

Sample Business Plan: Scaling a Fleet Washing in the American Market

CleanFleet Solutions, LLC (Texas LLC, est. Jan 2023) scales mobile fleet washing services targeting commercial fleets of 10-100 vehicles. Founder Jordan Reynolds (ex-Director of Fleet Services at 500-vehicle logistics firm) delivers on-site washing at \$18-\$60/vehicle with 90% water reclamation. Current run rate: \$40,000/month revenue from 18 clients. Targeting \$1.44M Year 1 revenue at 58% gross margin.

SECTION 1: EXECUTIVE SUMMARY

US commercial fleets lose \$227M annually due to vehicle downtime from off-site washing (Fleet Maintenance Council 2023). CleanFleet eliminates this with mobile on-site washing, reducing downtime by 65% versus traditional methods. Our proprietary route optimization platform enables 8-10 vehicles cleaned per crew daily at \$11.76 variable cost per vehicle (vs. industry average \$22.40). We charge \$28 average price per vehicle with 58% gross margin.

We target logistics companies, municipalities, and contractors with fleets of 10-100 vehicles. Pricing: \$18-\$25/vehicle for standard wash (60% of revenue), \$35-\$60 for premium deep clean. Year 1 revenue: \$1.44M (3,000 vehicles/month by Month 12). Gross margin: 58% (\$835,200 gross profit). Break-even at 3,492 vehicles monthly (Month 16).

Seeking \$1.2M equity investment. Use of funds: \$400,000 (33%) for 10 mobile units, \$300,000 (25%) for AI route optimization, \$250,000 (21%) sales expansion to 3 new markets, \$150,000 (13%) staffing, \$100,000 (8%) contingency. Enables \$3.2M Year 3 revenue, 22% net margin, and 3.8x ROI by 2027.

SECTION 2: COMPANY OVERVIEW

LLC registered in Texas (electing S-Corp status Q1 2025). Chose LLC for liability protection and pass-through taxation. Headquarters: 3,200 sq. ft. warehouse in Dallas (\$3,200/month lease). Founded January 2023. Ownership: Founder 65%, angels 25%, option pool 10%.

CEO Jordan Reynolds: Grew previous employer's fleet division from \$1.2M to \$4.7M revenue (292% growth) in 4 years. COO Maria Thompson: Managed 120-field tech mobile network at ServiceMaster, achieving 92% on-time completion rate. CTO David Lin: Built route optimization SaaS handling 500+ daily dispatches for FieldTech (acquired 2022).

Date	Milestone	Status	Next Steps
Jan 2023	Company formation	Complete	N/A
Mar 2023	First 3 clients (logistics firms)	Complete	Scale to 10 clients by Q3
Aug 2023	Proprietary scheduling platform v1.0	Complete	Integrate Samsara telematics by M6
Dec 2023	\$40k/month revenue run rate	Complete	Hit \$80k/month by M9
Q1 2024	4 mobile units operational	Complete	Add 5 units by Q3
Q2 2024	Secure \$1.2M funding	Pending	Close by June 30
Q3 2024	Expand to Houston market	Planned	Hire 2 sales reps by M4
Q4 2024	70% fleet utilization rate	Planned	Optimize routes to 75% by M12

SECTION 3: MARKET ANALYSIS

TAM: \$4.2B (US commercial fleet washing, IBISWorld 2024). SAM: \$1.1B (mobile on-demand in South-Central US). SOM: \$82M (achievable across TX, LA, OK, AR by 2026). Calculation: 4,100 target fleets (10-100 vehicles) x \$20,000 avg annual spend = \$82M. Source: IBISWorld data cross-referenced with SBA fleet registry.

Target customer: Logistics managers at companies with 25-75 vehicles, \$50k-\$120k annual wash budget. 68% require EPA-compliant washing (McKinsey 2023). 42% report labor shortages for in-house washing (Fleet Maintenance Council). Average purchase decision time: 21 days.

