

Commercial cleaning company Business Plan: A Proven Sample for US Entrepreneurs

CleanPro Commercial Services LLC is a Colorado LLC founded March 15, 2024 by Michael Reynolds (ex-Jani-King Regional Ops Manager, 12 years facility services) and Jessica Lin (ex-DaVita Facilities Coordinator). We provide eco-certified commercial cleaning to 10-100 employee businesses at \$0.08-\$0.18/sq ft monthly, targeting \$320,000 Year 1 revenue with 45% gross margins.

Executive Summary

US commercial cleaning companies lose \$1.2B annually due to 22% technician turnover (BLS 2024), causing inconsistent service. CleanPro solves this through EPA Safer Choice-certified products, CleanPro Track(TM) mobile app for real-time quality verification, and \$50-\$200 monthly performance bonuses. We charge \$0.10/sq ft for offices (vs. JAN-PRO's \$0.14) targeting 42 clients by Year 1 end at \$635 average monthly contract value.

Revenue model: 85% recurring contracts (office/medical), 15% deep cleaning projects. Gross margin starts at 40% (Year 1), scaling to 55% by Year 3 through route optimization. Break-even requires 100 clients; we project Month 10 based on \$380 contribution margin per client (\$635 revenue - \$255 variable costs). CAC is \$380 (8% sales close rate on 50 daily calls).

Seeking \$150,000 SBA 7(a) loan (80%) and \$30,000 owner equity (20%). Funds deploy: \$68,000 fleet vehicles (2 Ford Transits), \$35,000 equipment, \$15,000 marketing. Enables 42 clients by Year 1 end, \$780,000 Year 3 revenue, and 18% net margin. Projected 22% IRR by Year 5 exit.

Company Overview

CleanPro Commercial Services LLC (CO EIN 89-1234567) is a Colorado LLC formed March 15, 2024. Chose LLC structure for liability protection and pass-through taxation. Base operations in Denver due to 12,400 target businesses (10-100 employees) within 25-mile radius (Census 2023), 4.2% annual commercial real estate growth (CBRE Q1 2024).

Michael Reynolds (CEO, 70% owner): Managed \$2.1M P&L at Jani-King Denver, reduced technician turnover from 35% to 18% in 18 months. Jessica Lin (COO, 30% owner): Cut DaVita facility costs 12% via workflow optimization, saving \$187,000 annually. Carlos Mendez (Field Ops Director): Supervised 45 crews at ABM, achieving 92% client retention.

Date	Milestone	Status	Next Steps
Mar 15, 2024	CO LLC formation	Complete	N/A
Apr 10, 2024	State contractor license #GC123456	Complete	N/A
May 1, 2024	CleanPro Track(TM) app v1.0 launch	Complete	Integrate with QuickBooks by Aug 2024
Jun 15, 2024	First 3 clients signed	Complete	Onboard 5 more by July 31
Aug 1, 2024	SBA loan closing	Pending	Deploy \$68k fleet by Aug 15
Dec 31, 2024	42 active clients	Target	Hire 2 sales reps by Nov 1
Mar 31, 2025	Break-even achieved	Target	Expand to Boulder County
Dec 31, 2025	\$664k annual revenue	Target	Negotiate Ecolab volume discount

Market Analysis

TAM: \$64B US commercial cleaning (IBISWorld 2024). SAM: \$380M Colorado market (IBISWorld, 4.2% growth). SOM: \$18.5M Front Range metro (5,200 target businesses; 3.5% penetration by Year 5). Calculation: 12,400 businesses (Census) x 42% outsourcing rate (ISSA) = 5,208 target accounts. Avg contract \$30,000/year = \$156.2M SAM. SOM = 12% of SAM (realistic startup capture).

Target customers: Facilities managers at 10-100 employee businesses. Median facility 8,500 sq ft. Budget: \$400-\$1,200/month. 68% prioritize green cleaning (Green Building Council 2023). Buying cycle: 14 days average (per sales pilot). 74% require digital service reports (JLL 2023).

Key trends: 1) Green cleaning demand up 9.3% CAGR (Green Seal 2024); 2) 41% of firms now use digital tracking (ISSA 2023); 3) Medical cleaning premiums at \$0.16/sq ft (vs \$0.10 standard); 4) Labor costs up 6.1% YoY (BLS).

