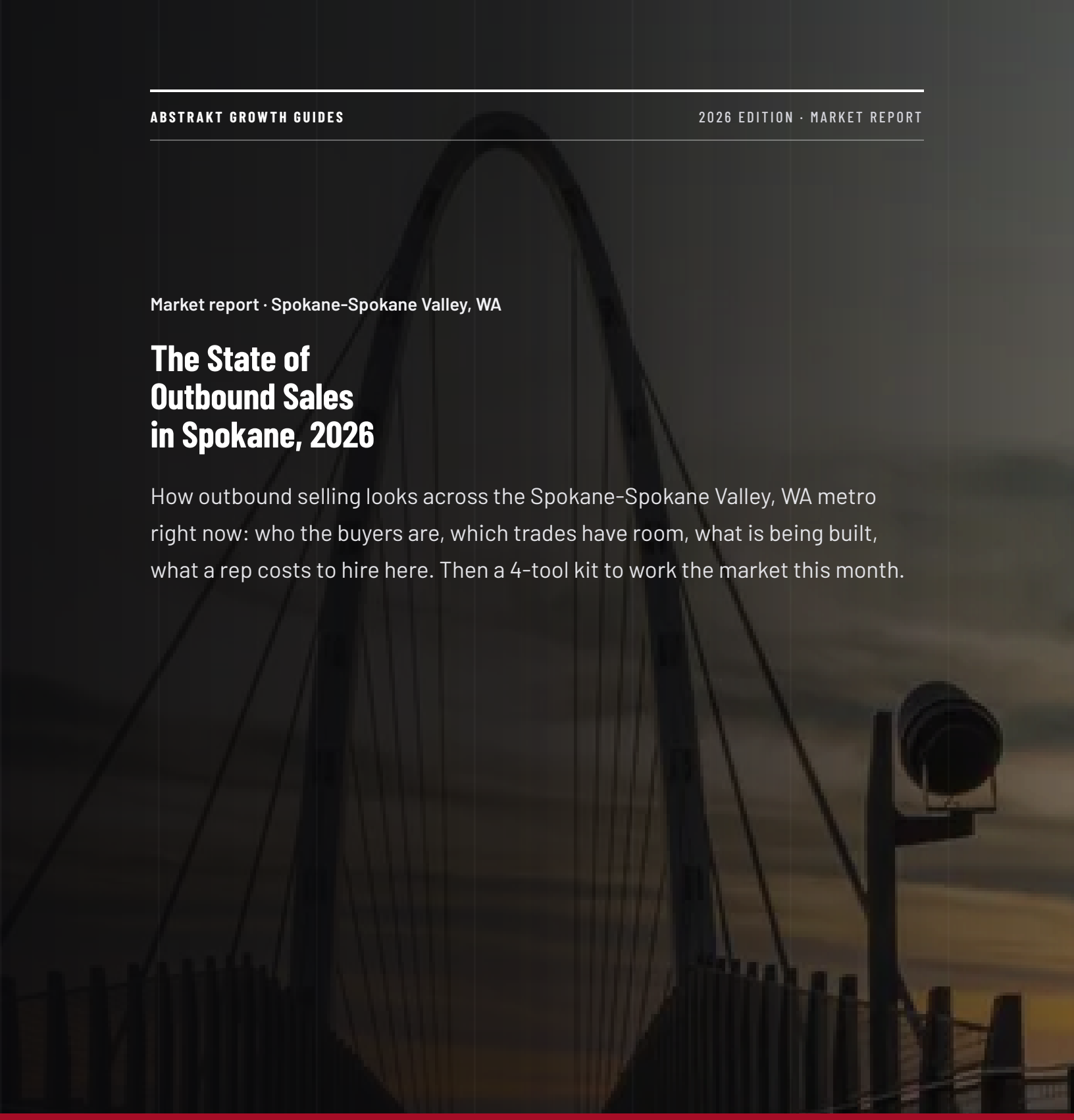


Market report · Spokane-Spokane Valley, WA

The State of Outbound Sales in Spokane, 2026

How outbound selling looks across the Spokane-Spokane Valley, WA metro right now: who the buyers are, which trades have room, what is being built, what a rep costs to hire here. Then a 4-tool kit to work the market this month.

