

# The Ultimate Concrete Leveling Business Plan

## Sample for US Launch

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SolidBase Leveling Solutions LLC (Texas LLC, founded January 2024). Founder Marcus Delgado (ex-Benchmark Construction PM, delivered \$18M in infrastructure projects 2019-2023). We provide polyurethane concrete leveling to residential/commercial clients at \$1,050 avg/job, targeting \$500,000 revenue Year 1. January 2024.

# 1. EXECUTIVE SUMMARY

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12.7 million US homes have sunken concrete (US Census 2023), costing homeowners \$2,200 avg for replacement versus \$1,050 for polyjacking. SolidBase solves this with polyurethane foam injection at 35% lower cost than replacement (RSMeans 2023), achieving 65% gross margins. We target homeowners (35-65yo, \$150K+ home equity) and commercial property managers in North Texas, charging \$800-\$1,800/residential job. Year 1 revenue: \$500,000 (475 jobs), gross profit \$325,000. Break-even at 205 jobs (achieved by Month 7).

We request \$250,000 SBA 7(a) loan: \$150,000 for 3 additional rigs/trucks (\$50,000 each), \$65,000 for marketing (Google Ads, sales team), \$25,000 working capital, \$10,000 office expansion. Funds enable 8% North Texas market capture by 2026, reaching \$1.8M revenue Year 3 with \$450,000 net profit. ROI: 82% by Year 3 (cumulative net profit \$772,500 vs \$250,000 loan).

## 2. COMPANY OVERVIEW

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Texas LLC formed January 2024, electing S-Corp taxation. Headquarters at 4501 East Belknap Street, Fort Worth (Tarrant County), chosen for 210,000+ homes built 1980-2010 with expansive clay soil (USDA Soil Survey). Ownership: Marcus Delgado (70%), angel investor (30%).

Key personnel: Marcus Delgado (CEO, 15 years construction mgmt, \$18M projects delivered), Jessica Tran (Operations, 8 years foundation repair, NTA-certified), Derek Wilson (Sales, 10 years home services, \$1.2M annual sales at HomeShield).

Date	Milestone	Status	Next Steps
Jan 2024	LLC formation, TDLR license	Complete	Secure warehouse lease
Feb 2024	Purchase 2 rigs, 2 trucks	Complete	Train 2 technicians
Mar 2024	Launch Google Ads campaign	Complete	Optimize CPC to \$2.40
Apr 2024	First 25 jobs completed	Complete	Achieve 4.1% lead conversion
Jun 2024	SBA loan application	Pending	Submit by June 30
Sep 2024	Hire sales director	Planned	Target \$45K salary
Dec 2024	475 jobs, \$500K revenue	Target	Expand to Denton County
Mar 2025	3rd service truck deployment	Planned	Train 2 new technicians

### 3. MARKET ANALYSIS

TAM: \$2.3B US concrete leveling (IBISWorld 2023). SAM: \$185M Texas market (35% in North/Central TX per TxDOT infrastructure data). SOM: \$1.1M Year 1 (0.6% SAM), growing to \$14.8M Year 3 (8% SAM). Calculation: 210,000 target homes in Tarrant County x 0.5% annual service rate x \$1,050 avg job = \$1.1M Year 1.

Target customers: Residential (70% revenue) - homeowners 35-65yo, median home value \$295K (Zillow Q1 2024), willing to spend \$500-\$2,000 on repairs. Commercial (30% revenue) - property managers with 10+ unit portfolios, budgeting \$5K-\$20K/year for concrete maintenance (BOMA 2023 survey).

Market trends: 1) Polyjacking adoption up 32% annually (IBISWorld) vs mudjacking at 3% growth; 2) Homeowner DIY attempts failed 78% of time (NAHB 2023), driving professional demand; 3) Municipal ADA compliance spending increased 15% YoY (US DOL 2023).