Segment	Size (\$)	Growth Rate	Our Share Target	Rationale
Small offices (10-50 emp)	\$74.2M	3.8%	2.1%	Lowest entry barrier; 52% of target businesses
Medical clinics	\$38.7M	7.2%	1.4%	Higher margins; HIPAA compliance barrier
Retail spaces	\$29.1M	2.9%	1.8%	Post-pandemic hygiene focus
Co-working spaces	\$14.0M	11.5%	3.0%	High growth; partner channel access

Category	Total Addressable	Serviceable Available	Serviceable Obtainable	Methodology
US Market	\$64B	N/A	N/A	IBISWorld Jan 2024 report
Colorado	N/A	\$380M	N/A	IBISWorld x CO population share (2.8%)
Front Range	N/A	\$156.2M	\$18.5M	5,208 target businesses x \$30k avg contract

Competitive Analysis

Top competitors: JAN-PRO (12% local share, \$4.8M revenue), Denver Building Maintenance (8%, \$3.2M), ABM Industries (15%, \$6M). JAN-PRO charges \$0.14/sq ft but has 32% technician turnover (per employee reviews). Denver Building Maintenance lacks digital tools; 47% of clients cite "inconsistent service" (Google reviews). ABM ignores sub-20,000 sq ft facilities.

Our advantages: 1) \$0.10/sq ft pricing (15% below franchises) via 18% lower turnover (target 14% vs industry 32%); 2) CleanPro Track(TM) reduces service failures by 35% (pilot data); 3) EPA Safer Choice certification attracts 68% of eco-focused buyers; 4) Bilingual staff cuts training time 22% (per Mendez' ABM experience).

Competitor	Revenue Est.	Pricing (\$/sq ft)	Key Strength	Key Weakness	Our Differentiation
JAN-PRO	\$4.8M	0.14	Brand recognition	32% turnover; inflexible contracts	20% lower price; month-to-month
Denver Building Maint.	\$3.2M	0.09	Local relationships	No green certification; manual reporting	Digital tracking; EPA-certified
ABM Industries	\$6.0M	0.16	Corporate contracts	Min. 20k sq ft; slow response	Specialize in 5k-15k sq ft
TaskRabbit	\$1.2M (local)	75/hr	On-demand	No recurring service; inconsistent quality	Dedicated crews; quality guarantee
In-house teams	N/A	0.12 (est.)	Control	HR burden; 27% higher costs (JLL)	15% cost savings; compliance handled

Strengths	Weaknesses	Opportunities	Threats
1. 14% target turnover (vs 32% industry)	1. No national brand recognition	1. Medical cleaning growth (7.2% CAGR)	1. Labor cost inflation (6.1% YoY)
2. Real-time service tracking app	2. Limited capital for rapid scaling	2. Green cleaning demand +9.3% CAGR	2. New competitors entering market
3. EPA Safer Choice certification	3. Dependence on 2 founders	3. Co-working space expansion (11.5% CAGR)	3. OSHA regulation changes

4. Bilingual workforce (75% Spanish)	4. No existing client base	4. Property manager partnerships	4. Economic downturn reducing cleaning budgets
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Products & Services

Core offering: Standard office cleaning (5,000-15,000 sq ft) with vacuuming, restroom sanitation, trash removal, glass cleaning. Includes CleanPro Track(TM) photo verification of 12 critical zones per job. Medical cleaning adds HIPAA-compliant disinfection logs and OSHA bloodborne pathogen training. Deep cleaning includes floor stripping (\$1.20/sq ft) and carpet shampooing (\$0.45/sq ft).

Pricing: \$0.10/sq ft for offices (vs \$0.14 franchise average) based on \$0.04/sq ft labor cost (1 technician @ \$16.50/hr for 4 hrs/5k sq ft). Medical at \$0.16/sq ft reflects 35% higher labor for compliance. Green certification add-on at \$150/month funds third-party audits. Volume discounts: 5% for 2 locations, 10% for 5+.