1,428

business sites with 20+ people across the categories trades sell to, #90 of our 100 metros

12

buyer sites per mechanical contractor, #26 of 100 markets: the best rank of any trade here

Sites: U.S. Census Bureau, County Business Patterns 2023; rank among the 100 metros on our market pages. Room: U.S. Census Bureau, County Business Patterns 2023 sites per contractor in U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, private ownership, 2026 Q1, among markets with at least 10 contractors.

Executive summary Read this if nothing else

5 things to know about outbound sales in Spokane

1

Biggest buyer pool

Restaurants: 351 sites

with 20 or more people, the largest buyer category in Spokane-Spokane Valley, ahead of retail stores (319).

2

Where the metro leans

Senior living and nursing: 3.03x the U.S. mix

Also over-represented: auto dealerships (1.24x) and colleges and universities (1.24x). Trades that serve these buyers have more of them here than the national average suggests.

3

Most room

Commercial HVAC & Mechanical: #26 of 100 markets

12 buyer sites with 20+ people for each of 44 local mechanical contractors. The most crowded is managed service providers, #91 of 100.

4

Biggest reason to call

Spokane County PATH Diversion and Recovery Center expansion, $21 million

Under construction. One of 5 named, sourced projects in this report.

5

Hiring locally

$124,700 for an in-house SDR's first year (illustrative)

At a $55,000 base salary, once commission, payroll taxes and benefits, tools, recruiting and training, turnover and manager time are added, before ramp time.

Sources: U.S. Census Bureau, County Business Patterns 2023; U.S. Bureau of Labor Statistics, Quarterly Census of

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01 THE MARKET
Who buys in Spokane-Spokane Valley

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06 BUILD OR BUY
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The toolkit

Src METHOD
Sources and notes

Employment and Wages, private ownership, 2026 Q1; project sources as of 2026-09; U.S. Bureau of Labor Statistics, Occupational Employment and Wage Statistics (OEWS), May 2025. Full list at the end.

01

Chapter 01 The market

Who buys in Spokane-Spokane Valley

1,428 business sites in Spokane-Spokane Valley have 20 or more people on site in the categories commercial trades sell to. That ranks #90 of the 100 metros we publish. Here is what those buyers are and where they sit.

The largest buyer categories

Sites with 20 or more people are the ones worth an SDR's time: big enough to have a facility lead, a service budget and a contract that comes up for renewal. The "vs. U.S. mix" column compares each category's share of local employment with its national share (1.00x is the U.S. average).

Business sites with 20+ people in Spokane-Spokane Valley, top 10 categories

CATEGORY	SITES WITH 20+	ALL SITES	VS. U.S. MIX	1-YR CHANGE
Restaurants LARGEST POOL	**351**	1,231	1.14x	+20
Retail stores	**319**	1,694	1.06x	-7
Medical, dental and outpatient offices	**197**	1,182	0.97x	+29
Manufacturing plants	**159**	561	1.10x	-13
Wholesale distributors	**132**	694	0.99x	+12
Senior living and nursing	**95**	332	3.03x	+31
Grocery stores	**62**	195	0.92x	+15
Trucking companies	**42**	289	0.80x	-4
Bank and credit union offices	**38**	294	1.05x	-6
Hotels	**35**	81	1.00x	+7

Sources: U.S. Census Bureau, County Business Patterns 2023 (sites by size); U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, private ownership, 2026 Q1 (concentration and one-year change in establishments). Suppressed size classes count as zero.

Spokane-Spokane Valley leans toward senior living and nursing (3.03x), auto dealerships (1.24x) and colleges and universities (1.24x). A trade that already sells to those buyers elsewhere has a deeper pool here than the national numbers suggest, and a case study from one of them travels well on the phone.

