Sample Business Plan for a Successful Carpet cleaning business in the US

TITLE PAGE

CleanStep Solutions LLC, Colorado LLC founded March 2024 in Denver, CO. Sarah Thompson (ex-Regional Operations Manager for national home services franchise, managed $2.1M P&L across 12 territories) delivers eco-friendly carpet cleaning at $0.30/sq. ft. targeting $264,000 Year 1 revenue with 65% gross margins. Document dated October 2024.

SECTION 1: EXECUTIVE SUMMARY

US households lose $4.2B annually due to inadequate carpet maintenance causing premature replacement (Carpet and Rug Institute 2023). CleanStep Solutions solves this with hot water extraction at $149 for 2-bedroom homes (1,200 sq. ft.), capturing 0.4% of Front Range SAM ($92M) in Year 1. Our mobile-service model achieves 65% gross margins through $105 variable costs per $300 average job (35% COGS).

We charge $0.30/sq. ft. for residential cleaning (500 sq. ft. min), $0.25/sq. ft. commercial. Target customers: Denver metro homeowners earning $75K+ (420,000 homes) and property managers (1,200 multifamily units). Year 1 revenue: $264,000 at 880 jobs. Break-even at 76 jobs/month achieved Month 10. Net profit: $18,200 by Year 1 end.

Seeking $150,000 SBA 7(a) loan: $60,000 (40%) equipment, $45,000 (30%) vehicles, $25,000 (17%) marketing, $20,000 (13%) working capital. Funds enable 5% market capture by Year 3 ($4.6M SOM), $106,000 net profit, and 22% IRR by Year 5.

SECTION 2: COMPANY OVERVIEW

CleanStep Solutions LLC formed as Colorado LLC (EIN 84-1234567) for liability protection and pass-through taxation. Leased 800 sq. ft. Boulder warehouse ($1,200/month) within 15 miles of 78% of Denver metro target customers (US Census 2023). 100% owned by Sarah Thompson with $30,000 owner contribution.

Sarah Thompson (CEO) managed $2.1M P&L for HomePro Services 2019-2023, reducing technician turnover to 12% (industry avg: 35%) and increasing NPS to 72. Michael Chen (Advisory Board) structured $4.7M in SBA loans as former loan officer at FirstBank Colorado.

Date	Milestone	Status	Next Steps
Mar 2024	LLC formation, EIN, business license	Complete	N/A
Apr 2024	IICRC certification for 2 technicians	Complete	Train on Jobber software
May 2024	Website launch, Google Business Profile	Complete	Begin Google Ads
Jun 2024	First 10 paying customers	Complete	Analyze CAC
Sep 2024	Break-even at 76 jobs/month	Target	Hire part-time scheduler
Dec 2024	880 total jobs, $264K revenue	Target	Negotiate property manager contracts
Mar 2025	Launch CleanStep Care Club	Target	Secure 50 subscribers
Jun 2025	Hire 3rd technician	Target	Validate capacity utilization

SECTION 3: MARKET ANALYSIS

US carpet cleaning TAM: $10.2B (IBISWorld 2024). Front Range SAM: $92M (calculated as 2.3% of Colorado's $4B market based on population share). SOM: $460,000 Year 1 (0.5% of SAM). Methodology: SAM = (Denver metro homeowners with carpet x avg. spend) + (commercial sq. ft. x avg. rate). 420,000 homes x $75/year spend = $31.5M; 120M commercial sq. ft. x $0.06/sq. ft. = $7.2M; $38.7M total SAM.

Primary customer: Homeowners aged 35-55 earning $89,200 median income (US Census 2023), spending $150/job biannually. Commercial clients: Property managers paying $199/turnover (1,200 units in service area), budgeting $2,400/unit annually for cleaning. 62% pet ownership drives $75 stain removal add-ons (APPA 2023).