Tier	Price	Features	Target Customer	Expected % Rev	Gross Margin
Standard Office	\$0.10/sq ft	Daily cleaning; basic reporting	10-50 employee offices	65%	42%
Medical Premium	\$0.16/sq ft	HIPAA logs; pathogen training	Clinics; dental offices	20%	58%
Deep Cleaning	\$1,200-\$5,000	Carpet/floor restoration	All segments (quarterly)	10%	65%
Green Certified	\$150/month add-on	Sustainability reporting; LEED support	Eco-conscious businesses	5%	85%

Metric	Value	Calculation/Notes
Price per unit	\$635/client/mo	8,500 sq ft x \$0.10/sq ft = \$850; adjusted for mix
COGS per unit	\$255	Labor \$187 (2.8 hrs x \$16.50 x 4 days) + Supplies \$68
Gross Profit per unit	\$380	\$635 - \$255
Gross Margin %	60%	\$380 / \$635
CAC	\$380	(\$2,500 ad spend + \$8,000 sales payroll) / 27 new clients/mo

LTV	\$7,600	\$380 GM x 20 months avg. tenure (industry benchmark)
LTV:CAC	20.0	\$7,600 / \$380
Payback Period	1.0 month	\$380 CAC / \$380 monthly GM

Marketing & Sales

Primary channel: Google Ads targeting "Denver commercial cleaning" (1,900 searches/mo). Budget: \$2,500/mo at \$3.50 CPC, generating 714 clicks (6% CTR). Conversion rate: 8% to sales calls (57 leads/mo). Secondary: Inside sales team making 50 cold calls/day (1,000/mo) at 5% connection rate = 50 leads. Total leads: 107/mo.

Sales cycle: 1) Lead qualification (24 hrs), 2) On-site assessment (30 min), 3) Quote delivery (24 hrs), 4) Follow-up (48 hrs), 5) Contract signing (7 days). Current conversion: 25% of assessments to signed contracts. Avg. sales cycle: 14 days. Churn target: 5% monthly (vs industry 8%). Retention tactics: Quarterly service reviews, 5% loyalty discount after 12 months.

Expansion revenue: 15% of clients add deep cleaning services (avg. \$2,500/project). Green certification upsell rate: 30% of medical clients.

Channel	Monthly Budget	Expected CAC	Expected Leads/Mo	Conversion Rate	Expected Customers/Mo	ROI
Google Ads	\$2,500	\$44	57	25%	14	859%
Inside Sales	\$8,000	\$160	50	25%	13	138%
Referrals	\$300	\$100	9	33%	3	280%
Partnerships	\$0	\$0	7	29%	2	Inf.
Total	\$10,800	\$380	123	22%	32	200%

Month	Google Ads	Social Media	Content/SEO	Events	Other	Total	Expected Leads	Expected Customers
1	1,500	500	1,000	0	500	3,500	73	18
2	2,000	500	1,000	0	500	4,000	84	21
3	2,500	500	1,000	500	500	5,000	105	26
4	2,500	500	1,000	500	500	5,000	105	26
5	2,500	500	1,000	500	500	5,000	105	26
6	2,500	500	1,000	500	500	5,000	105	26
7	2,500	500	1,000	500	500	5,000	105	26
8	2,500	500	1,000	500	500	5,000	105	26
9	2,500	500	1,000	500	500	5,000	105	26
10	2,500	500	1,000	500	500	5,000	105	26
11	2,500	500	1,000	500	500	5,000	105	26
12	2,500	500	1,000	500	500	5,000	105	26
Total	27,500	6,000	12,000	5,500	6,000	57,000	1,230	312

Operations

Daily workflow: 1) 4 PM dispatch via CleanPro Track(TM), 2) Technicians complete digital checklist with photo verification, 3) Operations manager audits 20% of jobs via app, 4) Client receives real-time report. Crew capacity: 3 technicians per crew service 4 offices (avg. 8,500 sq ft each) nightly. Max 12 crews by Year 3. Quality control: <2% defect rate target (vs industry 5%).

Suppliers: Ecolab (chemicals, \$1,200/mo), Uline (paper products, \$800/mo), Denver Janitorial Supply (tools, \$500/mo). Technology: CleanPro Track(TM) (\$400/mo), HubSpot CRM (\$800/mo), Deputy scheduling (\$300/mo). Fleet: 2 Ford Transit vans (\$1,100/mo loan payment).

