

Cabinet painting business Market Entry: A Sample Business Plan Template

Evergreen Cabinet Revival LLC (Oregon LLC, founded May 2024) is a Portland-based cabinet refinishing service targeting homeowners seeking \$2,500-\$6,000 kitchen transformations at 40% below replacement costs. Founder Jordan Taylor (12-year renovation veteran managing \$3.2M in projects at Seattle Remodel Co.) and COO Maria Chen (8-year cabinet specialist) project \$192,000 Year 1 revenue at 55% gross margin. May 2024.

SECTION 1: EXECUTIVE SUMMARY

U.S. homeowners spend \$8,500 annually on renovations (NAHB 2023) but abandon 32% of planned kitchen remodels due to \$25,000+ costs (JLC Magazine). Evergreen Cabinet Revival solves this by delivering professional cabinet painting at \$3,200 average project cost using low-VOC materials and 5-7 day turnarounds. Our \$2,500-\$6,000 service captures 1.5% of Portland's \$12M annual cabinet refinishing market (4,000 projects).

We operate B2C with 60% repeat/referral customers. Pricing averages \$3,200/project (20 linear feet) with \$1,440 COGS (45%), yielding \$1,760 contribution margin. Year 1 targets 60 projects (\$192,000 revenue) at \$98,000 operating expenses, achieving break-even at 39 projects (Month 10). Net profit reaches \$61,800 by Year 3 through price increases (\$3,400 avg) and volume (140 projects).

We seek \$50,000 SBA 7(a) loan (7.5% interest, 7-year term) to cover 54% of \$92,500 startup costs. Funds deploy as: \$38,000 equipment (sprayers, Ford Transit van), \$10,000 marketing launch, \$30,000 working capital. This enables 154% revenue growth Year 1-2, \$61,800 Year 3 net profit, and 13% net margin. ROI: 24% by Year 3 based on \$154,000 cumulative net profit vs. \$50,000 loan.

SECTION 2: COMPANY OVERVIEW

Evergreen Cabinet Revival LLC formed as Oregon LLC (May 2024) for liability protection and pass-through taxation. Portland location targets 1.2M metro residents with 387,000 homes built 1970-1995 (highest cabinet replacement need per U.S. Census). Ownership: Jordan Taylor (60%, CCB license #2154890), Maria Chen (40%).

Key personnel: Jordan Taylor (CEO) managed \$3.2M in renovation projects at Seattle Remodel Co. (2018-2023), reducing rework by 22% through standardized workflows. Maria Chen (COO) executed 180+ cabinet projects annually at Portland Reface Co. (2016-2023) with 94% on-time completion.

Date	Milestone	Status	Next Steps
May 2024	LLC formation, CCB license #2154890	Complete	Secure SBA loan
June 2024	Van purchase, Jobber setup	Complete	Finalize supplier contracts
July 2024	First 3 client projects	Complete	Achieve 5 Google reviews
August 2024	Google LSA campaign launch	Pending	Track CAC vs \$58.60 target
December 2024	30 projects completed	Pending	Hit \$96,000 revenue target
March 2025	Break-even point	Pending	Expand to Vancouver, WA

SECTION 3: MARKET ANALYSIS

U.S. cabinet refinishing market: \$2.1B TAM (IBISWorld 2023). Pacific Northwest SAM: \$180M (3.75% of U.S. market based on regional home values). Portland Metro SOM: \$12M (6,700 households with \$75k+ income renovating kitchens annually per U.S. Census; 4,000 projects at \$3,000 avg). Methodology: 0.8% of 837,000 metro households renovate kitchens yearly (NAHB), 48% choose refinishing over replacement (JLC Magazine).

Target customers: Homeowners aged 35-55 with \$95,000 median household income (Portland Metro). 68% plan home sales within 2 years (NAR 2023). Budget range: \$2,500-\$6,000 (72% allocate <15% of total remodel budget to cabinets). Buying triggers: Kitchen looks dated (89%), resale prep (63%), eco-concerns (41%) per Houzz survey.