Segment	Size (\$)	Growth Rate	Our Share Target	Rationale
Residential Driveways	\$780,000	12%	1.5%	210K homes x 0.5% service rate x \$740 avg job
Commercial Sidewalks	\$220,000	9%	3.0%	1,100 properties x 1.2 jobs/yr x \$167 avg job
Municipal ADA Ramps	\$100,000	15%	5.0%	50 city contracts x \$4,000 avg job
Pool Decks	\$150,000	8%	2.0%	15,000 decks x 0.5% service rate x \$2,000 avg job

Category	Total Addressable	Serviceable Available	Serviceable Obtainable	Methodology
US Market	\$2.3B	\$185M	\$14.8M	IBISWorld 238991 x 35% TX concentration x 8% capture
North Texas	N/A	\$65M	\$5.2M	TxDOT infrastructure spend x 15% concrete repair allocation
Fort Worth Core	N/A	\$11M	\$1.1M	210K homes x 0.5% service rate x \$1,050 avg job

## 4. COMPETITIVE ANALYSIS

Top competitors: LiftRight (\$1.2M revenue, 5% North Texas share, focuses on commercial), Level Pro (franchise, \$800K revenue, spends 18% revenue on digital ads), Sunken Solutions (\$2.1M revenue, Houston-based, no Fort Worth presence). Key weakness: 72% use mudjacking (per contractor surveys), requiring 2-3x more cleanup time than polyjacking.

Our advantages: 1) 10-year warranty (industry standard is 5 years) - reduces customer acquisition cost by 22% through referrals; 2) Digital inspection platform cuts quoting time from 48hrs to 2hrs; 3) NCFI foam costs \$3.20/sq ft vs competitors' \$3.80 (verified by NCFI contract); 4) 48-hour service window (competitors average 72hrs).

Competitor	Revenue Est.	Pricing	Key Strength	Key Weakness	Our Differentiation
LiftRight	\$1.2M	\$1,100/job	B2B contracts	Mudjacking focus (65% jobs)	100% polyjacking, 10-yr warranty
Level Pro	\$800K	\$950/job	Digital marketing	Franchise fees (20% revenue)	Lower CAC (\$58.60 vs \$72)
Sunken Solutions	\$2.1M	\$1,050/job	Regional scale	No Fort Worth service	Local technician ownership
Texas Slab & Concrete	\$3.5M	\$2,200/job	Full replacement	4-6 week lead times	50% faster turnaround
DYI Kits	\$120M	\$200/job	Low cost	87% failure rate (NAHB)	Professional warranty

Strengths	Weaknesses	Opportunities	Threats
65% gross margins	Limited service vehicles (2)	Municipal ADA compliance spending +15% YoY	National chains entering market
10-year warranty	No workers' comp yet (under 3 employees)	Insurance partnerships (22% premium growth)	Soil regulation changes (TCEQ)
\$3.20/sq ft foam cost	Brand recognition 0%	Commercial maintenance contracts	Economic downturn reducing home repairs
48-hr service window	Dependent on SBA loan	Expansion to Dallas/Austin	Extended rainy season delaying jobs

## 5. PRODUCTS & SERVICES

Polyjacking: Inject NCFI PolyLevel foam (0.03 lb/cu ft density) through 5/8" holes, expanding to lift concrete with 1/8" precision. Process: 1) Digital scan (Jobber app), 2) Drill injection ports, 3) Foam injection, 4) Seal ports, 5) 3D report. Completes driveways in 2-4 hours with no debris.

Pricing based on RSMeans cost data: Driveways \$4.00/sq ft (vs replacement \$8.50/sq ft), Sidewalks \$6.25/linear ft. We price 8% below replacement cost to capture value. Gross margin 65% achieved through \$3.20/sq ft foam cost (35% of revenue) and \$75/hr technician wage (BLS May 2023).

Tier	Price	Features	Target Customer	Expected % Revenue	Gross Margin
Residential Basic	\$800-\$1,200	Driveway/sidewalk, 5-yr warranty	Homeowners	55%	63%
Residential Premium	\$1,200-\$1,800	Pool deck, 10-yr warranty, sealing	Homeowners	15%	68%
Commercial Standard	\$4,500-\$6,000	Loading dock, 10-yr warranty	Property managers	20%	67%
Municipal Contract	\$3,000-\$5,000	ADA ramps, bulk pricing	Cities	10%	65%

Metric	Value	Calculation/Notes
Price per job	\$1,050	$(55\% \times \$1,000) + (15\% \times \$1,500) + (20\% \times \$5,250) + (10\% \times \$4,000)$
COGS per job	\$367.50	Foam (\$126) + Labor (\$187.50) + Vehicle (\$54) = \$367.50 (35% of revenue)
Gross Profit per job	\$682.50	$\$1,050 - \$367.50$
CAC	\$58.60	\$7,000 monthly marketing / 119 customers
LTV	\$1,995	$\$1,050 \times 1 / 0.527$ annual churn (5.5% monthly)

LTV:CAC	34.0x	\$1,995 / \$58.60 (exceeds 3x benchmark)
Payback Period	0.8 months	CAC / (Gross Profit per job x monthly repurchase rate)

## 6. MARKETING & SALES

Primary channel: Google Ads targeting "concrete leveling Fort Worth" (1,900 monthly searches, SEMrush). CPC \$2.40, CTR 3.2%, conversion rate 4.1% (verified by HomeAdvisor contractor data). Secondary: Referral partnerships with roofing companies (10% fee, 15% lead conversion). Tertiary: Direct mail to 5,000 homes/month in high-settlement ZIPs (0.8% response rate).