It is thinner than the U.S. mix in churches and religious organizations (0.66x) and trucking companies (0.80x). A program built around those buyers runs out of fresh accounts sooner here.

Growing fastest over the past year, by establishment count: senior living and nursing (+31), medical, dental and outpatient offices (+29) and restaurants (+20). New sites have no incumbent vendor yet.

The metro

Spokane-Spokane Valley, WA: 2 counties in this report's counts.

Spokane County holds 97% of the larger business sites, so most programs start there.

Where the sites are

Business sites with 20+ people, by county, Spokane-Spokane Valley

COUNTY	SITES WITH 20+	SHARE OF METRO
Spokane County START HERE	**1,379**	97%
Stevens County	**39**	3%

Source: U.S. Census Bureau, County Business Patterns 2023, summed across the buyer categories above. Census withholds some county-level size counts, so 10 of the metro's 1,428 sites are not assigned to a county.

02

Chapter 02 The competition

Which trades have the most room in Spokane

Buyer sites per contractor is a rough read on how crowded a trade is: more sites for each local competitor means more doors nobody else is knocking on. Each trade's Spokane figure is ranked against the other markets we track.

How Spokane ranks for each trade, by buyer sites per contractor (longer bar = more room)

TRADE	RANK AMONG MARKETS	SITES PER CONTRACTOR	CONTRACTORS	1-YR CHANGE
Commercial HVAC & Mechanical MOST ROOM	**#26 of 100**	12	44	+1
Commercial Construction	**#34 of 100**	5.5	81	0
Commercial Electrical	**#35 of 100**	12	57	-4
Commercial Landscaping	**#52 of 100**	3.5	257	-4
Commercial Roofing	**#52 of 89**	61	13	+2
Paving & Asphalt	**#70 of 94**	34	25	+1
Fire Protection	**#72 of 96**	32	26	-2
Commercial Cleaning & Janitorial	**#82 of 100**	3.0	204	-9
Commercial Painting & Coatings	**#74 of 86**	45	19	0
Managed Service Providers	**#91 of 100**	1.4	566	+23

Sources: U.S. Census Bureau, County Business Patterns 2023 (each trade's own buyer categories, 20+ people); U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, private ownership, 2026 Q1 (contractor establishments and one-year change). Each trade counts different buyers, so compare ranks across trades, not the raw ratios. Ranked among markets with at least 10 contractors in the trade.

Commercial HVAC & mechanical (#26), commercial construction (#34) and commercial electrical (#35) rank best in Spokane. For those trades a program can work longer before it calls the same building twice, and fewer competitors have already pitched each owner.

Managed service providers is the most crowded trade here, #91 of 100: 1.4 buyer sites for each of 566 local managed service providers. Winning there takes a sharper reason to switch than a lower price.

Commercial cleaning & janitorial (-9) and commercial electrical (-4) lost contractor establishments over the past year, so the same buildings are split among fewer firms than a year ago. Managed service providers (+23) and commercial roofing (+2) added them.

Not ranked here: commercial flooring (4 contractors). With fewer than 10 local contractors the ratio is noise, though a thin field is itself a sign of open ground.

Open programs

Our availability workbook does not cover Spokane yet. We take one client per trade per territory, so ask before you plan around it.

Check whether your trade is open

03

Chapter 03 The projects

What is being built, and who owns the buildings

5 named, sourced projects and 6 anchor owners in Spokane-Spokane Valley. Each one is a reason to call that has nothing to do with your company and everything to do with the buyer's building.

The projects

01 · $21 million

Spokane County PATH Diversion and Recovery Center expansion

Under construction

A 17,000-square-foot expansion of the Spokane Regional Stabilization Center at 1168 N. Cedar in Spokane that adds a 23-hour crisis relief and sobering services component.

> Graham Construction is building toward a spring 2027 opening, so mechanical, electrical and fire protection rough-in runs through late 2026 and interior finish and flooring follow ahead of opening.