Key trends: 1) Water regulations: Texas mandates 40% water reduction for commercial washes by 2025 (TX Commission on Environmental Quality). 2) Last-mile delivery fleets growing at 12% CAGR (2020-2024). 3) 73% of municipal fleets now require wash documentation (National League of Cities).

Segment	Size (\$)	Growth Rate	Our Share Target	Rationale
Logistics/Delivery	320M	14.2%	18%	Highest churn from downtime; 3x more urgent wash needs
Municipalities	210M	6.8%	12%	Strict compliance requirements; 9-month sales cycle
Construction	185M	9.1%	15%	High mud/debris; 45% premium pricing acceptance
Utilities	95M	5.3%	10%	Low vehicle count; high compliance sensitivity

Category	Total Addressable	Serviceable Available	Serviceable Obtainable	Methodology
US Fleet Washing	4.2B	1.1B	82M	TAM: IBISWorld NAICS 811192. SAM: Filtered for mobile/on-demand in 4-state region. SOM: Based on 20% penetration of 4,100 target fleets

SECTION 4: COMPETITIVE ANALYSIS

Market fragmented with 85% local operators (<5 units). MobileWash Pro (Houston) has \$8.2M revenue (est.) but uses 40+ gal/vehicle. EcoFleet Clean (Atlanta) charges \$32+/vehicle with 2-week scheduling lead time. Traditional car washes (e.g., Mister Car Wash) cause 3.2 hours downtime per vehicle (Geotab fleet data).

Our advantages: 1) 90% water reclamation (vs. 0-30% competitors) cuts water costs by \$7.20/vehicle. 2) AI routing achieves 8.7 vehicles/crew/day (vs. industry 5.2). 3) EPA compliance reporting reduces customer audit risk (validated by 3 municipal contracts). 4) \$11.76 variable cost enables 15% price advantage on standard wash.

Competitor	Revenue Est.	Pricing	Key Strength	Key Weakness	Our Differentiation
MobileWash Pro	8.2M	\$22-28	Brand recognition	40+ gal/vehicle; no compliance docs	55% less water; EPA reporting
EcoFleet Clean	12.5M	\$32-40	National coverage	Slow scheduling; 18% churn	4-hour emergency spot cleaning
Mister Car Wash	1.1B	\$25-35	Fixed locations	3.2h downtime/vehicle	Zero downtime; on-site service
Local Detail Shops	0.5-2M	\$15-22	Low price	No scalability; inconsistent quality	GPS-tracked quality control
In-house Washing	N/A	\$18-25	Full control	Non-compliant; 37% labor cost overrun	OSHA-trained technicians

Strengths	Weaknesses	Opportunities	Threats
90% water reclamation (patent pending)	Limited to 4-state region	Texas water regulations tightening 2025	New EPA wastewater rules Q4 2024
AI route optimization (72% utilization)	Brand new outside DFW	Geotab partnership pilot (300 fleets)	MobileWash Pro raises Series A
\$11.76 variable cost (lowest in market)	Only 4 mobile units	Municipal RFPs for 2025 contracts	Drought reducing fleet activity
3 municipal contracts secured	Unproven in rainy climates	LeasePlan referral program (5,000 fleets)	Chemical cost inflation (12% YoY)

SECTION 5: PRODUCTS & SERVICES

Standard Fleet Wash: Exterior wash using 15-20 gal/vehicle (vs. 40+ industry avg), wheel cleaning, window cleaning. Completed in 12-18 minutes/vehicle by 2-person crew. Uses biodegradable detergent (EcoChem Solutions). GPS-tracked with pre/post photos. Weekly or bi-weekly scheduling via customer portal.

Pricing based on \$28 average revenue per vehicle (ARPU) with 58% gross margin. Standard wash priced at \$22 (5-vehicle min) vs. MobileWash Pro's \$25. Premium deep clean at \$50 (vs. \$60 competitors) captures 24% of revenue at 65% margin. Annual prepayment discount (8%) improves cash flow - 62% of clients prepay.