Key trends: 1) Eco-demand: 68% of consumers pay 15% premium for non-toxic services (Nielsen 2024); 2) Subscription growth: 22% CAGR for home maintenance clubs (IBISWorld); 3) Labor shortage: 35% technician turnover industry-wide (ASHI 2023); 4) Digital adoption: 74% of bookings via mobile (HomeAdvisor 2024).

Segment	Size ($)	Growth Rate	Share Target	Rationale
Single-family homes	$31.5M	3.8%	0.4%	420K homes; $75 avg spend; 0.4% = 1,680 homes
Apartment turnovers	$7.2M	5.1%	1.2%	1,200 units; 4 turnovers/year; $199 avg
Small offices	$2.1M	4.3%	0.8%	850 offices; $250 avg job; 3 visits/year
Pet owners	$1.8M	6.2%	2.1%	260K pet homes; $90 avg spend on stain removal

Category	Total Addressable	Serviceable Available	Serviceable Obtainable	Methodology
Residential	$380M (CO)	$31.5M (Front Range)	$126,000 (Y1)	420K homes x $75 x 0.4%
Commercial	$220M (CO)	$9.3M (Front Range)	$138,000 (Y1)	1,200 units x 4 x $199 x 1.2% + 850 offices x 3 x $250 x 0.8%

SECTION 4: COMPETITIVE ANALYSIS

Market leaders: Stanley Steemer ($920M revenue, 12% national share), Chem-Dry ($580M, franchise model). Local competitors: "Denver Carpet Care" (2018-founded, $350K revenue, $119/base price). Weaknesses: Stanley Steemer's 48-hour scheduling lag (vs. our 24-hour), Chem-Dry's 30% higher pricing, locals' lack of digital booking (68% of customers demand online scheduling per HomeAdvisor).

Competitive advantages: 1) 3-hour drying time (vs. industry 6-12 hours) via HydroClean Pro extractors, verified by IICRC moisture tests; 2) $58.60 CAC (vs. $72 industry avg) through hyperlocal Google Ads targeting; 3) 92% retention rate for subscription customers (vs. 65% industry) via CleanStep Care Club; 4) EPA Safer Choice certification reducing liability claims by 40% (EPA 2023 data).

Competitor	Revenue Est.	Pricing	Key Strength	Key Weakness	Our Differentiation
Stanley Steemer	$920M	$129-$189/room	National brand	Slow scheduling (48+ hrs)	24-hour booking guarantee
Chem-Dry	$580M	$149-$219/room	Franchise support	30% premium pricing	15% lower base price
DCC (Local)	$350K	$119 base	Low cost	No online booking	Real-time digital scheduling
Merry Maids	$280M	$99 add-on	Bundled services	Non-specialized	IICRC-certified technicians
Rug Doctor	$120M	$30 rental	DIY convenience	Low efficacy (62% rebook rate)	Professional results guarantee

Strengths	Weaknesses	Opportunities	Threats
65% gross margins (industry 55-60%)	Dependent on 2 technicians initially	Expand to upholstery cleaning (+$85/job)	Chem-Dry opens Boulder franchise
Green Seal certification	Limited commercial contracts	Partner with 50 realtors by Y2	Winter demand drop (25% seasonal)
$58.60 CAC (industry $72)	No retail storefront	Subscription model (20% discount)	Chemical regulation changes
100% satisfaction guarantee	$120K startup debt	Expand to Fort Collins (Y3)	Vehicle maintenance costs

SECTION 5: PRODUCTS & SERVICES

Core service: Hot water extraction using HydroClean Pro truck-mounted units (2,200 PSI, 200°F water) with EcoClean Supply solutions. Process: Pre-vacuum, pre-spray stain treatment, deep extraction, grooming. Delivers 98.7% soil removal (IICRC standard). Includes online booking, 24-hour scheduling, real-time technician tracking, and 30-day re-clean guarantee.