Market trends: 1) Home renovation spending growing at 4.2% CAGR (IBISWorld); 2) 61% of homeowners prioritize sustainability in remodels (National Kitchens & Baths Assoc.); 3) Kitchen refresh ROI at 78% vs. 52% for full remodels (NAR); 4) Online lead sourcing growing 18% YoY for contractors (Angi 2023).

Segment	Size (\$)	Growth Rate	Our Share Target	Rationale
Resale Preppers	\$4.8M	6.1%	2.0%	63% of target market; focus on 30-day pre-listing projects
Budget Updaters	\$5.4M	3.8%	1.2%	72% of customers; price-sensitive but value durability
Eco Advocates	\$1.2M	9.3%	3.5%	Premium pricing tolerance; 41% prioritize low-VOC materials
Commercial (Airbnb)	\$0.6M	12.0%	5.0%	High repeat potential; 28% of hosts refresh annually

Category	Total Addressable	Serviceable Available	Serviceable Obtainable	Methodology
U.S. Market	\$2.1B	-	-	IBISWorld 2023 cabinet refinishing industry report
Pacific Northwest	-	\$180M	-	3.75% of U.S. market (regional home value share)
Portland Metro	-	-	\$12M	837,000 households x 0.8% renovation rate x 48% refinishing adoption x \$3,000 avg

SECTION 4: COMPETITIVE ANALYSIS

Portland has 7 direct competitors. Market leader Portland Cabinet Refinishing Co. (est. \$480k revenue) charges \$3,200 avg but has 14% negative reviews citing 10-day delays. Green Leaf Painting (generalist) averages \$2,200/job with 38% negative reviews for poor adhesion. Cabinet Transformations franchise charges \$4,500+ with 30-day lead times. No competitor offers 5-year warranty or eco-materials standard.

Our advantages: 1) 5-day turnaround (vs. industry 7-10 days) via dedicated 2-technician crews; 2) 5-year warranty (vs. 1-2 years standard) reducing customer acquisition cost by 22% through referrals; 3) Low-VOC materials (Benjamin Moore Aura) capturing 41% of eco-conscious segment; 4) Digital project tracking (Jobber) achieving 94% on-time completion vs. 78% industry average (Angi).

Competitor	Revenue Est.	Pricing	Key Strength	Key Weakness	Our Differentiation
Portland Cabinet Refinishing	\$480k	\$3,200	Google dominance	14% negative reviews	5-day vs 10-day turnaround; 5-year warranty
Green Leaf Painting	\$220k	\$2,200	Low price	38% negative reviews	Superior materials; 94% adhesion pass rate
Cabinet Transformations	\$610k	\$4,500	Brand recognition	30-day lead times	Local ownership; faster execution
DIY Market	N/A	\$500	Low cost	73% failure rate	Professional results; 5-year warranty
Kitchen Encounters NW	\$1.2M	\$12,000	Full remodels	High cost	40% lower price point

Strengths	Weaknesses	Opportunities	Threats
5-year warranty (industry: 1-2 yrs)	Limited brand awareness (Year 1)	Portland housing stock 38% built 1970-1995	Economic downturn reducing remodels
5-day turnaround (industry: 7-10 days)	Dependent on 2 key personnel	Airbnb hosts refresh every 18 mos (28%)	National franchise expansion (e.g., Cabinet Transformations)
94% on-time completion (industry: 78%)	No retail location	Online lead growth 18% YoY	Paint disposal regulation changes

Low-VOC materials standard	Limited service radius (Year 1)	Resale market: 63% of buyers refresh kitchens	Labor shortages (12% vacancy rate)
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SECTION 5: PRODUCTS & SERVICES

We deliver cabinet painting (60% of revenue), refacing (30%), and cleaning (10%). Painting includes deglossing, sanding, priming, 2-coat spray application (Grizzly HVLP), and reinstallation using Benjamin Moore Aura paint. Standard project: 20 linear feet in 5-7 days. Refacing replaces doors/drawer fronts only (\$1,800-\$4,000). Cleaning service (\$600-\$1,200) targets Airbnb hosts with 1-2 day turnaround.

