loading	40	Conditional paper labor allocation only; no task performed. Remote information, quote administration and preparation/loading for the separate test visit.
Separate previsit assessment and tests	40	Conditional paper labor allocation only; no task performed. Includes test setup/packdown and permission-based inconspicuous tests; not their elapsed drying time.
Separate assessment roundtrip travel	40	Conditional paper labor allocation only; no task performed. Twenty minutes outward and twenty back; fully included in the owner cycle.
Packing and load check	15	Conditional paper labor allocation only; no task performed. Empty tanks, serviceability, sealed supplies and secure loading.
Outward travel	20	Conditional paper labor allocation only; no task performed. Fictional compact route.
Arrival inspection and test evidence review	30	Conditional paper labor allocation only; no task performed. Prior full dry-down evidence reviewed; no instant dry-test claim.
Protection and dry vacuuming	35	Conditional paper labor allocation only; no task performed. Both rooms and chair preparation.
Carpet extraction	65	65-minute paper allowance; six-fill/24 fl oz dosing reconciliation unverified; no field output claimed.
Conditional chair preparation/extraction allocation — NOT READY	40	40-minute paper allowance preserved for comparison only; L10 blocks physical work and customer tests; no successful connection, changeover or pickup is claimed.
Drying arrangement and acceptance	20	Conditional paper labor allocation only; no task performed. Condition review, access restrictions and payment handoff.
Return travel	20	Conditional paper labor allocation only; no task performed. Travel back to base.
Wastewater and equipment care	30	30-minute paper allocation includes proposed 11.20 gal effluent/rinse care; no municipal approval, discharge or observed time.

Stage	Minutes	Evidence
Invoice and actual comparison	15	Conditional paper labor allocation only; no task performed. Stock, payment and time record.
Next-day follow-up	10	Conditional paper labor allocation only; no task performed. Dry-down and appearance message review.

Total owner minutes: 420. Contingency capacity is separate unless actually used.

Complete financial reconciliation

Measure	USD
Service price	$405.00
Gross invoice	$405.00
Assumed payment fees	$12.45
Owner time value	$210.00
Job cash excluding purchases	$18.00
Consumed and lost stock	$9.570625
Nonfuel vehicle use	$10.00
Equipment allocation	$12.00
Overhead allocation	$20.00
Total management cost	$292.020625
Result before reserve	$112.98
Separate business reserve	$25.00
Remainder after reserve	$87.98

Amounts are fictional teaching assumptions. Stock and total management cost show up to six decimals to expose allocation precision. Final results use full-precision costs and round half up to cents. Reserve is a cash designation, not an expense. Owner value and allocations are not bank payments. Other taxes and actual business-level overhead remain separate.

Changes and stop decisions

Current BG10 30G3 changeover pickup procedure not established

STOP before upholstery sale, customer test or work. Obtain exact instructions and supervised evidence; keep combined order a paper model.

Preserve the$405/420-minute teaching comparison; no charge or receipt is due. Re-estimate any real carpet-only scope separately.

Customer requests a third room at arrival

Assess material/access and propose a separate written price and time before work; original C-001 excludes it.

No extra sale or cost entered in actual C-001.

Weak extraction recovery appears during work

Stop spraying, follow permitted model checks, make safe and defer or revise if unresolved.