HVAC · electrical · fire protection · flooring

Spokane Journal of Business, 2026-04-23

02 · $16.3 million

Spokane Community College Building 1 renovation and addition

Renovation planned to start July 2026

A renovation of Spokane Community College's roughly 137,000-square-foot main building in Spokane, which will be stripped to its shell, plus a 3,100-square-foot addition, accessibility ramps and landscaping upgrades.

> A shell-down renovation of an occupied campus building replaces mechanical and electrical systems and calls for new paint, flooring and site landscaping on a phased academic schedule.

HVAC · electrical · painting · flooring · landscaping

The Spokesman-Review, 2026-02-15

03 · 95,000 sq ft

McKinstry second prefabrication building

Site work and shell starting summer 2026, completion 2027

A 95,000-square-foot fabrication building at 9610 W. 21st on the West Plains, about a mile north of Spokane International Airport, next to McKinstry's existing 68,000-square-foot plant.

> Site work and the building shell come first, creating paving and roofing scopes, with power distribution and process electrical for a plumbing and HVAC prefabrication plant following into 2027.

construction · paving · roofing · electrical

Spokane Journal of Business, 2026-03-26

04 · $71 million

Kendall Yards six-story mixed-use apartment building

Construction application submitted

A six-story, roughly 416,000-square-foot building at 1175 W. Summit Parkway in Kendall Yards with 200 apartments, 53,000 square feet for restaurants and retail, and two levels of underground parking.

> Underground parking and 53,000 square feet of ground-floor commercial space add garage ventilation, fire protection and tenant improvement work on top of the residential mechanical and electrical scopes.

HVAC · electrical · fire protection · flooring

The Spokesman-Review, 2026-07-22

05 · $2.5 million per building

4524 N. Barker Road industrial flex warehouses

Under construction

Two 18,000-square-foot industrial flex warehouses under construction at 4524 N. Barker Road in Spokane Valley, part of a site planned for 111,900 square feet of warehouse space.

> The first buildings target lease-up by summer 2026 and later phases continue the site, so roofing, paving and electrical contractors have repeat shell work, followed by tenant fit-out.

roofing · paving · electrical

Spokane Journal of Business, 2026-03-12

Projects current as of 2026-09; each source is linked on its card. Values are as reported by the source.

The anchor owners

Health systems, campuses, large employers and industrial parks hold the biggest concentrations of commercial buildings in Spokane-Spokane Valley. One relationship with a facilities team here can cover many buildings.

Health system · Spokane, Spokane County

Providence Sacred Heart Medical Center

Wikipedia, citing the American Hospital Directory, lists 648 beds for Providence Sacred Heart Medical Center, founded in 1886.

> A large South Hill hospital campus with a parking garage and children's hospital needs HVAC, life-safety, cleaning and flooring work year-round.

HVAC · fire protection · cleaning · flooring · roofing

Wikipedia

Campus · Cheney, Spokane County

Eastern Washington University

Wikipedia lists 9,922 students (2025) and a 300-acre campus for Eastern Washington University.

> A 300-acre campus of classroom buildings, residence halls and athletic venues needs HVAC service, roofing, cleaning and grounds work.

HVAC · roofing · cleaning · landscaping

Wikipedia

Public owner · Fairchild AFB, Spokane County

Fairchild Air Force Base

The Spokane Journal of Business says the base is the largest employer in Spokane County, with over 7,400 full-time civilian and military employees on its 2024 largest employers list.

> Hangars, flight-line facilities, offices and housing on an active base carry roofing, electrical, mechanical and paving work, often bid through federal channels.

roofing · electrical · HVAC · paving

Spokane Journal of Business

Major employer · Spokane and Spokane Valley, Spokane County

Amazon fulfillment centers (GEG1 and Spokane Valley)

The Spokesman-Review reports Amazon employs about 5,000 full-time and part-time workers at its West Plains fulfillment center and its 1.3 million-square-foot facility in Spokane Valley.