Pricing averages \$3,200 for 20 linear feet (painting), \$2,700 for refacing, \$900 for cleaning. Tiered by linear footage: \$140/ft for painting (20+ ft), \$160/ft (<20 ft). Premium pricing justified by 5-year warranty and eco-materials. Gross margin 55% vs. 48% industry average (IBISWorld) through material cost control (\$1,440 COGS per \$3,200 job).

Tier	Price	Features	Target Customer	Expected % Revenue	Gross Margin
Painting (Standard)	\$3,200	20+ linear ft; 2-coat spray; 5-day turnaround	Resale Preppers	45%	55%
Painting (Premium)	\$4,500	30+ linear ft; custom finishes; 7-day turnaround	Eco Advocates	15%	58%
Refacing	\$2,700	Door replacement only; thermofoil finishes	Budget Updaters	30%	52%
Cleaning/Refresh	\$900	Deep clean; minor repairs; 1-2 day service	Airbnb Hosts	10%	65%

Metric	Value	Calculation/Notes
Price per unit	\$3,200	Average across all services
COGS per unit	\$1,440	\$86,400 COGS / 60 Year 1 projects
Gross Profit per unit	\$1,760	\$3,200 - \$1,440
Gross Margin %	55%	\$1,760 / \$3,200
CAC	\$417	\$25,000 marketing / 60 customers

LTV	\$4,200	$\$3,200 \text{ initial} + (\$1,000 \text{ repeat} \times 25\% \text{ repeat rate}) / 8\% \text{ churn}$
LTV:CAC	10.1	$\$4,200 / \417
Payback Period	2.4 months	$\text{CAC} / (\text{Gross Profit per unit} \times \text{Monthly repeat rate})$

SECTION 6: MARKETING & SALES

Primary channel: Google Local Service Ads (\$3,000/month) targeting "cabinet painting Portland" (1,900 searches/month, \$18.50 avg CPC). Secondary: SEO for "eco cabinet painting Oregon" (720 searches/month) via 12 blog posts/month. Tertiary: Referral program (\$100 credit) generating 22% of leads. CAC target: \$58.60 based on \$2.40 CPC, 3.2% CTR, 4.1% conversion rate.

Sales cycle: 24-hour lead response (95% capture rate), 48-hour consultation booking (78% show rate), 24-hour quote delivery (65% close rate). Average cycle: 9 days. 30% deposit secures date. Upsell rate: 38% for hardware upgrades (+\$350 avg).

Retention: 30-day follow-up call (87% satisfaction rate), "Refresh Reminder" email at 36 months (25% conversion), 10% loyalty discount. Target churn: 8% annually for referral customers vs. 22% industry average (Angi).

Channel	Monthly Budget	Expected CAC	Expected Leads/Month	Conversion Rate	Expected Customers/Month	ROI
Google LSAs	\$3,000	\$60.00	50	4.0%	2.0	29.3x
Google Ads	\$2,500	\$58.60	43	4.1%	1.8	30.2x
SEO/Content	\$1,200	\$42.86	28	3.5%	1.0	41.7x
Referrals	\$500	\$25.00	20	100%	2.0	70.4x
Direct Mail	\$800	\$80.00	10	2.5%	0.3	22.0x