Tier	Price	Features	Target Customer	Expected % Revenue	Gross Margin
Standard Wash	\$18-25	Exterior, wheels, windows	Logistics (25+ vehicles)	60%	55%
Premium Deep Clean	\$35-60	Interior vacuum, sanitization, undercarriage	Municipalities, utilities	24%	65%
Emergency Spot	\$40-75	4-hour response; mud/spill removal	Construction, field service	12%	72%
Compliance Package	\$99/mo	EPA docs, digital dashboard	All municipal clients	4%	95%

Metric	Value	Calculation/Notes
Price per vehicle	\$28.00	Weighted avg: $(60\% \times \$22) + (24\% \times \$50) + (12\% \times \$55) + (4\% \times \$8.25)$
COGS per vehicle	\$11.76	Labor \$7.20 (2 techs x \$24/hr x 0.3 hrs) + Chemicals \$1.80 + Water \$0.76 + Maintenance \$2.00
Gross Profit	\$16.24	$\$28.00 - \11.76
Gross Margin	58.0%	$\$16.24 / \28.00

CAC	\$1,200	Blended: Digital \$950, Direct Sales \$1,500, Partnerships \$800
LTV	\$6,240	\$1,600 avg annual revenue x 3.9 yr lifespan (8% monthly churn)
LTV:CAC	5.2x	\$6,240 / \$1,200
Payback Period	7.2 months	CAC / (Gross Profit x Monthly Revenue)

SECTION 6: MARKETING & SALES

Go-to-market: Direct sales for enterprise accounts (25+ vehicles), digital for SMBs. Digital: \$8,500/month Google Ads targeting "mobile fleet wash [city]" (CPC \$2.40, CTR 3.2%, 4.1% conversion). Direct sales: 2 reps targeting logistics firms (50 calls/day, 8% conversion). Partnerships: LeasePlan referral fee (\$500/client).

Sales cycle: 1) Lead gen (14 days) 2) Qualification call (15 min, 65% pass rate) 3) Free 3-vehicle demo (70% conversion) 4) Proposal (48 hr turnaround) 5) Close (14-day avg). Close rate: 38% from demo. Avg deal size: \$1,600/month.

Retention: Automated service reminders (reduces no-shows by 22%), loyalty pricing (3% discount at 24 months), quarterly performance reviews. Target churn: 8% monthly (vs. industry 12%). Expansion revenue: 22% from upselling premium wash within 6 months.

Channel	Monthly Budget	Expected CAC	Expected Leads/Month	Conversion Rate	Expected Customers/Month	ROI
Google Ads	\$8,500	\$950	120	4.1%	4.9	4.3x
Direct Sales	\$16,000	\$1,500	30	38%	11.4	3.1x
Partnerships	\$3,000	\$800	8	50%	4.0	5.8x
Trade Shows	\$2,500	\$1,100	5	25%	1.3	2.9x
Total	\$30,000	\$1,200	163	21.5%	21.6	4.2x

Month	Google Ads	Social Media	Content/SEO	Events	Other	Total	Expected Leads	Expected Customers
1	5000	1000	2000	0	1000	9000	85	3.7
2	6000	1500	2500	0	1000	11000	102	4.4
3	7000	2000	3000	2500	1000	15500	120	5.2
4	8000	2500	3500	2500	1000	17500	138	6.0
5	8500	3000	4000	2500	1000	19000	155	6.7
6	8500	3000	4000	2500	1000	19000	155	6.7
7	8500	3000	4000	2500	1000	19000	155	6.7
8	8500	3000	4000	2500	1000	19000	155	6.7
9	8500	3000	4000	2500	1000	19000	155	6.7
10	8500	3000	4000	2500	1000	19000	155	6.7
11	8500	3000	4000	2500	1000	19000	155	6.7
12	8500	3000	4000	2500	1000	19000	155	6.7

SECTION 7: OPERATIONS

Daily workflow: 1) Platform assigns routes by 5 AM (optimizing for traffic, location, service window) 2) Crews receive app dispatch (avg 8.7 vehicles/day) 3) On-site service with photo verification 4) Real-time customer portal update. Capacity: 4 crews handle 35 vehicles/day. Quality control: 100% jobs have pre/post photos; 95% customer satisfaction target.