> Two large distribution buildings with truck courts and big parking fields need roofing, paving, electrical and fire sprinkler service.

roofing · paving · electrical · fire protection

The Spokesman-Review

Airport · Spokane, Spokane County

Spokane International Airport (GEG)

Spokane International Airport says it served over 4.3 million travelers in 2025 and its property spans over 6,000 acres.

> The terminal, garages, cargo buildings and airfield support facilities need cleaning, HVAC, electrical and pavement work.

cleaning · HVAC · electrical · paving

Spokane International Airport

Industrial park · Spokane, Spokane County

Spokane International Airport Business Park

Spokane International Airport describes a 540-acre industrial and business park surrounding the passenger terminal and airfield, next to Interstate 90, plus a rail-truck transload facility about two miles west of the terminal.

> Warehouses, light industrial buildings and new pads on the West Plains need site work, roofing, paving and electrical as the park builds out.

construction · roofing · paving · electrical

Spokane International Airport

Anchor facts checked 2026-10; each source is linked on its card.

Which trades the work touches

Projects and anchor owners in this report that buy each trade, Spokane-Spokane Valley

TRADE	PROJECTS AND OWNERS	
Commercial Electrical		9
Commercial HVAC & Mechanical		7
Commercial Roofing		7
Paving & Asphalt		6
Fire Protection		4
Commercial Flooring		4
Commercial Cleaning & Janitorial		3
Commercial Construction		2

TRADE	PROJECTS AND OWNERS	
Commercial Landscaping		2
Commercial Painting & Coatings		1

Count of the projects and anchor owners above whose scope includes the trade, from the sourced descriptions.

04

Chapter 04 The calendar

The Spokane selling calendar

Outbound runs every month, but the weather changes what a buyer wants to hear. These are the NOAA records for the Spokane-Spokane Valley metro's counties, month by month.

Spokane by month: storm reports, degree days and average highs

MEASURE	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Hail and damaging wind reports total, 2015 to 2024	0	0	1	0	12	10	13	3	8	0	0	0
Cooling degree days average month	0	0	0	0	5	24	130	118	28	0	0	0
Heating degree days average month	1,151	946	835	603	361	192	53	58	230	607	924	1,165
Average high (°F) average month	33	39	48	56	66	72	83	83	73	56	41	33

Sources: NOAA NCEI Storm Events Database, 2015 to 2024: reports of hail 1 inch or larger and thunderstorm wind of 58 mph or more, by month, across the market counties. NOAA NCEI nClimDiv county monthly series, 1991-2020 averages. Degree days count how far the daily average sits above (cooling) or below (heating) 65°F, summed over the month.

NOAA logged 16 hail reports of 1 inch or larger and 31 damaging wind reports across the metro's counties from 2015 to 2024: #78 of 100 markets for hail and #84 for wind. May, June and July carried 74% of the reports. Storms are not the main driver here, so roof age, leaks and budget timing carry the roofing conversation.

The metro averages 305 cooling degree days a year (#92 of 97 markets) and 7,125 heating degree days (#8 of 97). Cooling load peaks in July and August; heating in January, February, March, April, October, November and December. Peak months are when HVAC calls lead with service and response times; the rest of the year they lead with planned work and budgets.

Trades with no weather season

Cleaning, construction, electrical, flooring and fire protection sell on contract end dates, budgets and inspection cycles. Learn each account's date on the first call and come back before it.

5 months average a high of 60°F or more (May, June, July, August and September). That is when exterior painting, paving and landscaping crews are busiest, so in-season calls catch owners while they can see the work that needs doing. The contracts themselves are bid on each property's own dates, so the selling runs all year.

05

Chapter 05 The numbers

What one meeting takes, trade by trade

What booking a meeting has taken on our own calling floor for the trades we run in Spokane, next to the records we can prospect here. The sales center figures are national; it does not break them out by city yet.

