Independent Barber Business Working Workbook

Work, Money & Place | Local review edition v2 | November 21, 2026

Editable blank forms come first. Completed fictional examples follow in a separate section. Make a copy of the blank master for your own business; case examples do not supply actual permissions, skill evidence or demand.

For an already licensed, qualified California barber planning independent work in a licensed establishment. The worked service is a narrow adult dry uniform-guard maintenance cut. This course does not teach untrained people to cut hair or grant a license, practical qualification, chair permission or independent-worker status.

Each form is linked to the lessons that use it. Type in the blank response paragraphs, or print and write by hand. The complete course contains the full technical methods and reasoned exercise answers.

Stock scans all eight own-business slots, including opening units and rows after a gap. Confirm the number of filled rows in Stock C23. A mismatch or partial row withholds totals J34 and K34; zero is valid only when no rows are filled. Complete every required zero in a used row.

Your order C19 is only the actual fee withheld from service receipts. It cannot exceed those receipts. Record a genuine additional processor bank debit paid in C47 with its reason, date and statement reference in C48; confirm 0 when none. It is included once in management cost and linked Cash C49. Unknown or unreconciled fee data blocks a successful result.

Blank working forms

F01 Permission and service boundary

Separate real authority from assumptions.

Lessons: L01. Complete with current official evidence. Keep unknown fields open. The filled example is wholly fictional and cannot authorize work.

Provider and individual credential

Record legal identity license category status retrieval date and official evidence.
Response _____

_____

Establishment

Record actual owner address license status and ownership changes.
Response _____

_____

Municipal and location review

Identify jurisdiction zoning registration and unresolved questions.
Response _____

_____

Supported service

State what your assessed skill and equipment support.
Response _____

_____

Fixed exclusions

List work outside the launch menu.
Response _____

_____

Decision and evidence owner

Name the person responsible for each unresolved condition.
Response _____

_____

F02 Chair agreement and classification review

Compare actual control facilities costs and exit.

Lessons: L02. Attach the exact proposed agreement. Record a reasoned professional review; this form does not classify the relationship.

Control and client relationship

Who sets hours prices clients and methods in contract and practice?
Response _____

_____

California and federal review

Identify applicable tests and evidence still required.
Response _____

_____

Facilities and responsibilities

Record water clean storage waste textiles maintenance and closures.
Response _____

_____

Rent deposit and included costs

Record confirmed amounts and tax treatment evidence.
Response _____

_____

Exit and unavailable station

Record notice closure relief and property return.
Response _____

_____

Decision

Proceed hold or reject with actual reasons.
Response _____

_____

F03 Demand test and acquisition cohort

Decide before a fixed commitment.

Lessons: L03. Define one target population and count its outcomes separately. Do not send messages or collect payments from this learning form.

Target and offer

State service travel area windows and proposed price.
Response _____

_____

Research protocol

List dated public comparisons and permission conversations.
Response _____

_____

Success and loss threshold

Write the threshold before observing results.
Response _____

_____

Paid cohort figures

Keep campaign spend owner time inquiries bookings completions together.
Response _____

_____

Cohort calculations

Calculate each denominator and label it.
Response _____

_____

Buying decision

Record evidence and unresolved conditions.
Response _____

_____

F04 Tool and station compatibility record

Connect the exact item to supported handling and storage.

Lessons: L04. Use manufacturer instructions for the unit and current product labels. Missing compatibility is a hold.

Tool and guide identity

Record model serial region voltage guide part and instruction revision.
Response _____

_____

Condition

Check cord plug casing blade and guide.
Response _____

_____

Cleaning and disinfection route

Record separate non-electrical electrical and shear paths.
Response _____

_____

Station map

Locate clean soiled water textile waste and payment zones.
Response _____

_____

Maintenance and stop

Record exact instructions and observable rejection.
Response _____

_____

Buying status

Confirm need demand budget and compatible replacement.
Response _____

_____

F05 Sanitation batch and tool release

Prove process completion rather than a label check.