Mobile units: Custom trailers from AquaMobile Trailers (\$28,000/unit). Water reclamation: PureWater Filtration systems (\$12,000/unit). Detergents: EcoChem Solutions (\$1.80/vehicle). Technology: AWS infrastructure (\$1,200/month), Samsara integration (\$500/month).

Vendor/Supplier	Service	Monthly Cost	Contract Terms	Backup Option
AquaMobile Trailers	Mobile units	0 (capex)	3-year warranty	Mobile Wash Systems (OKC)
PureWater Filtration	Water reclamation	350	2-year term	EcoWater Systems
EcoChem Solutions	Detergents	1,800	Month-to-month	GreenClean Supplies
FedEx Freight	Equipment shipping	600	Volume discount	UPS Freight
Certified Disposal	Wastewater processing	1,200	Annual contract	3 regional partners

Tool	Purpose	Monthly Cost	Users	Alternatives Considered
Proprietary SaaS	Route optimization, dispatch	0 (internal)	15	OptimoRoute (\$300/mo)
HubSpot	CRM, marketing	1,100	8	Salesforce (\$1,800/mo)
Samsara	Fleet telematics	500	5	Geotab (\$450/mo)
QuickBooks Online	Accounting	80	3	Xero (\$50/mo)
Slack	Team communication	20	12	Microsoft Teams (\$0)

SECTION 8: MANAGEMENT TEAM

12 FTEs in Year 1. Compensation: Field techs \$18.50/hr + \$2/hr performance bonus. Sales reps: \$55k base + 5% commission. Tech staff: \$95k-\$130k. No equity for first-year hires. Advisory board: 2 fleet industry veterans (0.5% pool).

Advisors: Mark Chen (ex-CFO ServiceMaster), fleet P&L expertise. Lisa Rodriguez (Director, TX Municipal Fleets), government sales. Compensation: \$1,500/month + 0.1% equity each.

Month	Role	Salary	Priority	Source	Onboarding Time
1	Sales Rep (x2)	55k + 5%	High	LinkedIn	45 days
2	Field Tech (x4)	38.5k + 4.1k bonus	High	Indeed	30 days
4	Operations Manager	78k	Medium	Referral	60 days
5	Software Developer	115k	High	AngelList	75 days
7	Account Manager (x2)	62k + 3%	Medium	Internal	30 days
9	Field Tech (x6)	38.5k + 4.1k	High	Indeed	30 days
11	Sales Rep (x2)	55k + 5%	Medium	LinkedIn	45 days

SECTION 9: FINANCIAL PLAN

Key assumptions: 15 new customers/month Year 1 (growing to 25/month Year 2). Avg revenue per customer: \$1,600/month. Monthly churn: 8%. COGS: 42% of revenue. Sales rep productivity: 1.9 new clients/month after 90-day ramp. Platform utilization: 72% by Month 6.

Revenue model: Recurring subscriptions (85% of revenue). Standard wash: \$22/vehicle at 55% margin. Premium wash: \$50/vehicle at 65% margin. \$99/month compliance package (95% margin). Growth drivers: Geographic expansion (3 new markets Year 1), upsell to premium wash (22% attach rate).

Cost structure: 65% variable costs (labor, chemicals, water), 35% fixed (salaries, tech, facilities). Variable costs scale linearly with vehicles cleaned. Fixed costs increase at 25-crew thresholds. Year 1 OpEx: \$735,200 (51% of revenue).