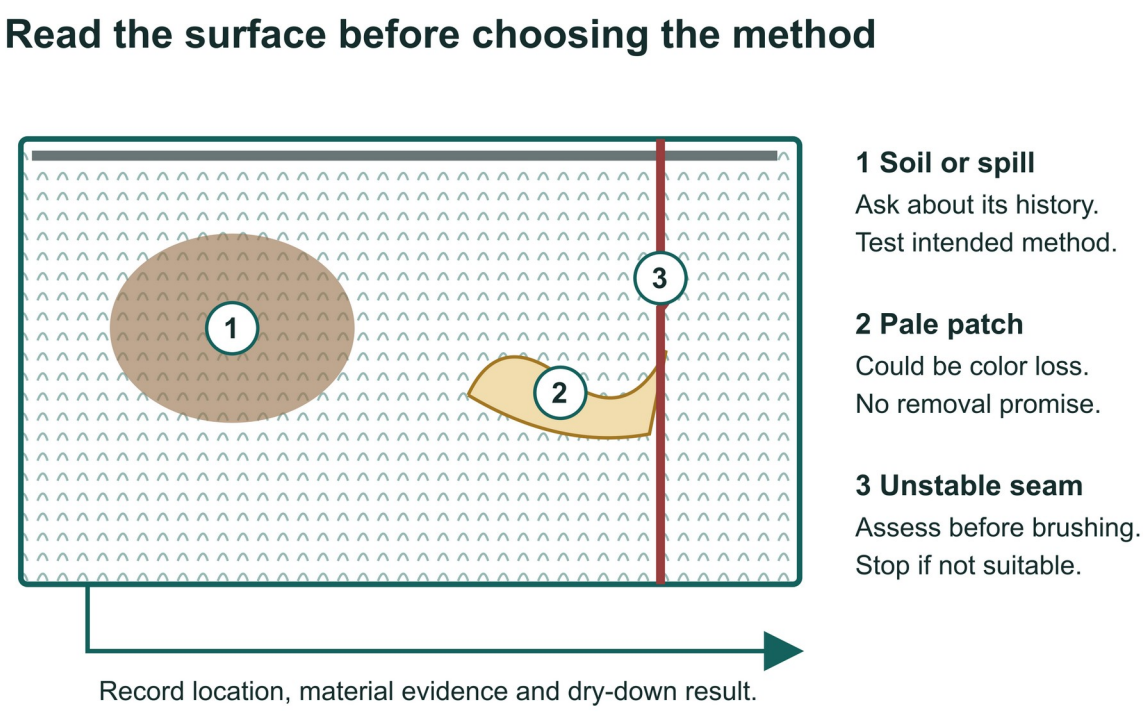
Record real time, agreed adjustment and any refund. Never assume completion or full fee entitlement.

Chair maker instructions conflict with extraction

Remove chair from proposed extraction scope and discuss an appropriate referral before acceptance.

Revise price and preserved scope explicitly; do not silently substitute another method.

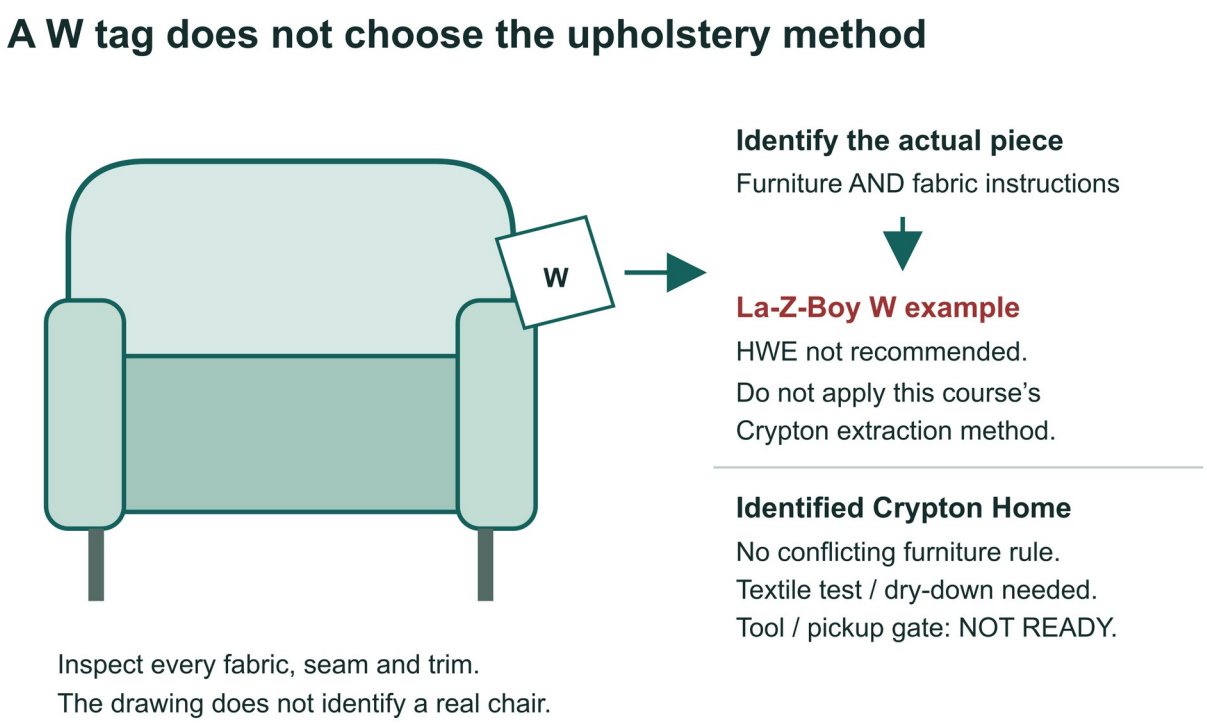
Read the surface before choosing the method