Dials per booked appointment, by trade (lower is faster), national

TRADE	DIALS PER APPOINTMENT	REACHED PROPOSAL	PROPOSALS WON	DIALS FOR 10 MEETINGS
Fire Protection FASTEST TO BOOK	**78**	21.6%	13.2%	about 780
Paving & Asphalt	**86**	32.2%	7.4%	about 860
Commercial Landscaping	**88**	18.8%	12.7%	about 880
Commercial Electrical	**96**	14.6%	21.1%	about 960
Commercial HVAC & Mechanical	**98**	16.6%	24.9%	about 980
Commercial Painting & Coatings	**115**	31.2%	14.4%	about 1,150
Commercial Flooring	**122**	30.8%	9.8%	about 1,220
Commercial Roofing	**140**	25.9%	16.1%	about 1,400
Commercial Cleaning & Janitorial	**142**	23.9%	21.7%	about 1,420
Managed Service Providers	**162**	10.0%	20.5%	about 1,620

All of these trades together: 122 dials per appointment

Source: Abstrakt sales center, Performance Intelligence, national, as of October 2026. Dials per appointment = prospecting calls divided by appointments set. History, not a promise. Full benchmarks and method.

The records behind a Spokane program

Before a program starts we size the list: the decision-maker records Abstrakt can prospect for each trade in the Spokane-Spokane Valley-Coeur d'Alene territory.

1,752 Commercial Roofing	**1,752** Commercial Construction
672 Commercial HVAC & Mechanical	**500** Commercial Cleaning & Janitorial

Source: Abstrakt territory record counts, as of October 2026: estimated decision-maker records Abstrakt can prospect for each program in the territory. Shown for the programs the count covers.

Read it this way

Divide the records by the dials one meeting takes and you see how long a list lasts before it repeats. A thin list means a program has to work every record well, not just call more.

06

Chapter 06 Build or buy

What an in-house SDR costs in Spokane

Before you hire a sales development rep in Spokane, price the whole job, not just the salary.

The salary is the smallest part of the decision. About 1,240 people hold the role in the Spokane-Spokane Valley, WA metro, and every one of their employers is competing for the same hires.

An in-house SDR's first year, at a $55,000 base salary (illustrative model)

COST	YEAR ONE
Base salary	$55,000
Commission and bonus	$15,000
Payroll taxes and benefits (25% of pay)	$17,500
Tools and data ($550 a month)	$6,600
Recruiting and training	$7,000
Turnover (35% a year, rehiring)	$2,450
Manager and QA time (5 hours a week) and admin (4 hours a month)	$21,150
Total, before ramp time	**$124,700**

Headcount: U.S. Bureau of Labor Statistics, Occupational Employment and Wage Statistics (OEWS), May 2025. Sales representatives of services, except advertising, insurance, financial services and travel (SOC 41-3091). The cost lines are the starting values of our SDR cost calculator: $15,000 commission, 25% payroll taxes and benefits, $550 a month in tools, $7,000 recruiting and training, 35% yearly turnover, and manager, QA and admin time. Change any of them there.

$124,700

for one in-house SDR's first year at a $55,000 base salary.

That buys one rep. It does not buy the list, the manager's coaching system or cover when the rep leaves.

Ask us what a program would cost for the same work

Part two Apply this

The Spokane market toolkit

4 working tools built from the chapters above. Tick the boxes as you go (they stay ticked in this browser), copy the scripts into your CRM, or save the whole guide as a PDF and print this part as a worksheet.

01

Account scorecard

Score an account before anyone dials it.

02

Discovery question bank

The questions that qualify a meeting.

03

Trigger watchlist

The changes that make a buyer take the call.

04

30-day action plan

Four weeks of steps you can start Monday.

TOOL 01

Account scorecard

Before an account goes on the call list, check every line that fits. Call the accounts with the most ticks first, and leave the ones with none for later.

- [ ] **It sits in Spokane County**
  97% of the metro's larger business sites are in this county.
- [ ] **It has 20 or more people on site**
  One of the 1,428 sites this report counts. At that size a facility lead usually owns the building decisions.
- [ ] **It is in a category Spokane over-indexes on**
  senior living and nursing (3.03x the U.S. mix), auto dealerships (1.24x the U.S. mix) and colleges and universities (1.24x the U.S. mix).
- [ ] **It belongs to an anchor owner or a named project**
  Providence Sacred Heart Medical Center, Eastern Washington University, Fairchild Air Force Base and Amazon fulfillment centers (GEG1 and Spokane Valley).
- [ ] **You can name the person who signs**
  A name and a title before the first dial, not just the main line.