Lessons: L05. Fill a new record for the actual batch and tools. Use current container instructions; do not copy a previous release time.

Product and preparation

Record EPA number label revision volumes PPE batch time and preparer.
Response _____

_____

Tool and cleaning

Record removal of debris detergent/water complete paper-towel drying and tool compatibility.
Response _____

_____

Contact start and minimum release

Record actual calendar date and time.
Response _____

_____

Finishing and actual release

Record required rinse dry clean storage and actual result.
Response _____

_____

Electrical and shear route

Use the applicable separate spray/wipe product and exact compatibility.
Response _____

_____

Failure and correction

Preserve initial failure and actual corrective process.
Response _____

_____

F06 Client consultation and separate permissions

Agree on a supported result before irreversible work.

Lessons: L06. Keep health detail minimal. Service permission photo permission and marketing permission are independent.

Appointment and client

Use business record IDs rather than sensitive identifiers.
Response _____

_____

Requested result and limits

Record length shape natural hairline and limitations.
Response _____

_____

Suitability and stop

Record observed suitability and any referral without medical diagnosis.
Response _____

_____

Read back and agreement

Record client response date and exact supported scope.
Response _____

_____

Photo and communication choices

Record each permission separately; blank is unknown.
Response _____

_____

Preparation check

Record hand hygiene clean cape neck barrier tools and safe positioning.
Response _____

_____

F07 Observed full service rehearsal

Record actual competence evidence and gaps.

Lessons: L07. Begin with a mannequin. Human practice needs applicable permission credential setting and supervision; this form does not grant any of them.

Practice setting and observer

Record permitted location consenting participant and competent assessor.
Response _____

_____

Exact supported setup

Record tool guide lever and actual instructions reviewed.
Response _____

_____

Control and method

Record observed attachment test area sectioning comfort and stop behavior.
Response _____

_____

Result criteria

Record comparable-area uniformity missed patches skin protection and client view.
Response _____

_____

Full elapsed cycle

Record consultation service check payment simulation and complete reset.
Response _____

_____

Gap and next permission decision

Record failed items retraining and next observed test.
Response _____

_____

F08 Independent estimate and frozen accepted plan

Price only after estimating the complete work.

Lessons: L08. Keep the unpriced build and accepted dated values separately. State every assumption and tax basis.

Unpriced work quantities

Record completed blocks and every owner activity.
Response _____

_____

Independent before price cost

Record labor consumption paid job costs and allocations before selected price.
Response _____

_____

Pricing target and fee assumption

State target reserve formula and why price was selected.
Response _____

_____

Accepted baseline

Record date immutable values accepted menu and quantities.
Response _____

_____

Tax and excluded work

State authority and fixed scope.
Response _____

_____

Actual comparison

Keep original plan and dated actual evidence.
Response _____

_____

F09 Client estimate and appointment confirmation

Give the client a complete reviewable offer.

Lessons: L09. Use verified real identity and terms before sending. This filled teaching confirmation is invented and unsent.

Provider and customer

Include business sender working contact client and location.
Response _____

_____

Issue validity and appointment

Record calendar dates time and confirmation version.
Response _____

_____

Included and excluded work

State exact client task and what is not sold.
Response _____

_____

Price tax total and payment

Disclose all mandatory charges and due time.
Response _____

_____

Changes cancellation lateness and concerns

Give practical terms without limiting statutory rights.
Response _____

_____

Agreement and separate permissions

Record actual acceptance and publicity choices.
Response _____

_____

F10 Appointment capacity and release schedule

Keep booking volume separate from completed output.

Lessons: L10. Track dates and real time. A status cannot authorize an excluded service or replace a tool release.

Available slots

Record released slots duration and actual access.
Response _____

_____

Booked completed and lost

Record counts with same period and population.
Response _____

_____

Utilization

Show distinct ratios rather than one busy percentage.
Response _____

_____

Ready times

Record client departure contact start earliest finishing and next start.
Response _____

_____

Owner commitment

Count actual nonoverlapping blocks and nonservice activities.
Response _____

_____

Delay decision

Record contact reschedule and client effect.
Response _____

_____

F11 Result handoff receipt and concern

Close only the actual agreed work and payment state.