Funding: \$1.2M for 10 mobile units (\$280k), tech development (\$300k), sales expansion (\$250k), staffing (\$150k), contingency (\$100k), working capital (\$120k). Provides 10 months runway. Milestones: \$80k MRR by Month 9, Houston launch Month 6, 70% fleet utilization Month 10.

Category	Item	Cost	Notes
Legal/Formation	Texas LLC filing	\$500	Paid Jan 2023
Licenses/Permits	EPA wastewater permits (4 units)	\$8,000	State/federal compliance
Equipment	Mobile units (4 @ \$28,000)	\$112,000	AquaMobile Trailers
Equipment	Water reclamation (4 @ \$12,000)	\$48,000	PureWater Filtration
Technology	Platform development	\$300,000	Internal build

Initial Inventory	Chemicals 15,000 (6 months)	EcoChem Solutions
Marketing Launch	Website branding 12,000	Paid Q1 2023
Working Capital	3 months operating reserve 128,800	Based on \$42,933 avg monthly burn
Insurance	General liability (\$2M) 7,200	Annual premium
Professional Fees	Legal (formation) 3,500	Brackett Law
Professional Fees	Accounting setup 3,500	Deloitte SMB
Facility Setup	Warehouse buildout 15,000	Dallas location
Training	OSHA certification (12 staff) 2,400	3M Safety
Contingency	10% of total 50,000	Unplanned costs
Other	Vehicle tags, registration 1,600	Texas DMV
Total	500,000	

Category	Monthly Cost	Annual Cost	Notes
Rent	Fixed 3,200	38,400	3,200 sq. ft. warehouse
Salaries	Fixed 28,333	340,000	12 FTEs avg \$2,361/m
Benefits	Fixed 5,667	68,000	20% of payroll
Insurance	Fixed 600	7,200	General liability, workers comp
Software	Fixed 1,700	20,400	HubSpot, Samsara, AWS
Utilities	Fixed 450	5,400	Electricity, water, internet
Marketing	Fixed 30,000	360,000	Per Section 6 table
Professional Services	Fixed 833	10,000	Accounting, legal
Supplies	Variable 1,800	21,600	Chemicals (\$1.80/ve
Water	Variable 760	9,120	\$0.76/ve
Maintenance	Variable 2,000	24,000	\$2.00/ve
Labor (Field)	Variable 7,200	86,400	\$7.20/ve (2 techs x \$24/hr x 0.3 hrs)

Fixed Total		70,783	849,400	
Variable Total		11,760	141,120	Per 1,000 vehicles
Combined Total		82,543	990,520	

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Year 1 Total
Revenue	40,000	45,000	52,000	62,000	72,000	85,000	98,000	110,000	125,000	140,000	155,000	170,000	1,204,000
COGS	16,800	18,900	21,840	26,040	30,240	35,700	41,160	46,200	52,500	58,800	65,100	71,400	505,040
Gross Profit	23,200	26,100	30,160	35,960	41,760	49,300	56,840	63,800	72,500	81,200	89,900	98,600	698,960
Marketing	9,000	11,000	15,500	17,500	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	215,000
Salaries	28,333	28,333	32,333	36,333	36,333	36,333	40,333	40,333	44,333	44,333	44,333	44,333	430,666
Rent	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	38,400
Software	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	20,400
Insurance	600	600	600	600	600	600	600	600	600	600	600	600	7,200
Other OpEx	7,950	8,550	9,850	11,650	13,550	15,950	18,350	20,550	23,250	26,050	28,850	31,650	202,400
Total OpEx	50,783	53,383	63,183	70,983	74,383	76,783	83,183	85,383	92,083	94,883	97,683	100,483	914,066
EBITDA	-27,583	-27,283	-33,023	-35,023	-32,623	-27,483	-26,343	-21,583	-19,583	-13,683	-7,783	-1,883	-215,106
Depreciation	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	50,000
EBIT	-31,750	-31,450	-37,190	-39,190	-36,790	-31,650	-30,510	-25,750	-23,750	-17,850	-11,950	-6,050	-265,106
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	-31,750	-31,450	-37,190	-39,190	-36,790	-31,650	-30,510	-25,750	-23,750	-17,850	-11,950	-6,050	-265,106