Pricing set at 15% below Chem-Dry ($149 vs $175 for 2-bed homes) based on 20% lower overhead from mobile model. Commercial pricing at $0.25/sq. ft. matches Stanley Steemer but includes free deodorizing. $29/month CleanStep Care Club provides 15% discount and bi-annual cleanings, yielding 65% gross margins vs 60% for one-time jobs.

Tier	Price	Features	Target Customer	Rev %	Gross Margin
Residential Basic	$149 (2-bed)	Steam cleaning, spot treatment	Homeowners	65%	62%
Residential Premium	$199 (2-bed)	+ Low-moisture, deodorizing	Pet owners	25%	68%
Commercial Contract	$0.25/sq. ft.	Quarterly service, reporting	Property managers	8%	70%
Care Club	$29/month	2 cleanings, priority scheduling	Loyal customers	2%	65%

Metric	Value	Calculation/Notes
Price per job	$300	($149 x 65%) + ($199 x 25%) + ($250 x 8%) + ($348 *x 2%) = $300* ($29 x 12)
COGS per job	$105	Labor $60 (2 hrs x $30/hr burdened) + Chemicals $15 + Vehicle $30
Gross Profit	$195	$300 - $105
Gross Margin	65%	$195 / $300

CAC	$58.60	$4,500 monthly ad spend / 76.8 new customers (4.1% conversion from 1,854 leads)
LTV	$540	($300 x 1.8 jobs/year x 3 years) x 65% margin / 10% churn
LTV:CAC	9.2x	$540 / $58.60 (industry benchmark: 3x)
Payback Period	1.7 months	CAC / (Gross Profit x Jobs per month) = $58.60 / ($195 x 0.5)

SECTION 6: MARKETING & SALES

Go-to-market: 80% digital spend targeting high-intent keywords. Google Ads: $3,000/month on "carpet cleaning Denver" (1,200 searches/month, $4.50 CPC). Facebook: $1,500/month targeting homeowners aged 35-55, $0.80 CPC. Local SEO: $500/month for "eco-friendly carpet cleaning" ranking (top 3 position = 32% CTR per Moz).

Sales cycle: 2.1 days from click to booking. Leads -> Website visit (6.2% CTR) -> Pricing calculator use (45% of visitors) -> Booking (4.1% conversion). Close rate: 87% for booked appointments. Average sales cycle: 2.1 days. 12% of calls convert without website visit.

Retention: CleanStep Care Club targets 5% monthly churn (vs. industry 10%). Tactics: Automated rebooking at 15 months (optimal carpet cycle), $50 referral credit, 30-day satisfaction survey. Expansion revenue: 35% of customers add upholstery cleaning ($85 avg).

Channel	Monthly Budget	Expected CAC		L Conv. Rate	Customers/Mo	ROI	
Google Ads	$3,000	$49.18		666 4.1%	27	298%	
Facebook/IG	$1,500	$71.43		2,100	3.0%	63	172%
Nextdoor	$500	$35.71		1,400 2.5%	35	444%	
Referrals	$0	$0		0 100%	12	N/A	
Total	$5,000	$58.60		4,166 4.1%	137	235%	

Month	Google Ads	Social Media	Content/SEO	Events	Other	Total	Leads	Customers
1	3000	1500	500	0	0	5000	4166	137
2	3000	1500	500	0	0	5000	4166	137
3	3000	1500	500	0	0	5000	4166	137
4	3200	1600	500	0	0	5300	4433	145
5	3400	1700	500	0	0	5600	4700	154
6	3600	1800	500	0	0	5900	4966	163
7	3800	1900	500	0	0	6200	5233	172
8	4000	2000	500	0	0	6500	5500	181
9	4200	2100	500	0	0	6800	5766	190
10	4400	2200	500	0	0	7100	6033	199
11	4600	2300	500	0	0	7400	6300	208
12	4800	2400	500	0	0	7700	6566	217

SECTION 7: OPERATIONS

Daily workflow: 1) Jobber software assigns jobs by ZIP code density; 2) Technicians load van with pre-packed kits (chemicals, hoses, spotters); 3) On-site: Pre-vacuum (15 min), pre-spray (10 min), extraction (45 min), dry time monitoring; 4) Post-job: Digital invoice, review request, Care Club offer. Capacity: 3.5 jobs/technician/day (1.5 hrs avg job + travel). Monthly max: 154 jobs (2 techs x 22 days x 3.5).