Lessons: L11. Record completion, concern and payment separately. A refund request is not a posted refund.

Agreed result and observed outcome

Refer to original scope and actual review.
Response _____

_____

Correction or new request

Separate own incomplete work from a different desired service.
Response _____

_____

Receipt and fee

Record gross service tax tip method and linked evidence.
Response _____

_____

Settlement state

Record actual posted date and unknown pending money.
Response _____

_____

Concern or incident

Record date facts action owner and deadline without diagnosis.
Response _____

_____

Follow up

Record permitted channel message and completion.
Response _____

_____

F12 Weekly close and prepaid obligation

Reconcile records bank inventory and management result.

Lessons: L12. Use source and event IDs. Separate the optional prepayment variant from the base week. Verify request, initiation and posting chronology for the same prepayment. A review state retains confirmed customer funds; only supported completion or a supported bank refund releases them.

Period and event population

Record complete calendar dates unique events and source references.

Response _____

_____

Bank rollforward

Record confirmed actual money movements.

Response _____

_____

Earned tax and liabilities

Record service delivery and customer obligations separately.

Response _____

_____

Inventory

Reconcile bought used lost and closing units at cost.

Response _____

_____

Management result and variance

Record actual owner value and allocations.

Response _____

_____

Optional prepayment/refund variant

Record paid date service date request initiation posting amount and evidence.

Response _____

_____

F13 Offer outreach and repeat client review

Use truthful unsent messages and consistent cohorts.

Lessons: L13. Replace fictional identities only in an authorized real launch; no outreach is performed by this form.

Service profile

Write complete price scope location booking and limits.
Response _____

_____

Permission inquiry

Use a truthful prior-permission premise and no pressure.
Response _____

_____

Follow up

Ask permission for one later update and honor no.
Response _____

_____

Two week actions

Record small dated actions within channel permissions.
Response _____

_____

Review request

Request real honest feedback without an incentive.
Response _____

_____

Cohort and return evidence

Count completed clients within defined dates.
Response _____

_____

F14 Readiness trial and stop decision

Make a real evidence-based decision with a loss limit.

Lessons: L14. A learner must fill actual evidence and qualified assessment. The example is a business exercise, not a certificate. Use the original-week 18/19 sensitivity as a worked comparison only. Complete the separate BB-V2 source packet independently; its key is supplied as a separate file and page.

Authority and relationship

Record real verified conditions and unresolved items.

Response _____

_____

Observed practical release

Record assessor date method defects and result.

Response _____

_____

Trial limit

Set slots cash risk date and exit before commitment.

Response _____

_____

Base economics

Use actual completed service records not a calendar forecast.

Response _____

_____

Adverse schedule

Rebuild actual daily supply use and committed time.

Response _____

_____

Original week threshold and limits

Keep $65, six days, 1,920 owner minutes, all original costs and $30 reserve fixed. Record 18- and 19-completion after-reserve results and what they do not establish.

Response _____

_____

Continue revise or stop

Record factual reason action owner and next review.

Response _____

_____

New BB V2 decision packet

Use the separate unsolved source packet, complete all requested forms and preserve your first attempt. Open its separate answer key only afterward.

Response _____

_____

Fresh independent decision packet

BB V2 independent chair-week decision

Work from these new fictional records, not the completed base week. Fill F03, F05, F08, F12 and F14. Show unrounded supply arithmetic and round only the final dollar results to cents. Save your first attempt and questions. The answer key is on a separate page and in a separate download.

Packet BB-V2 concerns an already licensed, trained barber with verified establishment permission for the same supported dry maintenance cut. Current independent-relationship review and permitted chair access are recorded. A competent observer has not yet signed the exact selected tool's actual release process or the complete haircut/reset rehearsal. No record supplies that missing observation.