Original WMP diagram · Fictional teaching geometry and observations

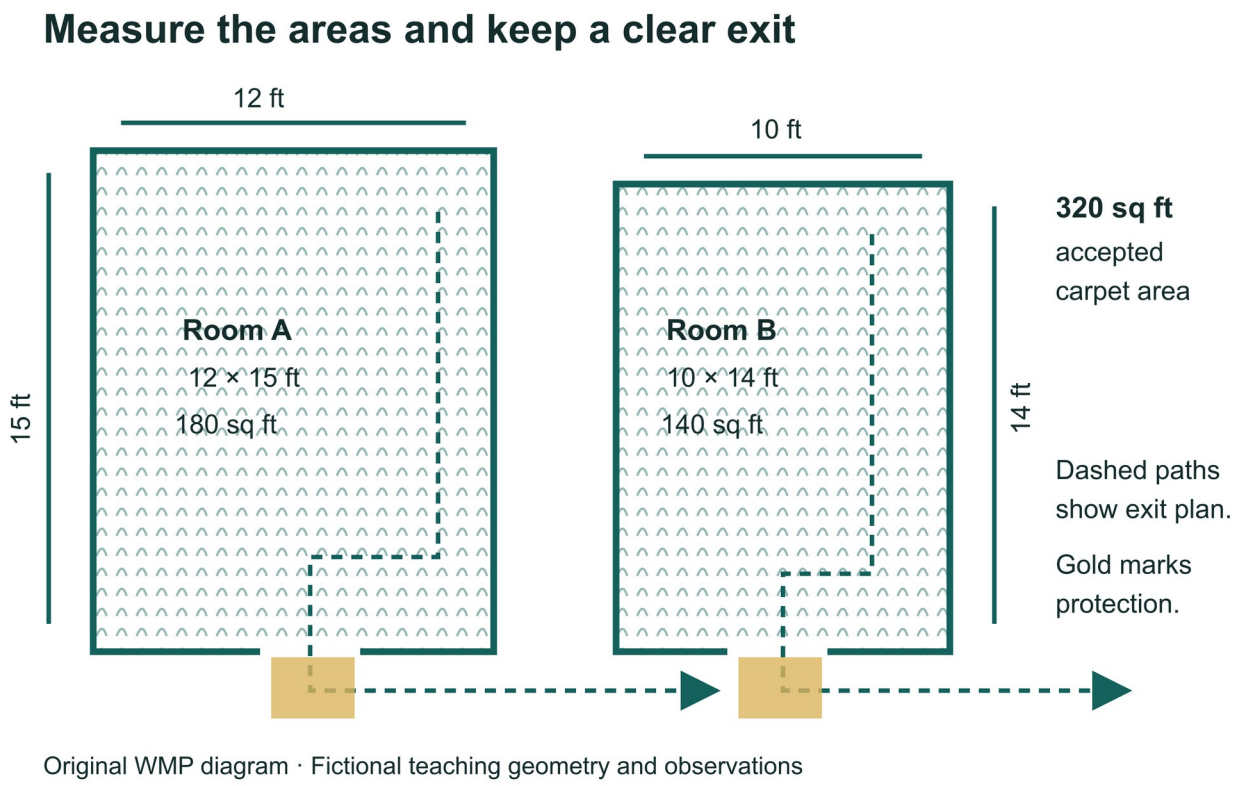
A top-down carpet map marks a soil patch, pale color-change patch and unstable seam. Each observation leads to a different assessment decision, without promising removal.