Key vendors: EcoClean Supply (chemicals, $400/month, 12-month contract, 2% discount for 6-month prepay). HydroClean Pro (equipment maintenance, $150/month/service contract). Denver Fleet Services (vehicle maintenance, $200/month, 10% discount for annual prepay). Backup: Chemspec for chemicals, A-1 Fleet for vehicles.

Vendor/Supplier	Service	Monthly Cost	Contract Terms	Backup Option
EcoClean Supply	Green cleaning solutions	$400	12-month, 2% discount	Chemspec ($420)
HydroClean Pro	Equipment maintenance	$150	24-month service contract	Local IICRC techs ($200)
Denver Fleet	Vehicle maintenance	$200	Annual prepay 10% off	A-1 Fleet ($225)
Boulder Embroidery	Uniforms	$75	Per order	Denver Logo ($80)

Tool	Purpose	Monthly Cost	Users	Alternatives
Jobber	Scheduling, invoicing	$129	3	Housecall Pro ($149)
QuickBooks Online	Accounting	$40	2	Xero ($30)
RingCentral	Business phone	$60	3	Google Voice ($20)
Canva	Marketing materials	$12.99	1	Adobe Express ($10)

SECTION 8: MANAGEMENT TEAM

Lean structure: CEO oversees sales/ops, technicians report directly. Salaries: Technicians $45,760/year ($22/hr x 2,080 hrs), Office Manager $18,720/year ($18/hr x 1,040 hrs). CEO draws $60,000 salary after Month 10 profitability. No equity grants; 70% of net profits reinvested per operating agreement.

Advisory Board: Michael Chen (CPA, $1,000/month retainer for financial oversight), Dr. Linda Ruiz (Environmental Health Scientist, $500/month for product safety), James Reed (Marketing Director, $1,500/month for digital strategy).

Month	Role	Salary	Priority	Source	Onboarding Time
1	Office Manager (PT)	$18/hr	High	Craigslist	2 weeks
4	Digital Marketing Contractor	$50/hr	Medium	Upwork	3 weeks
7	Office Manager (FT)	$42,000	High	Indeed	4 weeks
10	3rd Technician	$45,760	Critical	Trade schools	6 weeks

SECTION 9: FINANCIAL PLAN

Key assumptions: 1) 76.8 new customers/month by Month 6 (4.1% conversion from 1,854 leads), 2) $300 average revenue per job (ARPJ), 3) 5% monthly churn, 4) COGS 35% of revenue ($105/job), 5) Marketing 17% of revenue ($5,000/month initial), 6) Salaries 45% of revenue. Based on HomeAdvisor 2024 benchmarks for carpet cleaning.

Revenue model: 88% one-time jobs ($300 ARPJ), 12% subscriptions ($348/year). Growth drivers: 1) Google Ads scaling to $7,700/month by Year 1 end (145 new customers/month), 2) Commercial contracts adding $1,200/month by Month 9, 3) Care Club penetration reaching 15% of customers by Year 2.

Cost structure: Fixed costs 58% of OpEx ($8,600/month: rent, software, insurance, loan payments). Variable costs 42% ($6,233/month: labor, chemicals, vehicle, marketing). Variable costs scale at 0.35x revenue growth. Break-even at $22,800 monthly revenue (76 jobs).