Vendor/Supplier	Service	Monthly Cost	Contract Terms	Backup Option
Ecolab	Chemicals & dispensers	\$1,200	12-mo min; 3% discount at \$15k/yr	Seventh Generation direct
Uline	Paper products & PPE	\$800	No contract; net 30	Walmart Business
Tennant Co.	Floor equipment service	\$350	24-mo agreement	Demand Service Co.
DevShop LLC	App maintenance	\$400	Month-to-month	In-house developer
Denver Janitorial Supply	Mops, buckets, cloths	\$500	No contract	JanPak

Tool	Purpose	Monthly Cost	Users	Alternatives Considered
CleanPro Track(TM)	Service verification & client reports	\$400	12	Jobber (rejected: \$75/user)
HubSpot CRM	Lead & client management	\$800	5	Salesforce (rejected: \$100/user)
Deputy	Scheduling & time tracking	\$300	10	WhenIWork (rejected: no GPS)
QuickBooks Online	Accounting & invoicing	\$50	2	Xero (rejected: no SBA reporting)
ZoomInfo	B2B prospecting	\$250	2	LinkedIn Sales Nav (rejected: 40% less accurate)

Management Team

Structure: Flat hierarchy with 10.5 FTEs by Year 1 end. Compensation: Technicians at \$16.50/hr (15% above Denver avg), sales at \$45k base + 5% commission. No executive salaries >\$85k until Year 2 profitability. Advisory board: David Chen (ex-ABM Regional VP) provides operational guidance for 0.5% equity.

Month	Role	Salary	Priority	Source	Onboarding Time
1	CEO	\$6,500	Critical	Owner	N/A
1	COO	\$6,000	Critical	Owner	N/A
3	Sales Rep (2)	\$3,750 x 2	Critical	Craigslist	2 weeks
4	Technician (2)	\$2,805 x 2	Critical	Indeed	1 week
6	Account Manager (2)	\$2,250 x 2	High	Referral	1 week
8	Field Ops Director	\$5,500	Critical	LinkedIn	3 weeks
10	Technician (4)	\$2,805 x 4	High	Indeed	1 week
12	Sustainability Director	\$2,000	Medium	Contractor	2 weeks

Financial Plan

Key assumptions: 2.5 new clients/week by Month 4; \$635 avg monthly revenue/client; 5% monthly churn; COGS at 40% revenue (labor 28%, supplies 12%); sales close rate 25% on qualified leads. Fixed costs: \$28,500/mo (Year 1 average). CAC payback: 1.0 month.

Revenue drivers: 1) Client acquisition (32/mo by Month 3), 2) Contract expansion (15% add deep cleaning), 3) Price increases (3% annually). Cost scaling: Labor grows at 0.8x revenue growth; marketing capped at 12% of revenue.

Cost structure: 65% variable (labor, supplies), 35% fixed (rent, software, admin). Variable costs scale linearly with clients; fixed costs increase at 25-client increments (e.g., new supervisor at 25 clients).

Funding: \$150,000 total. \$120,000 SBA loan (7% interest, 25-yr term), \$30,000 owner equity. Covers 9 months runway to Month 10 break-even. Milestones: 42 clients (Month 12), \$320k revenue, positive cash flow.

Category	Item	Cost	Notes
Legal/Formation	CO LLC filing	\$50	State fee
Legal/Formation	Operational agreement	\$1,500	Attorney fees
Licenses/Permits	Commercial license	\$300	GC1234
Licenses/Permits	Seller's permit	\$17	State requirement
Equipment	Backpack vacuums (4)	\$4,000	Tennant E15
Equipment	Floor buffers (2)	\$6,000	Tennant 17
Equipment	Extra units (2)	\$10,000	Carpet cleaning

Equipment	Hand tools	\$15,000	Mops, buckets, etc.
Technology	ClearTrack(TM) dev	\$5,000	DevShop LLC
Technology	CRM setup	\$1,000	HubSpot integrati
Initial Inventory	Chemicals (Ecolab)	\$2,500	3-month supply
Initial Inventory	Paper products	\$1,500	Uline order
Marketing	Branding	\$1,000	Logo, website
Marketing	Launch ads	\$12,000	Google/F 3-month budget
Working Capital	3-month operating reserve	\$65,500	\$28,500 x 3
Insurance	General liability	\$7,200	\$600/month annual pay
Professional Fees	Accounting setup	\$1,000	QuickBooks configura
Contingency	10% buffer	\$15,000	Unplanned expense
Total		\$150,000	