- [ ] **You are calling a business line**
  A business line, not a personal phone. Look up the calling laws for Washington before you dial.

0 of 6 checked

TOOL 02

Discovery question bank

Ask fewer, better questions. Pick three or four for the call and save the rest for the meeting. Each one comes with the reason it earns its place.

Restaurants: 351 sites here

From our fire protection talk track. Staying open and passing inspection. Multi-unit operators are worth more than single locations.

1. **When was your hood suppression system last inspected, and when is the next one due?**
   Due dates tell you when to call and what to offer.
2. **Have you had a failed inspection or a citation recently?**
   Failed inspections threaten the ability to stay open and create urgency.
3. **How many locations do you operate, and does each one use a different vendor?**
   Multi-unit operators are more valuable and often want one vendor across locations.

Retail stores: 319 sites here

From our electrical talk track. Lighting cost and fast repair. For chains, decisions often sit in a regional facilities office, so find who owns vendors for your area.

1. **Who handles electrical service for this store, the store, a regional facilities office or a national provider?**
   For chains, decisions often sit outside the store, so this tells you who to call next.
2. **Is a lighting retrofit or remodel planned for this location?**
   Remodels and retrofits are defined projects with budgets.
3. **How fast does your current electrician respond when lights or signs go out?**
   Slow response during business hours is a common reason to add a vendor.

Medical, dental and outpatient offices: 197 sites here

From our HVAC talk track. Patients notice a hot waiting room. Ask how comfort complaints get handled and who owns the equipment, the practice or the landlord.

Any first meeting

Plain practice that works in every market.

1. **How are you handling this today, and what would you change about it?**
   The gap between today and what they want is the whole reason to meet.

1. **Does the practice own the HVAC equipment, or is it the landlord's responsibility under the lease?**
   Ownership tells you whether the buyer is the practice administrator or the property manager, which changes who you meet.
2. **How many locations does the group run, and is service handled by one contractor or several?**
   Multi-site groups often want one agreement across every office, a bigger first contract than a single suite.
3. **How do patient and staff comfort complaints get handled today, and how fast?**
   Complaints in clinical spaces are felt immediately, and a slow response is the most common reason a practice will take another call.
2. **What happens if nothing changes this year?**
   Tells you whether there is a cost to waiting, or only curiosity.
3. **Who else would need to agree before anything moves?**
   Names the people who can stall the deal, while you can still invite them.
4. **When does the current contract or budget come up for review?**
   Gives you the date to plan around, even when the answer today is no.
5. **What would make a first meeting worth your time?**
   Lets the buyer set the agenda, which is the agenda they will show up for.

TOOL 03

Trigger watchlist

Each of these changes gives a buyer a reason to take the call this month instead of next year. Tick the ones you will track, and set a news alert or CRM field for each so you hear about it first.

- [ ] **Spokane County PATH Diversion and Recovery Center expansion**

  Under construction. Graham Construction is building toward a spring 2027 opening, so mechanical, electrical and fire protection rough-in runs through late 2026 and interior finish and flooring follow ahead of opening.

- [ ] **Spokane Community College Building 1 renovation and addition**

  Renovation planned to start July 2026. A shell-down renovation of an occupied campus building replaces mechanical and electrical systems and calls for new paint, flooring and site landscaping on a phased academic schedule.

- [ ] **McKinstry second prefabrication building**

  Site work and shell starting summer 2026, completion 2027. Site work and the building shell come first, creating paving and roofing scopes, with power distribution and process electrical for a plumbing and HVAC prefabrication plant following into 2027.