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Beginning Cash	500,000	468,250	436,800	399,610	360,420	323,630	291,980	261,470	235,720	211,970	194,120	182,170
Cash In (Revenue)	36,000	40,500	46,800	55,800	64,800	76,500	88,200	99,000	112,500	126,000	139,500	153,000

Cash In (Funding)	0	0	700,000	0	0	0	0	0	0	0	0	0
Total Cash In	36,000	40,500	746,800	55,800	64,800	76,500	88,200	99,000	112,500	126,000	139,500	153,000
Cash Out (COGS)	15,120	17,010	19,656	23,436	27,216	32,130	37,044	41,580	47,250	52,920	58,590	64,260
Cash Out (OpEx)	45,705	48,045	56,865	63,885	66,945	69,105	74,865	76,845	82,875	85,395	87,915	90,435
Cash Out (CapEx)	0	0	0	0	0	0	0	0	0	0	0	0
Total Cash Out	60,825	65,055	76,521	87,321	94,161	101,235	111,909	118,425	130,125	138,315	146,505	154,695
Net Cash Flow	-24,825	-24,555	670,279	-31,521	-29,361	-24,735	-23,709	-19,425	-17,625	-12,315	-7,005	-1,695
Ending Cash	468,250	436,800	1,107,079	1,065,558	1,026,397	991,662	957,953	928,528	898,403	874,088	852,133	835,438

Metric	Y1	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Total
Revenue	1,204,000	550,000	680,000	810,000	950,000	1,100,000	1,250,000	1,400,000	1,550,000	5,300,000
COGS	505,040	231,000	285,600	340,200	399,000	462,000	525,000	588,000	651,000	2,226,000
Gross Profit	698,960	319,000	394,400	469,800	551,000	638,000	725,000	812,000	899,000	3,074,000
OpEx	914,066	350,000	380,000	410,000	440,000	470,000	500,000	530,000	560,000	2,060,000
EBITDA	-215,106	-31,000	14,400	59,800	111,000	168,000	225,000	282,000	339,000	1,014,000
Net Income	-265,106	-38,750	-1,800	44,850	83,250	126,000	168,750	211,500	254,250	757,050
Ending Cash	835,438	1,015,000	1,150,000	1,300,000	1,500,000	1,750,000	2,050,000	2,400,000	2,800,000	

Metric	Value	Calculation
Monthly Fixed Costs	70,783	From OpEx table (fixed portion)
Variable Cost per Vehicle	11.76	COGS breakdown

Price per Vehicle	28.00	Weighted average
Contribution Margin	16.24	28.00 - 11.76
Contribution Margin %	58.0%	16.24 / 28.00
Break-Even Units/Month	4,359	70,783 / 16.24
Break-Even Revenue/Month	122,052	4,359 x 28.00
Expected Break-Even Month	16	Per cash flow projection (M16 revenue: \$128k)
Safety Margin	12.3%	(145,000 - 122,052) / 145,000 (M12 actual revenue)

Metric	Y1	Y2	Y3	Industry Benchmark
Gross Margin %	58.0%	58.5%	58.0%	50-70% (services)
Operating Margin %	-17.9%	1.5%	19.2%	5-15% (scaling services)
Net Profit Margin %	-22.0%	-0.1%	14.3%	3-10% (mature services)
Current Ratio	1.8	2.1	2.5	1.5-2.0
Quick Ratio	1.6	1.9	2.3	1.0-1.5
CAC Payback	7.2 months	6.8 months	6.5 months	6-18 months
LTV:CAC Ratio	5.2x	5.5x	5.8x	3-5x
Monthly Burn Rate	67,925	0	0	N/A
Runway (months)	12.3	N/A	N/A	6-12 months

SECTION 10: RISK ANALYSIS

Top risks: 1) Regulatory change (EPA wastewater rules - 40% probability, \$150k impact). 2) Technician turnover (35% probability, 20% productivity loss). 3) Drought reducing fleet activity (25% probability, 15% revenue impact). 4) MobileWash Pro price war (20% probability, 10% margin erosion).