Sales cycle: 1) Lead (48hrs avg), 2) Digital assessment (2hrs), 3) On-site inspection (24hrs), 4) Quote (e-signature), 5) Job completion (48hrs). Conversion rates: Lead to inspection 68%, inspection to job 60%. Sales cycle length: 4.2 days. Requires 1 sales rep handling 119 customers/month.

Retention: Automated SMS updates (reduces no-shows by 33%), \$25 gift card for Google reviews (42% participation), annual maintenance contracts (15% discount). Target churn: 5.5% monthly (vs industry 7%). Expansion revenue: 22% of customers add services within 12 months.

Channel	Monthly Budget	Expected CAC	Expected Leads/Month	Conversion Rate	Expected Customers/Month	ROI
Google Ads	\$2,500	\$43.10	1,042	4.1%	43	15.8x
Referral Partners	\$1,500	\$25.00	120	15.0%	18	27.3x
Direct Mail	\$1,000	\$83.33	1,250	0.8%	10	8.2x
Facebook Ads	\$800	\$61.54	325	2.5%	8	11.1x
Sponsorships	\$500	\$125.00	80	4.0%	3	5.4x
Total	\$6,300	\$58.60	2,817	4.2%	82	14.3x

Month	Google Ads	Social Media	Content/SEO	Events	Other	Total	Expected Leads	Expected Customers
1	2500	800	500	0	500	4300	1130	46
2	2500	800	500	0	500	4300	1130	46
3	2500	800	500	0	500	4300	1130	46
4	2800	1000	600	500	500	5400	1420	58
5	2800	1000	600	500	500	5400	1420	58
6	2800	1000	600	500	500	5400	1420	58
7	3000	1200	700	500	500	5900	1550	63
8	3000	1200	700	500	500	5900	1550	63
9	3000	1200	700	500	500	5900	1550	63
10	3200	1400	800	500	500	6400	1680	69
11	3200	1400	800	500	500	6400	1680	69
12	3200	1400	800	500	500	6400	1680	69

## 7. OPERATIONS

Daily workflow: 8AM dispatch via Jobber (GPS tracking), crews complete 1.5 jobs/day (2 crews = 3 jobs/day). Capacity: 780 jobs/year (260 service days x 3 jobs). Process: Digital inspection (2hrs) -> foam injection (2-4hrs/job) -> cleanup (30min). Quality control: 100% jobs audited via 3D reports; warranty claims <2% through technician certification.

Key vendors: NCFI Polyurethanes (6-month contract, \$18,000/year), Foundation Supportworks (rig maintenance \$1,200/rig/year). Technology: Jobber (\$299/month) for scheduling, QuickBooks (\$30/month) for accounting. All tools chosen for construction industry specificity (e.g., Jobber has concrete-specific templates).

Vendor/Supplier	Service	Monthly Cost	Contract Terms	Backup Option
NCFI Polyurethanes	Foam supply	\$1,500	6 months, 10% discount at \$18K	US Polychem (Asheville, NC)
Foundation Supportworks	Rig maintenance	\$200	Annual, \$2,400	Local hydraulic repair shop
Grainger	Safety gear	\$350	Month-to-month	Home Depot Pro
RingCentral	Phone system	\$75	Month-to-month	Google Voice
Jobber	Field software	\$299	Annual, 10% discount	Housecall Pro

Tool	Purpose	Monthly Cost	Users	Alternatives Considered
Jobber	CRM, scheduling, invoicing	\$299	5	Housecall Pro (\$349), ServiceTitan (\$399)
QuickBooks Online	Accounting, payroll	\$30	2	Xero (\$29), FreshBooks (\$17)
Google Workspace	Email, Drive, Calendar	\$18	5	Microsoft 365 (\$12.50)
Canva	Social media graphics	\$12.99	2	Adobe Express (\$9.99)
Lumen5	Video creation	\$49	1	InVideo (\$30)

## 8. MANAGEMENT TEAM

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Structure: CEO (1), Operations Manager (1), Sales Director (1), Technicians (2 Year 1, 10 Year 3). Salaries: Technicians \$45K-\$55K (BLS wage data), Sales Director \$45K base + 5% commission. Compensation philosophy: 60% base, 40% performance (jobs completed, customer ratings).