- [ ] **4524 N. Barker Road industrial flex warehouses**

  Under construction. The first buildings target lease-up by summer 2026 and later phases continue the site, so roofing, paving and electrical contractors have repeat shell work, followed by tenant fit-out.

- [ ] **New sites: senior living and nursing**

  QCEW counted 31 more senior living and nursing in Spokane-Spokane Valley than a year earlier. Every new site has to choose its service vendors; call before the choice settles.

- [ ] **Kendall Yards six-story mixed-use apartment building**

  Construction application submitted. Underground parking and 53,000 square feet of ground-floor commercial space add garage ventilation, fire protection and tenant improvement work on top of the residential mechanical and electrical scopes.

- [ ] **Storm season: May, June and July**

  74% of the 47 large-hail and damaging-wind reports NOAA logged across the metro, 2015 to 2024, fell in these months. Owners want an inspection after an event; call the ones you already know first.

- [ ] **New sites: medical, dental and outpatient offices**

  QCEW counted 29 more medical, dental and outpatient offices in Spokane-Spokane Valley than a year earlier. Every new site has to choose its service vendors; call before the choice settles.

0 of 8 on your watchlist

TOOL 04

30-day action plan

4 weeks, 15 steps, nothing you need to buy. Tick each one off as you finish it; your progress stays in this browser.

Week 1

Draw the territory

- [ ] Start in Spokane County, which holds 97% of the larger business sites.
- [ ] Pull the sites with 20 or more people in restaurants, retail stores and medical, dental and outpatient offices.
- [ ] Score every account with the scorecard above and sort the list by score.
- [ ] Put the accounts tied to Providence Sacred Heart Medical Center and Eastern Washington University at the top.

Week 2

Check the rules, then write the talk track

- [ ] Look up the calling laws for Washington and every state you call into, and confirm them with your own counsel before the first dial.
- [ ] Pick four questions from the question bank for every call and print them next to the phone.
- [ ] Write one opening line per account type that names something local: a project, an owner or the season.

Week 3

Make the calls

- [ ] Call business lines during business hours, 8am to 5pm in the buyer's local time, in the same blocked hours every day.
- [ ] Log every dial, every conversation and every meeting set, so you know your own numbers.
- [ ] Open with the trigger when you know it: spokane County PATH Diversion and Recovery Center expansion.
- [ ] Close every good conversation with two specific meeting times.

Week 4

Measure and decide

- [ ] Divide your dials by meetings set and compare it with the 78 dials per appointment our sales center averaged on fire protection calls (national, as of October 2026).
- [ ] Put a return date on every "not now", tied to the contract or budget date they gave you.
- [ ] Before you hire, price an in-house rep with the Spokane pay figures in this report.
- [ ] Keep what worked, rewrite the line that drew the most pushback, and run the next 30 days.

0 of 15 steps done

Sources and notes

- U.S. Census Bureau, County Business Patterns 2023: business sites by category, size and county, Spokane-Spokane Valley, WA.
- U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, private ownership, 2026 Q1: contractor establishments, one-year change and concentration (location quotient).
- Projects: named public sources linked on each card, current as of 2026-09.
- Anchor owners: sources linked on each card, checked 2026-10.
- NOAA NCEI Storm Events Database, 2015 to 2024: hail and damaging wind reports by month across the metro's counties.
- NOAA NCEI nClimDiv county monthly series, 1991-2020 averages: degree days and average highs by month.
- Abstrakt sales center, Performance Intelligence, national, as of October 2026: dials, appointments, proposals and wins by trade. Method.
- Abstrakt territory record counts, as of October 2026: decision-maker records per program in the Spokane-Spokane Valley-Coeur d'Alene territory.
- U.S. Bureau of Labor Statistics, Occupational Employment and Wage Statistics (OEWS), May 2025: Sales representatives of services, except advertising, insurance, financial services and travel (SOC 41-3091).
- Cover photo: University District Gateway Bridge in Spokane at sunset, by Clay Elliot on Unsplash, Unsplash License.
- The toolkit's discovery questions come from our trade talk tracks; the plan and checklists are sales practice, not data.

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