Mitigation: 1) Pre-emptive compliance testing with 3 certified disposal partners (cost: \$18k/year). 2) \$2/hr performance bonus + career path (reduces turnover by 30% based on pilot). 3) Diversify into construction segment (less drought-sensitive; 22% of pipeline). 4) Contractual volume commitments (6-month min term; 78% of clients).

Risk	Probability (1-5)	Impact (1-5)	Risk Score	Mitigation Strategy	Contingency Plan	Owner
EPA regulation change	4	4	16	Quarterly compliance audits; \$18k/year testing	Pass cost to customers (max 5% surcharge)	COO
Technician turnover	3	3	9	\$2/hr bonus; 90-day retention bonus	Temp agency contract (20% premium)	COO
Drought impact	3	2	6	Expand construction segment (22% pipeline)	Reduce mobile units (10% cost savings)	CEO
Price war	2	3	6	6-month min contracts (78% adoption)	Pause expansion; focus on premium wash	CEO
Platform failure	2	4	8	AWS redundancy; 99.9% uptime SLA	Manual dispatch protocol (tested monthly)	CTO
Chemical cost inflation	4	2	8	Fixed-price contracts with EcoChem (6 months)	Pass 50% cost to customers	CFO
Client concentration	3	3	9	Max 15% revenue per client (enforced)	Cross-sell to existing clients (22% attach rate)	CEO
Cash flow shortfall	2	5	10	Net-30 terms; 1.5% late fee	Line of credit (\$200k approved)	CFO

SECTION 11: IMPLEMENTATION TIMELINE

Priority 1: Achieve 70% fleet utilization by Month 10 (requires 8.5 vehicles/crew/day). Priority 2: Houston launch by Month 6 (needs 2 sales reps, 5 mobile units). Critical path: Samsara integration (Month 4) enables 12% efficiency gain. Dependencies: Funding close (Month 2) required for sales hires.

Month	Milestone	Deliverables	Resources Needed	Success Metric	Owner
1	Funding close	\$1.2M equity docs	Legal team	Cash in bank by day 15	CFO
2	Hire 2 sales reps	Job descriptions, offer letters	\$110k budget	Reps start Month 3	CEO
3	Deploy 5 mobile units	Unit delivery, crew training	\$140k capex	Units operational by day 25	COO
4	Samsara integration	API connection, testing	CTO + 1 dev	95% data accuracy	CTO
5	Launch Houston market	Local permits, marketing	\$25k budget	10 qualified leads	COO
6	70% fleet utilization	Route optimization report	Platform v2.0	8.5 vehicles/crew/day	CTO
7	LeasePlan partnership	Contract signed	CEO negotiation	50 referral leads	CEO
8	8% monthly churn	Retention program rollout	\$5k budget	Churn < 8.5%	COO
9	\$80k MRR	Revenue report	Sales pipeline	3,000 vehicles/month	CFO
10	Positive EBITDA	Financial statement	Cost controls	\$14,400 EBITDA	CFO
11	Oklahoma City launch	Market entry plan	\$30k budget	5 active clients	CEO
12	Year 1 review	Performance report	All team leads	100% milestone completion	CEO

SECTION 12: APPENDIX

Available upon request: Full financial model with 50+ line items, EPA compliance documentation, customer contracts, Samsara integration spec sheet, and market research sources (IBISWorld, McKinsey, Fleet Maintenance Council). All assumptions documented with source data and sensitivity analysis.