Category	Type	Monthly Cost	Annual Cost	Notes
Rent	Fixed	\$2,200	\$26,400	1,200 sq ft warehouse
Salaries	Variable	\$18,705	\$224,460	10.5 FTEs avg. by Year 1 end
Benefits	Variable	\$2,906	\$33,672	15% of payroll
Insurance	Fixed	\$1,000	\$12,000	Liability + workers' comp
Software	Fixed	\$1,800	\$21,600	CRM, scheduling, accounting
Utilities	Fixed	\$300	\$3,600	Electricity, internet
Marketing	Variable	\$4,750	\$57,000	12% of revenue
Professional Services	Fixed	\$500	\$6,000	Accounting, legal
Supplies	Variable	\$3,840	\$46,080	Chemicals, paper, products
Travel	Variable	\$1,600	\$4,800	Client assessments
Loan Payments	Fixed	\$640	\$10,080	SBA 7(a) principal + interest
Other	Variable	\$1,000	\$6,000	Training, contingencies

Fixed Total		\$6,840	\$82,080
Variable Total		\$33,561	\$402,720
Combined Total		\$40,401	\$484,800

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Y1 Total
Revenue	0	1,270	3,175	7,620	12,700	17,780	22,860	27,940	33,020	38,100	43,180	48,260	262,080
COGS	0	508	1,270	3,048	5,080	7,112	9,144	11,176	13,208	15,240	17,272	19,304	104,832
Gross Profit	0	762	1,905	4,572	7,620	10,668	13,716	16,764	19,812	22,860	25,908	28,956	157,248
Marketing	3,500	4,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	57,000
Salaries	13,000	13,000	20,500	26,000	26,000	26,000	31,500	31,500	31,500	37,000	37,000	37,000	310,000
Rent	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	26,400
Software	50	550	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	18,600
Insurance	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Other OpEx	1,500	2,000	3,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	39,000
Total OpEx	21,250	22,800	33,500	39,500	39,500	39,500	44,000	44,000	44,000	49,500	49,500	49,500	462,000
EBITDA	-21,250	-22,038	-31,595	-34,928	-31,880	-28,832	-30,284	-27,236	-24,188	-26,640	-23,592	-20,544	-304,752
Depreciation	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000
EBIT	-22,500	-23,288	-32,845	-36,178	-33,130	-30,082	-31,534	-28,486	-25,438	-27,890	-24,842	-21,794	-319,752
Interest	700	700	700	700	700	700	700	700	700	700	700	700	8,400
Taxes	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Income	-23,200	-23,988	-33,545	-36,878	-33,830	-30,782	-32,234	-29,186	-26,138	-28,590	-25,542	-22,494	-328,152

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Beginning Cash	150,000	126,800	102,812	69,267	32,389	-1,441	-32,223	-64,457	-93,643	-119,781	-148,371	-173,913
Cash In	0	635	2,540	6,350	10,625	14,875	19,125	23,375	27,625	31,875	36,125	40,375
Total Cash In	0	635	2,540	6,350	10,625	14,875	19,125	23,375	27,625	31,875	36,125	40,375

Cash Out	23,200	23,988	33,545	36,878	33,830	30,782	32,234	29,186	26,138	28,590	25,542	22,494
Total Cash Out	23,200	23,988	33,545	36,878	33,830	30,782	32,234	29,186	26,138	28,590	25,542	22,494
Net Cash Flow	-23,200	-23,353	-31,005	-30,528	-23,205	-15,907	-13,109	-5,811	1,487	3,285	10,583	17,881
Ending Cash	126,800	102,812	69,267	32,389	-1,441	-32,223	-64,457	-93,643	-119,781	-148,371	-173,913	-156,032

Metric	Y1	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Total
Revenue	262,080	99,000	112,200	125,400	138,600	151,800	165,000	178,200	191,400	686,400
COGS	104,832	39,600	44,880	50,160	55,440	60,720	66,000	71,280	76,560	274,560
Gross Profit	157,248	59,400	67,320	75,240	83,160	91,080	99,000	106,920	114,840	411,840
OpEx	462,000	124,500	126,000	127,500	129,000	130,500	132,000	133,500	135,000	520,000
EBITDA	-304,752	-65,100	-58,680	-52,260	-45,840	-39,420	-33,000	-26,580	-20,160	-108,160
Net Income	-328,152	-72,600	-65,880	-59,160	-52,440	-45,720	-39,000	-32,280	-25,560	-74,000
Ending Cash	-156,032	-228,632	-294,512	-353,672	-406,112	-451,832	-490,832	-523,112	-548,672	-474,672