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.

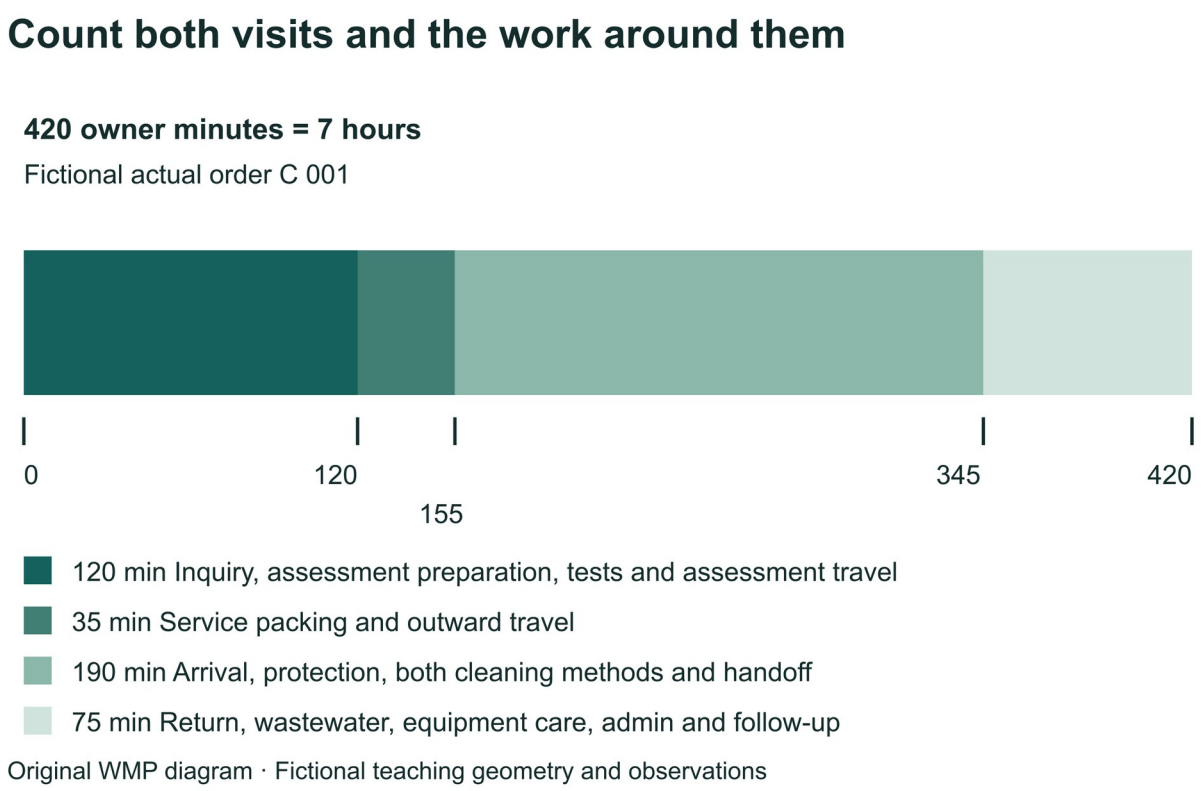
Measure the areas and keep a clear exit



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.