The proposed week has six open days and 24 released 60-minute slots. Compare 17, 18 and 19 completed services at $68 each. Hold complete owner time at 1,950 minutes valued at $25 an hour; unused time remains committed. Do not shorten reset or disinfection.

Cash job costs are chair rent $235, laundry $20 and fuel $12. Nonfuel vehicle allocation is $15, equipment allocation $10, overhead $25 and reserve designation $35. No tips, retail tax, deposits, refunds, owner draws or equipment purchases occur in this proposed week.

Use one settled customer payment per completed service. The fictional processor takes 3% of each $68 receipt plus $0.30, rounded to cents for each receipt. Six fresh concentrate batches together cost $3. Other actual modeled supply use is $0.415 per completed service; purchasing cash is not charged again as consumption.

The measured inquiry cohort has 11 qualified inquiries, 5 bookings and 3 completed paid customers from $48 campaign cash and 96 owner minutes at $25 an hour. This is a separate campaign population; do not add its costs to the chair-week scenario without an explicit bridge. It does not establish demand for the 17/18/19 completion cases.

Separate unused-prepayment record P-V2: $25 received and bank-posted on November 16, 2026; actual original fee $1.05. Refund requested November 19; initiation was entered as November 18; no bank debit is shown. Posted-refund amount is confirmed 0 and its date/source/event ID are empty. Determine whether the entry can close, what funds remain held and what evidence is needed. Do not backdate a request to conceal the defect.

Complete forms F03, F05, F08, F12, F14. Save your first attempt before opening the separate Answer Key file. No answer to this packet is printed in this course or workbook.

Your decision and evidence _____

_____

Completed fictional examples

All people, businesses, licenses, permissions, observations, documents, measurements, evidence and outcomes below are fictional teaching examples. No actual client work, legal determination, demand or physical assessment took place.

F01 Permission and service boundary

Separate real authority from assumptions.

Lessons: L01. Complete with current official evidence. Keep unknown fields open. The filled example is wholly fictional and cannot authorize work.

Provider and individual credential

Fictional Avery Reed; assumed current California barber license for case only. No real license number invented.

Establishment

Fictional River Bench Shop, Chair 2, Sacramento; assumed establishment permission. A real establishment must be independently verified.

Municipal and location review

City of Sacramento BOT and zoning review assumed complete in fiction; actual certificate and zoning evidence required before booking.

Supported service

Adult dry uniform guard maintenance haircut on suitable short hair with consultation and result check.

Fixed exclusions

No razor, skin fade, beard, chemical, skin diagnosis, off-site or unlicensed-location work.

Decision and evidence owner

Fictional case proceeds only on assumed facts. Learner paid-work readiness remains unestablished until real evidence and practical assessment are complete.

F02 Chair agreement and classification review

Compare actual control facilities costs and exit.

Lessons: L02. Attach the exact proposed agreement. Record a reasoned professional review; this form does not classify the relationship.

Control and client relationship

Chair A fictional: Avery sets rates, clients and hours within agreed access; owns the book, collects direct payments and chooses supported methods.

California and federal review

Review §2778 professional-services prerequisites and barber-specific conditions, then Borello as applicable; separate IRS control/financial/relationship analysis. No legal conclusion supplied by course.

Facilities and responsibilities

A includes appropriate water, separate clean/soiled storage and cleaning area; Avery handles own sanitation; laundry paid separately; verify actual agreement.

Rent deposit and included costs

$220 weekly rent; $0 deposit in teaching fixture; $20 laundry outside rent; no retailer activity.

Exit and unavailable station

Fictional four-week trial, seven-day notice, written closure adjustment; tools and client records remain Avery’s. Terms are invented, not negotiated.

Decision

Compare A further; hold B despite $170 rent because owner controls rates and appointments. No deposit paid in this course.

F03 Demand test and acquisition cohort

Decide before a fixed commitment.

Lessons: L03. Define one target population and count its outcomes separately. Do not send messages or collect payments from this learning form.