Month	Google Ads	Social Media	Content/SEO	Events	Other	Total	Expected Leads	Expected Customers
1	\$2,500	\$0	\$1,200	\$0	\$1,300	\$5,000	151	6.1
2	\$2,500	\$500	\$1,200	\$0	\$800	\$5,000	151	6.1
3	\$2,500	\$500	\$1,200	\$0	\$800	\$5,000	151	6.1
4	\$2,500	\$500	\$1,200	\$0	\$800	\$5,000	151	6.1
5	\$2,500	\$500	\$1,200	\$0	\$800	\$5,000	151	6.1
6	\$2,500	\$500	\$1,200	\$0	\$800	\$5,000	151	6.1
7	\$2,500	\$500	\$1,200	\$0	\$800	\$5,000	151	6.1
8	\$2,500	\$500	\$1,200	\$0	\$800	\$5,000	151	6.1
9	\$2,500	\$500	\$1,200	\$0	\$800	\$5,000	151	6.1
10	\$2,500	\$500	\$1,200	\$0	\$800	\$5,000	151	6.1
11	\$2,500	\$500	\$1,200	\$0	\$800	\$5,000	151	6.1
12	\$2,500	\$500	\$1,200	\$0	\$800	\$5,000	151	6.1

SECTION 7: OPERATIONS

Daily workflow: 1) Client consultation (virtual/in-home), 2) Quote via Jobber within 24 hours, 3) 30% deposit booking, 4) Prep day (tape, hardware removal), 5) Sanding/priming, 6) Spray painting (Grizzly HVLP), 7) Reinstallation/cleanup. Standard crew: 2 technicians per job. Capacity: 8 projects/month per crew. Year 1: 1 crew (60 projects capacity).

Key suppliers: Sherwin-Williams Pro Store (paint, \$1,200/month), Fastenal (tools, \$300/month), Uline (supplies, \$200/month). Technology: Jobber (\$59/user/month), QuickBooks Online (\$30/month), RingCentral (\$40/month).

Vendor/Supplier	Service	Monthly Cost	Contract Terms	Backup Option
Sherwin-Williams	Paint/supplies	\$1,200	Net 30	Benjamin Moore Beaverton
Fastenal	Tools/safety gear	\$300	Monthly invoice	Local hardware stores
Uline	Drop cloths/tape	\$200	Prepaid	U-Haul
SAIF Corp	Workers' comp	\$583	Annual premium	Clearpath Insurance
Builders Mutual	Liability insurance	\$500	Annual premium	Travelers

Tool	Purpose	Monthly Cost	Users	Alternatives Considered
Jobber	Scheduling/invoicing	\$118	4	Housecall Pro (rejected: \$149/month)
QuickBooks Online	Accounting	\$30	2	Xero (rejected: integration issues)
RingCentral	Business phone	\$40	2	Google Voice (rejected: no CRM)
Google Workspace	Email/docs	\$18	4	Microsoft 365 (rejected: \$20/user)
GoCanvas	Digital inspections	\$30	2	Field Nation (rejected: \$45/month)

SECTION 8: MANAGEMENT TEAM

Organizational structure: CEO (sales/strategy), COO (operations), 2 FT technicians, 1 PT marketing manager. Compensation: Owners take \$3,000/month draw until Month 10, then \$4,500. Technicians: \$22/hr + \$500/project bonus. Marketing manager: \$25/hr. No equity grants.

Advisory board: David Miller (ex-CCB regulator, 20 years experience) advises on compliance. Compensation: \$100/hour consultation.

Month	Role	Salary	Priority	Source	Onboarding Time
1	Marketing Manager (PT)	\$1,000	High	Upwork	2 weeks
3	FT Technician	\$3,520	High	Craigslist	4 weeks
6	Sales Estimator	\$2,800	Medium	Indeed	3 weeks
9	2nd FT Technician	\$3,520	High	Employee referral	2 weeks

SECTION 9: FINANCIAL PLAN

Key assumptions: Year 1: 5 projects/month (ramp to 6 by Month 4), \$3,200 avg revenue, 45% COGS, \$8,167 monthly OpEx. Year 2: 9 projects/month, \$3,300 avg revenue. Churn: 8% annually. CAC: \$417. Gross margin: 55% (industry 50-60%). Payback period: 2.4 months.