Metric	Value	Calculation
Monthly Fixed Costs	\$28,500	Rent \$2,200 + Software \$1,800 + Insurance \$1,000 + Loan \$840 + Admin \$22,660
Variable Cost per Client	\$255	Labor \$187 + Supplies \$68
Price per Client	\$635	Average monthly contract
Contribution Margin per Client	\$380	\$635 - \$255
Contribution Margin %	60%	\$380 / \$635
Break-Even Clients per Month	75	\$28,500 / \$380

Break-Even Revenue per Month	\$47,625	75 clients x \$635
Expected Break-Even Month	Month 10	Per cash flow projection
Safety Margin	15%	(100 clients - 75) / 100 clients

Metric	Y1	Y2	Y3	Industry Benchmark
Gross Margin %	60%	60%	60%	50-65%
Operating Margin %	-117%	-18%	-11%	-5% to 10%
Net Profit Margin %	-125%	-15%	-11%	-3% to 8%
Current Ratio	0.8	1.1	1.3	1.2
Quick Ratio	0.6	0.9	1.0	1.0
CAC Payback Period	1.0 mo	1.0 mo	1.0 mo	3-6 mo
LTV:CAC Ratio	20.0	20.0	20.0	3.0
Monthly Burn Rate	\$27,346	\$0	\$0	N/A
Runway (months)	5.5	Inf.	Inf.	N/A

Risk Analysis

Top risks: 1) Technician turnover >20% (probability 60%, impact \$15k/client replacement), 2) Client churn >8% monthly (probability 45%, impact \$5k loss/client), 3) Labor cost inflation >7% (probability 70%, impact \$12k/tech/year). These threaten Year 1 break-even by increasing CAC 35% and reducing LTV 22%.

Mitigation: 1) \$50-\$200 monthly bonuses tied to client scores (reduced turnover to 14% in pilot), 2) Quarterly service reviews targeting 5% churn, 3) 3% annual price increases indexed to CPI. Contingency: \$85,500 operating reserve covers 3 months at current burn rate.

Risk	Probability (1-5)	Impact (1-5)	Risk Score	Mitigation Strategy	Contingency Plan	Owner
Technician turnover >20%	4	5	20	Performance bonuses; bilingual HR support	Temp agency contract (Allied Temp)	Mendez
Client churn >8%	3	4	12	Quarterly reviews; 5% loyalty discount	Free re-clean guarantee	Lin
Labor cost inflation >7%	4	4	16	3% annual price increases	Route optimization software	Reynolds
OSHA violation	2	5	10	Monthly compliance audits	\$2M liability insurance	Patel
Payment delays >45 days	3	3	9	Net 15 terms; 2% early pay discount	Factoring line (\$50k)	Reynolds
Vehicle accident	2	4	8	GPS monitoring; defensive driving training	Commercial auto insurance	Mendez
App downtime	1	3	3	99.9% SLA with DevShop	Printed checklists backup	Lin
Economic downturn	3	4	12	Diversify into medical cleaning (recession-resilient)	Reduce marketing spend 30%	Reynolds

Implementation Timeline

Critical path: SBA loan closing (Month 2), fleet deployment (Month 3), 25-client threshold (Month 6 requiring Field Ops Director hire). Dependencies: App integration must complete before sales launch; technician training requires Ecolab certification.

Month	Milestone	Deliverables	Resources Needed	Success Metric	Owner
1	Legal & setup	CO LLC, licenses, bank account	\$2,000 legal fees	GC123456 license issued	Reynolds
2	SBA loan closing	\$120k funding	Financial projections	Loan docs signed	Reynolds
3	Fleet deployment	2 Ford Transits operational	\$68k vehicle budget	Vehicles on road	Mendez
4	Sales launch	First 10 clients	\$5k marketing spend	5% close rate achieved	Lin
5	App integration	CRM-QuickBooks sync	\$1k dev cost	Zero manual invoicing	Lin
6	25-client threshold	Field Ops Director hired	\$5.5k salary budget	95% on-time service rate	Reynolds
7	Medical cleaning launch	First clinic contract	\$2k HIPAA training	\$0.16/sq ft pricing	Patel
8	Process optimization	Route software pilot	\$500 software trial	10% labor cost reduction	Mendez
9	Referral program launch	30% referral-sourced clients	\$300/month budget	CAC reduced to \$350	Lin
10	Break-even achieved	Positive cash flow	N/A	\$47,625 monthly revenue	Reynolds
11	Boulder expansion	First client outside Denver	\$1k marketing spend	10% revenue growth	Mendez
12	Year 1 review	42 active clients	N/A	\$262k annual revenue	Reynolds