Funding: $150,000 SBA loan (80% LTV). $60,000 (40%) equipment, $45,000 (30%) vehicles, $25,000 (17%) marketing, $20,000 (13%) working capital. Provides 14 months runway to Month 14, funding break-even at Month 10 and 880 Year 1 jobs.

Category		Item	Cost	Notes
Legal/Formation		LLC filing, EIN	$500	Colorado SOS fee
Licenses/Permits		Contractor license	$2,[illegible]00	Boulder Home Improvement #HI-98765
Equipment		2 HydroClean Pro extractors	$56,000	$28,000 each
Equipment		2 portable spotters	$2,400	$1,200 each
Equipment		Hoses, tools	$1,600	
Technology		Website development	$3,500	WordPress + booking plugin

Technology		Software setup	$1,000	Jobber, QuickBooks
Initial Inventory		Cleaning solutions	$4,000	3-month supply
Initial Inventory		Uniforms, branding	$1,000	20 uniforms, vehicle wraps
Marketing Launch		Google Ads prepay	$5,000	3-month budget
Marketing Launch		Print materials	$5,000	Flyers, door hangers
Working Capital		3-month operating reserve	$16,400	$5,467 x 3
Insurance		General liability ($1M)	$6,000	Annual premium
Professional Fees		Accounting setup	$1,500	Bookkeeping system
Office/Facility		Lease deposit	$2,400	2 months rent
Office/Facility		First month rent	$1,200	
Contingency		10% buffer	$14,850	

Total			$148,500	

Category	Ty	Monthly Cost	Annual Cost	Notes
Rent	Fixed	$1,200	$14,400	800 sq. ft. warehous
Salaries	Variable	$8,667	$104,000	2 techs $7,333 + PT manager $1,334
Benefits	Variable	$1,733	$20,800	20% of payroll
Insurance	Fixed	$500	$6,000	General liability + workers' comp
Software	Fixed	$242	$2,900	Jobber, QuickBoo RingCent
Utilities	Fixed	$200	$2,400	Electricity internet
Marketing	Variable	$5,000	$60,000	Google/F ads
Professional Services	Fixed	$300	$3,600	Advisory board fees
Supplies	Variable	$1,500	$18,000	Chemica van maintena
Travel	Variable	$1,000	$12,000	Fuel, tolls

Loan Payments	Fixed	$1,409	$16,914	$120,000 SBA loan @ 7.5% 10-yr
Other	Variable	$500	$6,000	Training, contingen
Fixed Total		$3,651	$43,814	
Variable Total		$18,702	$224,424	
Combined Total		$22,353	$268,238	

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Y1 Total
Revenue	18,000	21,000	24,000	27,000	30,000	33,000	36,000	39,000	42,000	45,000	48,000	51,000	393,000
COGS	6,300	7,350	8,400	9,450	10,500	11,550	12,600	13,650	14,700	15,750	16,800	17,850	137,550
Gross Profit	11,700	13,650	15,600	17,550	19,500	21,450	23,400	25,350	27,300	29,250	31,200	33,150	255,450
Marketing	5,000	5,000	5,000	5,300	5,600	5,900	6,200	6,500	6,800	7,100	7,400	7,700	71,300
Salaries	7,333	7,333	7,333	7,333	7,333	7,333	7,333	7,333	10,667	10,667	10,667	10,667	99,333
Rent	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	14,400
Software	242	242	242	242	242	242	242	242	242	242	242	242	2,904
Insurance	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Other OpEx	2,778	2,778	2,778	3,078	3,378	3,678	3,978	4,278	4,578	4,878	5,178	5,478	42,876
Total OpEx	17,053	17,053	17,053	17,653	18,253	18,853	19,453	20,053	23,987	24,587	25,187	25,787	236,813
EBITDA	-5,353	-3,403	-1,453	-103	1,247	2,597	3,947	5,297	3,313	4,663	6,013	7,363	18,637
Depreciation	1,238	1,238	1,238	1,238	1,238	1,238	1,238	1,238	1,238	1,238	1,238	1,238	14,850
EBIT	-6,591	-4,641	-2,691	-1,341	9	1,359	2,709	4,059	2,075	3,425	4,775	6,125	3,787
Interest	750	739	728	716	705	693	682	670	658	646	634	622	8,383
Taxes	0	0	0	0	0	0	0	0	0	695	1,035	1,375	3,105
Net Income	-7,341	-5,380	-3,419	-2,057	-696	666	2,027	3,389	1,417	2,084	2,741	3,398	18,200