Revenue model: 60% new customers (Google LSAs), 22% referrals, 18% repeat. Price increases: 3.1% Year 2, 3.0% Year 3. Upsell rate: 38% for hardware (+\$350). Growth drivers: Service radius expansion (Vancouver, WA in Q2 Year 2), Airbnb partnership program (target: 15 hosts by Year 2).

Cost structure: 45% COGS (materials 32%, labor 13%), 51% fixed OpEx (labor 61%, marketing 25%), 4% variable OpEx. Fixed costs: \$68,000/year. Variable costs: \$1,440/project. Labor scales at 1 technician per 30 projects.

Funding: \$92,500 total startup cost. \$42,500 owner investment, \$50,000 SBA loan. Funds deploy: \$38,000 equipment, \$10,000 marketing launch, \$30,000 working capital, \$14,500 licenses/insurance. Provides 9.2 months runway at \$10,050 monthly burn (Year 1 Months 1-3).

Category	Item	Cost	Notes
Legal/Formation	LLC filing	\$200	Oregon SOS fee
Licenses/Permits	CCB license	\$450	Biennial license renewal
Equipment	Ford Transit Connect van	\$28,200	2023 model, 15k miles
Equipment	Griz HVLP sprayers	\$4,500	units
Equipment	Sanders	\$5,500	orbital, detail sanders
Technology	WordPress development	\$3,000	estimator
Initial Inventory	Paint	\$5,000	3 month buffer

Marketing Launch					Good	\$8,000	3 months Ads/LSA spend
Marketing Launch					Signage	\$2,000	all vehicle branding wrap
Working Capital					3 months x expenses	\$30,000	
Insurance					Liability comp	\$7,000	owners' premium
Professional Fees					Accounting setup	\$1,000	QuickBooks configuration
Software Setup					Job implementation	\$800	Custom workflow setup
Contingency					10% buffer	\$9,250	10%
Total						\$92,500	

Category	Fixed Cost	Variable Cost	Total Annual Cost	Notes	
Salaries	Fixed	\$5,000	\$60,000	\$60,000	Owners + 1 FT tech
Marketing	Variable	\$2,083	\$25,000	\$25,000	Scaling with leads
Fuel/Maintenance	Variable	\$500	\$6,000	\$6,000	\$0.50/mil x 1,000 miles

Insurance		Fixed \$583	\$7,000	Liability + workers' comp
Software		Fixed \$150	\$1,800	Jobber, QuickBooks etc.
Materials Restock		Variable \$833	\$10,000	\$1,440 x 5 projects - \$5,000 buffer
Loan Payment		Fixed \$646	\$7,750	\$50k SBA at 7.5% over 7 years
Fixed Total		\$6,379	\$76,550	
Variable Total		\$1,416	\$17,000	Per 5 projects
Combined Total		\$7,795	\$93,550	

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Year 1 Total
Revenue	\$9,600	\$9,600	\$9,600	\$12,800	\$12,800	\$12,800	\$12,800	\$12,800	\$12,800	\$19,200	\$19,200	\$19,200	\$192,000
COGS	\$4,320	\$4,320	\$4,320	\$5,760	\$5,760	\$5,760	\$5,760	\$5,760	\$5,760	\$8,640	\$8,640	\$8,640	\$86,400
Gross Profit	\$5,280	\$5,280	\$5,280	\$7,040	\$7,040	\$7,040	\$7,040	\$7,040	\$7,040	\$10,560	\$10,560	\$10,560	\$105,600
Marketing	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$60,000
Salaries	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$60,000
Other OpEx	\$2,050	\$2,050	\$2,050	\$2,050	\$2,050	\$2,050	\$2,050	\$2,050	\$2,050	\$2,050	\$2,050	\$2,050	\$24,600
Total OpEx	\$12,050	\$12,050	\$12,050	\$12,050	\$12,050	\$12,050	\$12,050	\$12,050	\$12,050	\$12,050	\$12,050	\$12,050	\$144,600
EBITDA	-\$6,770	-\$6,770	-\$6,770	-\$5,010	-\$5,010	-\$5,010	-\$5,010	-\$5,010	-\$5,010	-\$1,490	-\$1,490	-\$1,490	-\$58,500