Target and offer

Adults seeking a short uniform maintenance cut near the confirmed Sacramento location; Saturday/weekday options; proposed $65.

Research protocol

Days 1–2: compare three menus and two chairs. Days 3–5: six authorized conversations. Days 6–7: revise. Week two: a limited authorized offer only after the gates are satisfied.

Success and loss threshold

Fictional decision rule: a reviewed short lease and suitable verified interest sufficient for an affordable four-week trial; cap total trial cash loss before signing. No demand is proven here.

Paid cohort figures

Separate hypothetical campaign: $60 cash, 180 owner minutes valued at $25/hour, twelve suitable inquiries, six bookings and four completed new clients.

Cohort calculations

$5 cash per inquiry; $10 cash per booking; $15 cash per completed new client; $33.75 full CAC per completed new client.

Buying decision

Do not buy extra tools or commit to long rent on courtesy interest. Base service case uses a separate referral/returning cohort.

F04 Tool and station compatibility record

Connect the exact item to supported handling and storage.

Lessons: L04. Use manufacturer instructions for the unit and current product labels. Missing compatibility is a hold.

Tool and guide identity

Teaching case: US Wahl Super Taper model 8400 with compatible guide 3354-1300 marked 1/8 inch. The manufacturer fact sheet was verified. The exact physical unit operating instructions must be checked in real practice.

Condition

Fictional inspection found an intact guide and cord, a clean running tool, and no pulling or excess heat. No physical inspection was performed by the author.

Cleaning and disinfection route

Combs follow current California section 979 and the compatible EPA 954-11 immersion process. Electrical tools follow section 980 with a spray or wipe that both the tool and product instructions support. Do not immerse the unit. Shears are outside this initial service.

Station map

Closed clean drawer at the left; soiled tool bin at the cleaning area; covered laundry below; covered hair waste; payment device away from the clean tray.

Maintenance and stop

Follow the exact unit instructions. Remove a cracked guide, damaged cord, overheating tool or pulling blade from service. Oil is maintenance rather than disinfection.

Buying status

An existing supported kit is assumed in the fiction. Equipment purchase is zero this week. A real purchase waits for the demand decision and minimum readiness.

F05 Sanitation batch and tool release

Prove process completion rather than a label check.

Lessons: L05. Fill a new record for the actual batch and tools. Use current container instructions; do not copy a previous release time.

Product and preparation

Fictional BARBICIDE concentrate, EPA 954-11: add 2 fluid ounces of concentrate to 32 fluid ounces of water. Batch prepared at 8:00 a.m. on November 17 using label-required protection. Prepare fresh daily or sooner as directed; the current container must match.

Tool and cleaning

Comb C02: debris removal, detergent cleaning and complete drying finished at 10:39 a.m. The compatible hard nonporous tool has no visible debris in this fictional observation.

Contact start and minimum release

November 17: immersion starts at 10:40 a.m. The full ten-minute period ends at 10:50 a.m. Removal at 10:47 would be incomplete.

Finishing and actual release

Rinsed and dried after contact, then stored clean and covered. Actual release is 10:53 a.m., not 10:50 a.m.

Electrical and shear route

The EPA 954-14 RTU example requires precleaning, ten minutes visibly wet for general disinfection, and air drying. Actual electrical tool compatibility must be established. Never immerse the clipper. No shears are used.

Failure and correction

Practice defect: comb C03 was removed at 10:47 a.m. Hold it, repeat a complete compliant process and record new actual times. Do not backdate or reuse while on hold.

F06 Client consultation and separate permissions

Agree on a supported result before irreversible work.

Lessons: L06. Keep health detail minimal. Service permission photo permission and marketing permission are independent.

Appointment and client

RB-020; Jordan Ellis; November 17, 2026, at 10:00 a.m.; fictional consenting adult.

Requested result and limits

Uniform short maintenance result. Confirm the actual 1/8-inch guide on an agreed small area; retain the natural hairline. No promise of identical scalp visibility.