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Beginning Cash	20,000	13,659	9,279	6,860	5,803	5,107	5,773	7,800	11,189	12,606	14,690	17,431
Cash In	18,000	21,000	24,000	27,000	30,000	33,000	36,000	39,000	42,000	45,000	48,000	51,000
Total Cash In	18,000	21,000	24,000	27,000	30,000	33,000	36,000	39,000	42,000	45,000	48,000	51,000
Cash Out	25,341	25,620	27,419	29,057	30,696	32,334	33,973	35,611	40,583	42,916	45,259	47,602
Total Cash Out	25,341	25,620	27,419	29,057	30,696	32,334	33,973	35,611	40,583	42,916	45,259	47,602
Net Cash Flow	-7,341	-4,620	-3,419	-2,057	-696	666	2,027	3,389	1,417	2,084	2,741	3,398
Ending Cash	13,659	9,279	6,860	5,803	5,107	5,773	7,800	11,189	12,606	14,690	17,431	20,829

Metric	Y1	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Total
Revenue	393,000	126,000	144,000	162,000	180,000	207,000	225,000	243,000	261,000	936,000
COGS	137,550	44,100	50,400	56,700	63,000	72,450	78,750	85,050	91,350	327,600
Gross Profit	255,450	81,900	93,600	105,300	117,000	134,550	146,250	157,950	169,650	608,400
OpEx	236,813	68,000	72,000	76,000	80,000	92,000	96,000	100,000	104,000	392,000
EBITDA	18,637	13,900	21,600	29,300	37,000	42,550	50,250	57,950	65,650	216,400
Net Income	18,200	10,500	17,500	24,500	31,500	37,500	45,000	52,500	60,000	202,500
Ending Cash	20,829	35,000	65,000	100,000	140,000	190,000	250,000	315,000	385,000	385,000

Metric	Value	Calculation
Monthly Fixed Costs	$14,833	Rent $1,200 + Software $242 + Insurance $500 + Loan $1,409 + Other fixed $1,482 = $4,833; Salaries fixed portion $10,000 = $14,833
Variable Cost per Job	$105	Labor $60 + Chemicals $15 + Vehicle $30

Price per Job	$300	Average revenue per job
Contribution Margin	$195	$300 - $105
Contribution Margin %	65%	$195 / $300
Break-Even Units	76	$14,833 / $195
Break-Even Revenue	$22,800	76 jobs x $300
Expected Break-Even	Month 10	Projection shows positive EBITDA Month 5, net income Month 6
Safety Margin	15.8%	(88 jobs - 76) / 88

Metric	Y1	Y2	Y3	Industry Benchmark
Gross Margin %	65.0%	65.0%	65.0%	55-60%
Operating Margin %	4.6%	14.2%	21.6%	8-12%
Net Profit Margin %	4.6%	11.5%	21.6%	5-10%
Current Ratio	1.8	2.5	3.2	1.5
Quick Ratio	1.5	2.1	2.8	1.0
CAC Payback	1.7 mo	1.5 mo	1.3 mo	6-18 mo
LTV:CAC Ratio	9.2x	10.5x	12.0x	3x
Monthly Burn Rate	$5,467	-$	-$	N/A
Runway	14 mo	N/A	N/A	N/A

SECTION 10: RISK ANALYSIS

Top risks: 1) Technician turnover (probability 4/5, impact 4/5): Industry average 35% annual turnover costs $15,000 per replacement (ASHI 2023). 2) Seasonal demand drop (probability 3/5, impact 4/5): Winter revenue 25% below summer (HomeAdvisor). 3) Chemical regulation change (probability 2/5, impact 5/5): EPA reclassifying solvents could increase COGS 15%. 4) Vehicle breakdown (probability 3/5, impact 3/5): Average $1,200 repair downtime 3 days.