Net Income	-\$6,770	-\$6,770	-\$6,770	-\$5,010	-\$5,010	-\$5,010	-\$5,010	-\$5,010	-\$5,010	-\$5,010	-\$1,490	-\$1,490	-\$1,490	-\$58,500
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Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Beginning Cash	\$30,000	\$23,230	\$16,460	\$9,690	\$4,680	-\$260	-\$5,270	-\$10,280	-\$15,290	-\$20,300	-\$21,790	-\$23,280
Cash In (Revenue)	\$9,600	\$9,600	\$9,600	\$12,800	\$12,800	\$12,800	\$12,800	\$12,800	\$12,800	\$19,200	\$19,200	\$19,200
Total Cash In	\$9,600	\$9,600	\$9,600	\$12,800	\$12,800	\$12,800	\$12,800	\$12,800	\$12,800	\$19,200	\$19,200	\$19,200
Cash Out	\$16,370	\$16,370	\$16,370	\$17,810	\$17,810	\$17,810	\$17,810	\$17,810	\$17,810	\$20,690	\$20,690	\$20,690
Net Cash Flow	-\$6,770	-\$6,770	-\$6,770	-\$5,010	-\$5,010	-\$5,010	-\$5,010	-\$5,010	-\$5,010	-\$1,490	-\$1,490	-\$1,490
Ending Cash	\$23,230	\$16,460	\$9,690	\$4,680	-\$260	-\$5,270	-\$10,280	-\$15,290	-\$20,300	-\$21,790	-\$23,280	-\$24,770

Metric	Y1	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Total
Revenue	\$192,000	\$90,750	\$99,825	\$102,820	\$109,917	\$119,809	\$126,998	\$131,443	\$136,052	\$476,000
COGS	\$86,400	\$40,838	\$44,921	\$46,269	\$49,463	\$53,914	\$57,149	\$59,149	\$61,223	\$214,200
Gross Profit	\$105,600	\$49,913	\$54,904	\$56,551	\$60,455	\$65,895	\$69,849	\$72,294	\$74,828	\$261,800
OpEx	\$98,000	\$41,250	\$42,488	\$43,762	\$45,075	\$46,427	\$47,820	\$49,254	\$50,732	\$200,000
Net Income	\$7,600	\$8,663	\$12,416	\$12,789	\$15,380	\$19,468	\$22,029	\$23,040	\$24,096	\$61,800
Ending Cash	-\$24,770	\$19,058	\$43,890	\$66,469	\$97,229	\$136,697	\$178,726	\$221,766	\$265,862	\$265,862

Metric	Value	Calculation
Monthly Fixed Costs	\$6,379	Salaries \$5,000 + Insurance \$583 + Software \$150 + Loan \$646
Variable Cost per Unit	\$1,440	COGS per project
Price per Unit	\$3,200	Average revenue

Contribution Margin per Unit	\$1,760	\$3,200 - \$1,440
Contribution Margin %	55%	\$1,760 / \$3,200
Break-Even Units per Month	3.6	\$6,379 / \$1,760
Break-Even Revenue per Month	\$11,520	3.6 units x \$3,200
Expected Break-Even Month	Month 10	Per cash flow projection
Safety Margin	54%	(6 projects - 3.6) / 6

Metric	Y1	Y2	Y3	Industry Benchmark
Gross Margin %	55%	55%	55%	50-60%
Net Profit Margin %	4%	9.5%	13%	5-15%
CAC Payback Period	2.4 months	2.1 months	1.9 months	3-6 months
LTV:CAC Ratio	10.1	11.3	12.5	3:1
Monthly Burn Rate	\$10,050	\$-	\$-	N/A
Runway (months)	9.2	N/A	N/A	N/A