Suitability and stop

Fictional hair/skin suitable and client able to remain comfortable; no clinical diagnosis. Actual unsuitable skin or infection/infestation condition stops service.

Read back and agreement

Jordan agrees to stated uniform service before cutting and may ask to stop; skin fade request would require decline/rebook rather than status edit.

Photo and communication choices

Photo/publication declined; one service check accepted; ongoing promotional messages not authorized.

Preparation check

Fictional wash/clean attire/cape/barrier, released tools and stable chair checked before draping; author did not observe real practice.

F07 Observed full service rehearsal

Record actual competence evidence and gaps.

Lessons: L07. Begin with a mannequin. Human practice needs applicable permission credential setting and supervision; this form does not grant any of them.

Practice setting and observer

Fictional licensed setting and qualified observer for a prior rehearsal. No real person, assessment or credential is asserted.

Exact supported setup

Wahl model 8400 with guide 3354-1300 marked 1/8 inch. The exact unit instructions and a qualified demonstrated lever setting are reviewed in the fictional rehearsal. The fact sheet alone is insufficient.

Control and method

The guide stays secured; a small agreed test area is checked; sections are controlled and overlapping; the crown is inspected. No forced pass or guide removal for an outline.

Result criteria

The front, sides, back and crown match the agreed uniform design. The client sees the back in a hand mirror. No preventable injury is observed in the fictional assessment.

Full elapsed cycle

Consultation 5 minutes + cutting 25 + result check 5 + payment 5 + full reset 20 = 60 minutes. Reset includes cleaning, ten-minute contact, finishing and storage without duplicate owner time.

Gap and next permission decision

Pulling tools or incomplete sanitation evidence trigger a hold and further training. Course completion and fictional client approval cannot substitute for real observed sign-off.

F08 Independent estimate and frozen accepted plan

Price only after estimating the complete work.

Lessons: L08. Keep the unpriced build and accepted dated values separately. State every assumption and tax basis.

Unpriced work quantities

Twenty completed blocks at 60 minutes = 1,200 minutes, plus travel 180, opening 120, closing 120, administration 120 and follow-up 60 = 1,800 planned minutes.

Independent before price cost

Owner time $750 + cash job costs $252 + stock consumed $11.30 + vehicle allocation $15 + equipment $10 + overhead $25 = $1,063.30 before processing.

Pricing target and fee assumption

Target $100 after a separate $30 reserve. Assume 3% plus $0.30 for each of twenty receipts. Required weekly sales are ($1,063.30 + $6 + $130) / 0.97 = $1,236.3917526, or $61.8195876 per service. Select $65, subject to actual demand.

Accepted baseline

November 15, 2026: twenty services at $65 = $1,300; 1,800 owner minutes; management cost $1,108.30; result before reserve $191.70; remainder after reserve $161.70. These are frozen values.

Tax and excluded work

California haircut service only, with no retail goods: customer sales tax is zero under source S11. Supplies include assumed nonrecoverable purchase tax. Excluded work stays blocked regardless of customer approval.

Actual comparison

November 21 actual: 1,920 minutes, 120 above plan; management cost $1,158.30, $50 above plan; result before reserve $141.70, $50 below plan; after reserve $111.70.

F09 Client estimate and appointment confirmation

Give the client a complete reviewable offer.

Lessons: L09. Use verified real identity and terms before sending. This filled teaching confirmation is invented and unsent.

Provider and customer

River Bench Barber; Avery Reed; avery@riverbench.example.invalid. Customer: Jordan Ellis. Location: fictional Chair 2 inside River Bench Shop in Sacramento. No real trading address or permission is represented.

Issue validity and appointment

Confirmation RB-020, version 1. Issued November 15, 2026, valid through November 16. Appointment: November 17 at 10:00 a.m.

Included and excluded work

Adult dry uniform guard maintenance haircut with consultation and result check. No shampoo, skin fade, razor, beard, chemical or medical service. Sixty-minute block includes twenty minutes for reset after the client leaves.