Advisory board: Robert Chen (ex-CFO, Benchmark Construction, 0.5% equity), Lisa Rodriguez (TDLR licensing expert, \$150/hr consulting).

Month	Role	Salary	Priority	Source	Onboarding Time
1	Technician	\$45,000	High	Indeed	2 weeks
3	Technician	\$45,000	High	Indeed	2 weeks
6	Sales Director	\$45,000 + 5%	High	LinkedIn	3 weeks
9	Admin Assistant	\$35,000	Medium	Craigslist	1 week
12	Technician	\$48,000	Medium	Employee referral	1 week
15	Technician	\$48,000	Medium	Employee referral	1 week
18	Operations Manager	\$65,000	High	Industry network	4 weeks

## 9. FINANCIAL PLAN

Key assumptions: 1) 35 jobs/month Year 1 (475 total), growing to 50/month Year 2; 2) Avg revenue per job \$1,050; 3) Monthly churn 5.5% (industry avg 7%); 4) COGS 35% of revenue (foam 12%, labor 17.9%, vehicle 5.1%); 5) CAC \$58.60; 6) Operating expenses scale at 0.7x revenue growth.

Revenue model: 70% residential (driveways/sidewalks), 30% commercial/municipal. Growth drivers: 1) Google Ads scaling to 1,680 leads/month by Month 12; 2) Commercial contracts (target 5 property managers by Month 6 at \$50K/year each); 3) Municipal bids (2 city contracts by Month 9).

Cost structure: Fixed costs 58% of OpEx (\$128,000 Year 1: rent, software, admin salaries). Variable costs 42% (\$88,000: marketing, fuel, foam). Fixed costs grow 3% annually; variable costs scale 1:1 with revenue. Labor costs 17.9% of revenue (2 technicians at \$45K each + payroll taxes).

Funding: \$250,000 SBA loan at 8.5% APR, 10-year term. Use: \$150,000 equipment (3 rigs/trucks), \$65,000 marketing, \$25,000 working capital, \$10,000 office. Provides 14 months runway post-launch, funding expansion to 5 trucks by Year 3.

Category	Item	Cost	Notes
Legal/Formation	LLC filing, S-Corp election	\$1,200	Texas SOS fees
Licenses/Permits	TDL license, local permits	\$1,500	\$500/year x 3
Equipment	2 PolyLevel Pro 2000 rigs	\$48,000	\$24,000 each
Equipment	2 service trucks (used)	\$42,000	\$21,000 each
Initial Inventory	Foam (6 months)	\$18,000	12 drums @ \$1,500

Technology Setup	Job \$2,600 setup, QuickBooks	\$300/mo x 12
Marketing Launch	Web \$15,000 initial ads	6 months budget
Working Capital	3 \$30,000 months operating reserve	\$10,000/ x 3
Insurance	Gen \$3,200 liability (1st year)	\$3,200 policy
Professional Fees	Leg \$2,000 accounting	Startup consulta
Office/Facility	Ware \$1,000 lease deposit	2 months rent
Office/Facility	Fac \$1,800 setup	Shelving signage
Branding	Log \$1,500 uniforms	Local designer
Training	NTA \$3,000 certification	\$1,500/t
Contingency	5% \$6,870 buffer	5% of total
<b>Total</b>	<b>\$138,270</b>	

Category	T: Monthly Cost	Annual Cost	Notes
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Rent	Fixed \$1,800	\$21,600	1,200 sq ft warehouse
Salaries	Fixed \$10,000	\$120,000	2 techs (\$7,500), admin (\$2,500)
Benefits	Fixed \$1,500	\$18,000	15% of payroll
Insurance	Fixed \$267	\$3,200	General liability
Software	Fixed \$396	\$4,752	Jobber, QuickBooks etc.
Utilities	Fixed \$300	\$3,600	Electricity internet
Marketing	Variable \$1,250	\$63,000	6.3% of revenue
Fuel/Maintenance	Variable \$1,500	\$18,000	\$0.50/mile x 3,000 miles
Foam Supply	Variable \$1,250	\$63,000	35% of revenue
Professional Services	Fixed \$200	\$2,400	Accounting
Supplies	Variable \$125	\$6,300	Gloves, drill bits
Loan Payment	Fixed \$0	\$0	Post-SBA funding
<b>Fixed Total</b>	<b>\$14,163</b>	<b>\$169,952</b>	
<b>Variable Total</b>	<b>\$7,025</b>	<b>\$84,300</b>	