SECTION 10: RISK ANALYSIS

Top risks: 1) Economic downturn (Probability 4/5, Impact 4/5): Home improvement spending drops 12% in recession (IBISWorld). 2) Technician turnover (Probability 3/5, Impact 5/5): 12% vacancy rate in construction (BLS). 3) Paint regulation changes (Probability 2/5, Impact 4/5): Oregon may restrict VOC limits. 4) Negative reviews (Probability 3/5, Impact 3/5): 1 bad review deters 22% of prospects (BrightLocal).

Mitigation: 1) Target resale market (63% of buyers refresh kitchens regardless of economy); 2) \$500/project bonuses reducing turnover to 8% vs industry 15%; 3) Pre-qualify with PaintCare Oregon for recycling compliance; 4) 30-day warranty and rapid response protocol achieving 92% review recovery rate.

Risk	Probability (1-5)	Impact (1-5)	Risk Score	Mitigation Strategy	Contingency Plan	Owner
Economic downturn	4	4	16	Focus on pre-sale market; 10% military discount	Reduce marketing spend by 30%	Taylor
Technician turnover	3	5	15	\$500/project bonuses; OSHA training	Use subcontractors at 15% premium	Chen
Paint disposal regulation	2	4	8	Partner with PaintCare Oregon	Switch to Sherwin-Williams Eco+	Chen
Negative online reviews	3	3	9	30-day warranty; 24-hr response protocol	Offer 15% refund for unresolved issues	Kim
Google Ads CPC increase	4	3	12	Diversify to SEO (target 35% organic leads)	Reduce ad spend; focus on referrals	Kim
Van breakdown	2	5	10	Monthly maintenance; AAA commercial	Rent replacement van (\$85/day)	Chen
Client property damage	1	5	5	Pre-job photo documentation; \$1M insurance	Immediate repair; \$500 goodwill credit	Taylor
SBA loan denial	1	5	5	Pre-approval with Umpqua Bank	Owner funds \$20k additional capital	Taylor

SECTION 11: IMPLEMENTATION TIMELINE

Year 1 priorities: Achieve 39 break-even projects by Month 10, secure 50 Google reviews, maintain \$10,000 monthly cash buffer. Critical path: Google LSA campaign launch (Month 1), CCB license renewal (Month 6), and technician hire (Month 3). Dependencies: Website launch before marketing spend, van purchase before first project.

Month	Milestone	Deliverables	Resources Needed	Success Metric	Owner
1	Operations launch	Van wrap; Jobber setup; 3 client projects	\$10k marketing budget	3 projects completed	Taylor
2	Google LSA optimization	CPC < \$20; CTR > 3.2%	Ad spend \$5k	1.8 customers/month	Kim
3	First hire	FT technician onboarded	\$3,520 salary budget	8 projects capacity	Chen
4	Break-even trajectory	4+ projects/month	Referral program launch	\$12,800 monthly revenue	Taylor
5	Review momentum	25+ Google reviews	Automated review requests	4.8+ star average	Kim
6	CCB license renewal	License #2154890 renewed	\$450 fee	Zero compliance gaps	Taylor
7	Cash flow positive	Ending cash > \$0	6 projects completed	\$4,680 ending cash	Taylor
8	Process documentation	10 SOPs finalized	GoCanvas templates	90% on-time completion	Chen
9	Referral program scaling	22% referral rate	\$500 marketing budget	1.3 referral customers/month	Kim
10	Break-even achieved	39+ total projects	6 projects completed	\$19,200 monthly revenue	Taylor
11	Year 2 planning	Vancouver, WA expansion plan	Market analysis report	Service radius map	Taylor
12	Year 1 review	Financial audit; Y2 forecast	QuickBooks data	\$192k revenue achieved	Taylor