Price tax total and payment

$65 service + $0 California haircut sales tax = $65 total. Due after delivery. No deposit or mandatory tip. Additional supported work requires a new agreement before work.

Changes cancellation lateness and concerns

Cancel or rebook without charge before work. No-show fee is zero. Late arrival may need a later slot; sanitation is never reduced. Raise concerns promptly; reply within two working days and review the agreed result. A reasonable correction of an omission is not automatically a paid change. Applicable rights remain.

Agreement and separate permissions

Fictional reply from Jordan on November 15: I agree to RB-020 as described for November 17 at 10:00 a.m. Photo and publication declined; one service check accepted; ongoing marketing not authorized. No real approval exists.

F10 Appointment capacity and release schedule

Keep booking volume separate from completed output.

Lessons: L10. Track dates and real time. A status cannot authorize an excluded service or replace a tool release.

Available slots

Twenty-four released sixty-minute slots across November 16–21 = 1,440 minutes. Real lease access must be verified.

Booked completed and lost

Twenty-two booked, twenty completed, two no-shows and two never booked. No nonattendance fees are earned.

Utilization

Booked utilization 22/24 = 91.67%; completed utilization 20/24 = 83.33%; completion among bookings 20/22 = 90.91%.

Ready times

Practice tool contact from 10:40 to 10:50 a.m.; rinsing, drying and storage finish at 10:53 a.m. It is not reusable at 10:47 or 10:50.

Owner commitment

Completed blocks 1,200 minutes + no-show idle time 120 + travel 180 + opening 120 + closing 120 + administration 120 + follow-up 60 = 1,920 minutes. Never-booked slots are not additional committed time in this fixture.

Delay decision

Protect the complete method and reset. Offer a later slot or cancellation under the terms if a late arrival cannot fit; never shorten hygiene to make the calendar appear complete.

F11 Result handoff receipt and concern

Close only the actual agreed work and payment state.

Lessons: L11. Record completion, concern and payment separately. A refund request is not a posted refund.

Agreed result and observed outcome

RB-020: Jordan reviews the agreed uniform result in front and back mirrors and accepts the fictional completed service on November 17. No photograph is taken.

Correction or new request

Correct a missed patch within the original result without a new fee if safe and agreed. Decline or refer a skin fade. Status changes cannot expand scope.

Receipt and fee

$65 service, $0 tax, $0 tip, $65 total; card receipt RB-P020. Fictional fee $2.25 and bank settlement $62.75 are linked by settlement reference RB-S020.

Settlement state

$62.75 is posted on November 18 in the fiction. Without bank evidence, keep a pending processor receivable rather than confirmed bank cash.

Concern or incident

No concern occurs in the base case. A variant request for a different shorter result is recorded separately. Reply within two working days. An injury stops service under the actual established procedure.

Follow up

One fictional service check occurs within the week. Ongoing marketing is not inferred. Rebooking is optional. No real message is sent.

F12 Weekly close and prepaid obligation

Reconcile records bank inventory and management result.

Lessons: L12. Use source and event IDs. Separate the optional prepayment variant from the base week. Verify request, initiation and posting chronology for the same prepayment. A review state retains confirmed customer funds; only supported completion or a supported bank refund releases them.

Period and event population

November 16–21, 2026, inclusive: twenty distinct completed services and receipts; two no-shows. Exclude duplicate events. One statement may support several different events.

Bank rollforward

Opening bank $1,000 + gross receipts $1,300 − fees $45 − job cash payments $252 − stock purchases $57 = closing bank $1,946. Equipment purchase, tax remittance, owner draw and refund are zero. The $30 reserve is not paid out.

Earned tax and liabilities

Earned service revenue $1,300; customer tax $0; unearned customer liability $0. The base has no deposits, tips, retail sales or refunds. Each zero is an explicit fictional assumption.

Inventory

$57 purchased − $11.30 consumed = $45.70 closing stock. Lost units are zero. Reconcile each item; do not expense both purchase and consumption in management result.