<b>Combined Total</b>		<b>\$21,188</b>	<b>\$254,252</b>
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Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Year 1 Total
Revenue	25,000	25,000	25,000	30,000	30,000	30,000	35,000	35,000	35,000	40,000	40,000	40,000	390,000
COGS	8,750	8,750	8,750	10,500	10,500	10,500	12,250	12,250	12,250	14,000	14,000	14,000	136,500
Gross Profit	16,250	16,250	16,250	19,500	19,500	19,500	22,750	22,750	22,750	26,000	26,000	26,000	253,500
Marketing	4,300	4,300	4,300	5,400	5,400	5,400	5,900	5,900	5,900	6,400	6,400	6,400	64,200
Salaries	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000
Rent	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	21,600
Software	396	396	396	396	396	396	396	396	396	396	396	396	4,752
Insurance	267	267	267	267	267	267	267	267	267	267	267	267	3,204
Other OpEx	2,425	2,425	2,425	2,925	2,925	2,925	3,425	3,425	3,425	3,925	3,925	3,925	38,100
Total OpEx	19,188	19,188	19,188	20,788	20,788	20,788	21,788	21,788	21,788	22,788	22,788	22,788	249,856
EBITDA	-2,938	-2,938	-2,938	-1,288	-1,288	-1,288	962	962	962	3,212	3,212	3,212	3,644
Depreciation	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	13,800
EBIT	-4,088	-4,088	-4,088	-2,438	-2,438	-2,438	-188	-188	-188	2,062	2,062	2,062	-10,156
Interest	0	0	0	0	0	0	0	0	0	0	0	0	0
Taxes	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Income	-4,088	-4,088	-4,088	-2,438	-2,438	-2,438	-188	-188	-188	2,062	2,062	2,062	-10,156

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Beginning Cash	90,000	85,912	81,824	77,736	75,298	72,860	70,422	70,234	70,046	69,858	71,920	73,982
Cash In	21,250	21,250	21,250	25,500	25,500	25,500	29,750	29,750	29,750	34,000	34,000	34,000
Total Cash In	21,250	21,250	21,250	25,500	25,500	25,500	29,750	29,750	29,750	34,000	34,000	34,000
Cash Out	25,338	25,338	25,338	27,938	27,938	27,938	29,938	29,938	29,938	31,938	31,938	31,938
Total Cash Out	25,338	25,338	25,338	27,938	27,938	27,938	29,938	29,938	29,938	31,938	31,938	31,938

Net Cash Flow	-4,088	-4,088	-4,088	-2,438	-2,438	-2,438	-188	-188	-188	2,062	2,062	2,062
Ending Cash	85,912	81,824	77,736	75,298	72,860	70,422	70,234	70,046	69,858	71,920	73,982	76,044

Metric	Y1	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Total
Revenue	390,000	250,000	275,000	300,000	325,000	400,000	450,000	500,000	550,000	1,900,000
COGS	136,500	87,500	96,250	105,000	113,750	140,000	157,500	175,000	192,500	665,000
Gross Profit	253,500	162,500	178,750	195,000	211,250	260,000	292,500	325,000	357,500	1,235,000
OpEx	249,856	195,000	205,000	215,000	225,000	300,000	320,000	340,000	360,000	1,320,000
EBITDA	3,644	-32,500	-26,250	-20,000	-13,750	-40,000	-27,500	-15,000	-2,500	-85,000
Net Income	-10,156	-35,000	-28,000	-21,000	-14,000	-42,000	-29,000	-16,000	-3,000	-90,000
Ending Cash	76,044	60,000	85,000	110,000	135,000	150,000	180,000	210,000	240,000	240,000

Metric	Value	Calculation
Monthly Fixed Costs	\$14,163	Fixed OpEx excluding loan payments
Variable Cost per Job	\$367.50	COGS per job
Price per Job	\$1,050	Average revenue
Contribution Margin per Job	\$682.50	\$1,050 - \$367.50
Contribution Margin %	65%	\$682.50 / \$1,050
Break-Even Units per Month	21	\$14,163 / \$682.50
Break-Even Revenue per Month	\$22,050	21 jobs x \$1,050
Expected Break-Even Month	Month 7	35 jobs > 21 jobs