Mitigation: 1) $5,000/year retention bonus for 12-month tenure, reducing turnover to 15%. 2) Commercial contracts targeting 30% of revenue by Year 2, stabilizing winter income. 3) Diversify suppliers across 3 chemical vendors to absorb cost changes. 4) HydroClean Pro maintenance contract includes loaner equipment within 24 hours.

Risk	Probability	Impact	Risk Score	Mitigation Strategy	Contingency Plan	Owner
Technician turnover	4	4	16	$5k retention bonus; PTO after 6 mos	Cross-train office manager	CEO
Seasonal demand drop	3	4	12	Target commercial contracts to 30% rev	Winter indoor air quality packages	CEO
Chemical regulation	2	5	10	Use only EPA Safer Choice certified	Pre-qualified alternative suppliers	Advisory Board
Vehicle breakdown	3	3	9	HydroClean maintenance contract	Rental van agreement with A-1 Fleet	CEO
Google Ads CPC increase	4	3	12	Diversify to Nextdoor, referrals	Reduce ad spend if CAC > $70	Marketing Contractor
Negative review	5	2	10	100% satisfaction guarantee	CEO direct outreach within 2 hrs	CEO
Interest rate hike	2	3	6	Fixed-rate SBA loan	Refinance after Year 2	Advisory Board
Chem-Dry expansion	3	4	12	Focus on eco-certification	Price match guarantee	CEO

SECTION 11: IMPLEMENTATION TIMELINE

Priority 1: Achieve 76 jobs/month by Month 10 through Google Ads optimization and technician retention. Critical path: Month 4 marketing budget increase requires 4.1% conversion rate hold. Dependency: Jobber software must integrate with payment processing by Month 2 to reduce no-shows.

Month	Milestone	Deliverables	Resources Needed	Success Metric	Owner
1	Launch operations	2 technicians certified, website live	$10k marketing, Jobber setup	10 jobs completed	CEO
2	Optimize ad campaigns	Google Ads conversion tracking	$5k ad spend, analytics setup	CAC < $65	Marketing Contractor
3	Implement retention program	Bonus structure, PTO policy	$5k budget, HR docs	Technician turnover < 5%	CEO
4	Secure first property contract	50-unit apartment agreement	Proposal template, sales kit	$1,000 monthly recurring	CEO
5	Reach cash flow positive	Net income > $0	Financial dashboard, cost controls	EBITDA > $1,247	Advisory Board
6	Launch referral program	Digital referral system	Mailchimp integration	15% of jobs from referrals	Office Manager
7	Break-even volume	76 jobs completed	Scheduling optimization	76 jobs, $22,800 revenue	CEO
8	Introduce Care Club	Subscription portal	Website update, pricing	25 subscribers	Marketing Contractor
9	Commercial revenue target	3 property contracts	Sales materials, contracts	$1,200 monthly commercial rev	CEO
10	Profitability	Net income > $0	Financial reporting	$2,084 net profit	Advisory Board
11	Hire 3rd technician	Trained technician	IICRC course, tools	Capacity utilization 85%	CEO
12	Year 1 review	Financial audit, plan update	Accountant, board meeting	$18,200 net profit	Advisory Board

SECTION 12: APPENDIX

Supporting documents: IICRC certification copies, SBA loan term sheet, HydroClean Pro equipment quotes, 3-year cash flow model with sensitivity analysis. All assumptions documented with source citations (IBISWorld, HomeAdvisor, EPA). Full financial model available upon request.