Management result and variance

1,920 minutes at $25/hour = $800 owner value. Total management cost $1,158.30; result $141.70; reserve $30; remainder $111.70. The frozen plan is 1,800 minutes and $1,108.30 cost; unfavorable variance is 120 minutes and $50.

Optional prepayment/refund variant

Separate P-001 variant: $25 paid November 16 for November 23; earned zero. Refund requested November 18 and initiated November 19; $25 liability remains until a valid $25 bank posting on November 20. Actual original fees stay separate. This does not change the base week.

F13 Offer outreach and repeat client review

Use truthful unsent messages and consistent cohorts.

Lessons: L13. Replace fictional identities only in an authorized real launch; no outreach is performed by this form.

Service profile

River Bench Barber, Avery Reed. Adult dry uniform guard maintenance haircuts by appointment at a confirmed Sacramento shop. Consultation and result check included; $65, no required tip; sixty-minute block. Shaving, chemicals and skin fades excluded. Contact avery@riverbench.example.invalid. Fictional and unsent.

Permission inquiry

Hi Taylor, you said you were open to hearing about my haircut appointments. Would this location, $65 service and these windows fit your routine? No need to book; I am gathering feedback before renting a chair. Unsent.

Follow up

Thanks for your feedback. You mentioned Saturday mornings. May I send one update after the location checks are complete? If not, I will leave it here. Unsent.

Two week actions

Week one: six permitted conversations, three comparable menus and two chair comparisons. Week two: revised profile, approved signage draft, one allowed community offer and only requested follow-ups. No outreach is actually performed.

Review request

If you would like to leave an honest review of your actual visit, please use our verified review link. No incentive or expected rating; no effect on your service. No link is fabricated in this example.

Cohort and return evidence

Separate paid campaign: four completed new clients, $15 cash CAC and $33.75 full CAC. Future bookings are not completed returns. The base week uses a different referral and returning-client cohort. Real retention remains unknown.

F14 Readiness trial and stop decision

Make a real evidence-based decision with a loss limit.

Lessons: L14. A learner must fill actual evidence and qualified assessment. The example is a business exercise, not a certificate. Use the original-week 18/19 sensitivity as a worked comparison only. Complete the separate BB-V2 source packet independently; its key is supplied as a separate file and page.

Authority and relationship

The fiction assumes a licensed barber, licensed shop and reviewed independent relationship. The learner must supply actual evidence before opening.

Observed practical release

No real observed haircut or sanitation assessment is provided by this course. Paid-work readiness remains unestablished until an actual competent assessment is complete.

Trial limit

Fictional four-week trial with the narrow menu and twenty-four released slots weekly. Set the maximum affordable cash loss from your own budget before committing. Review weekly; do not extend the lease automatically.

Base economics

Twenty completed services at $65 = $1,300 earned; 1,920 owner minutes; $141.70 management result before a $30 reserve and $111.70 after it. Bank is $1,946. Neither result is net income or take-home pay.

Adverse schedule

Fifteen completed services across the same six open days: stock consumed $9.225, including fixed $3 concentrate; fees $33.75; other base costs unchanged. Result is −$169.975, rounded to −$169.98; after reserve −$199.98. Separate variant, not actual history.

Original week threshold and limits

For the original teaching week only, 18 completed haircuts leave −$12.97 after reserve; 19 leave about +$49.37. Six concentrate batches stay fixed at $3; other modeled use is $0.415 per completion and payment cost is $2.25 per completion. This is a scenario range, not demonstrated demand or a universal price.

Continue revise or stop

Continue only within verified conditions and affordable risk. Revise the offer or hours with a new plan, or stop the trial. Resolve customer obligations, return property and protect records. Never cut required hygiene.

New BB V2 decision packet

The completed base week and its sensitivity do not solve BB-V2. BB-V2 uses different figures and a separate evidence gap. Record your own arithmetic, practical release decision and next permitted action before consulting its key.