Safety Margin	40%	(35-21)/35
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Metric	Y1	Y2	Y3	Industry Benchmark
Gross Margin %	65.0%	65.0%	65.0%	50-70% (construction services)
Operating Margin %	-64.0%	-20.0%	-4.7%	-10% to 15%
Net Profit Margin %	-2.6%	-10.5%	-5.0%	5-15%
Current Ratio	1.2	1.5	2.0	1.5+
CAC Payback	0.8 months	0.7 months	0.6 months	6-18 months
LTV:CAC	34.0x	38.0x	42.0x	3x+
Monthly Burn Rate	\$8,463	\$0	\$0	N/A
Runway (months)	8.9	18	24	6+

## 10. RISK ANALYSIS

Top risks: 1) SBA loan delay (40% probability, 6-month revenue impact); 2) Technician error causing warranty claims (25% probability, \$5K/job cost); 3) Economic downturn reducing homeowner spending (30% probability, 15% revenue decline). Probability based on founder experience with 3 prior SBA loans and industry warranty data.

Mitigation: 1) Secure \$50K LOC from Live Oak Bank (8.5% APR) if loan delayed >90 days; 2) Mandatory 30-hour NTA training reduces warranty claims to <2% (vs industry 5%); 3) Commercial contracts buffer downturns (target 30% revenue from commercial by Year 2).

Risk	Probability	Impact	Risk Score	Mitigation Strategy	Contingency Plan	Owner
SBA Loan Delay	4	5	20	Apply 90 days pre-launch, secure LOC	Reduce marketing spend 30%	CEO
Warranty Claims >5%	3	4	12	NTA certification, quality audits	Re-train technicians	Operations
Economic Downturn	3	4	12	Grow commercial revenue to 30%	Offer payment plans	Sales
TCEQ Regulation Change	2	3	6	Partner with NCFI for compliance	Switch to US Polychem foam	Operations
Competitor Price War	3	3	9	Emphasize 10-yr warranty	Reduce mudjacking prices 10%	Sales
Extended Rain Delays	4	2	8	Target indoor commercial jobs	Reschedule within 24hrs	Operations
Technician Turnover	3	3	9	Profit-sharing (5% of gross profit)	Use temp agencies	CEO
Google Ads CPC Increase	4	3	12	Diversify to direct mail	Reduce CPC target by 15%	Sales

## 11. IMPLEMENTATION TIMELINE

Priority 1: Achieve break-even by Month 7 through consistent lead generation (119 customers/month). Priority 2: Secure SBA loan by Month 6 to fund Year 2 expansion. Priority 3: Maintain gross margins >65% via foam cost controls. Critical path: Marketing channel optimization (Months 1-3) and technician training (Months 1-2).

Month	Milestone	Deliverables	Resources Needed	Success Metric	Owner
1	Launch operations	2 crews operational, website live	\$120K equity, 2 trucks	25 jobs completed	CEO
2	Optimize Google Ads	CPC < \$2.50, CTR > 3.0%	\$2,500 ad budget	40 qualified leads	Sales
3	First commercial contract	1 property manager agreement	Sales director time	\$5K revenue	Sales
4	Implement quality audits	100% jobs audited	Jobber software setup	Warranty claims < 3%	Operations
5	SBA loan application	Complete package submitted	Accountant support	Application accepted	CEO
6	Break-even achieved	Positive EBITDA	21+ jobs	\$962 EBITDA	CEO
7	Hire sales director	Full-time sales lead	\$45K salary budget	119 customers/month	CEO
8	Expand to Denton County	Marketing in new ZIPs	\$500 ad budget	15% revenue from new area	Sales
9	Secure municipal contract	City sidewalk repair bid	Proposal team	\$10K revenue	Sales
10	3rd service truck deployment	Additional crew operational	\$50K equipment budget	50 jobs/month capacity	Operations
11	Implement maintenance plans	5 commercial contracts	Sales effort	\$25K recurring revenue	Sales
12	Year 1 review	Financial analysis	Accountant support	\$390K revenue, 65% GM	CEO

## 12. APPENDIX

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Available documentation: NCFI foam supply contract, TDLR license, SBA loan commitment letter draft, Jobber software screenshots, technician training curriculum. All financial assumptions based on IBISWorld, RSMeans, and BLS data. Full market research available upon request.