

Crafting Your Move out cleaning Strategy: US Market Sample Business Plan

CleanMove Pro LLC, Texas LLC founded March 1, 2024 in Austin, provides premium move out cleaning services to renters and property managers at \$299-\$599/job. We target \$420,000 Year 1 revenue with 62% gross margins. Sarah Thompson (ex-national franchise ops manager, scaled to \$8.2M revenue) and James Reed (managed 50+ technician fleet) founded the company.

SECTION 1: EXECUTIVE SUMMARY

US renters forfeit \$1.3B annually in security deposits due to inadequate move out cleaning (NMHC 2023). CleanMove Pro solves this with Texas Property Code §92.109-compliant deep cleaning, EPA Safer Choice products, and a deposit-back guarantee (50% refund if deposit withheld for cleanliness). We serve Austin's 110,000 rental units where 78% of tenants hire professionals (Avg. spend: \$340/job).

Revenue model: 75 jobs/month Year 1 at \$340 avg. ticket (62% gross margin). B2B contracts at 15% discount secure volume (10% referral fee to property managers). Fixed costs: \$9,246/month. Break-even at 61 jobs/month (\$20,740 revenue). EBITDA positive Month 14 with \$76,000 net profit Year 1.

Seeking \$185,000: \$120,000 equity (65%), \$65,000 SBA 7(a) loan (35%). Funds deploy as: \$95,000 startup costs (equipment \$18k, marketing \$8k, operating reserve \$40k), \$90,000 working capital. Milestones: 5% Austin market share (\$4.3M SOM) by Year 3, \$1.1M revenue, Dallas expansion.

SECTION 2: COMPANY OVERVIEW

Texas LLC formed March 1, 2024. Home-based office (4120 N Lamar Blvd) compliant with Austin home occupation laws. Chose LLC for liability protection and pass-through taxation. 70/30 ownership split between Thompson (CEO) and Reed (COO). Woman-owned small business (WOSB) certified.

Sarah Thompson: ISSA CIMS-certified. Scaled franchise ops to \$8.2M revenue in 3 years (22% EBITDA margin).

James Reed: Reduced field ops costs 18% via Lean Six Sigma at home services startup managing 50+ technicians.

Maria Lopez (Lead Technician): Trained 120+ cleaners in OSHA protocols.

Date	Milestone	Status	Next Steps
Mar 2024	LLC formation, EIN, business bank account	Complete	N/A
Apr 2024	Website launch, Google Business Profile	Complete	Drive first 10 bookings
May 2024	Sign first B2B contract (50-unit PM firm)	Pending	Negotiate 15% discount, net-30 terms
Jun 2024	Reach 40 jobs/month	Target	Scale Google Ads to \$2,500/mo
Aug 2024	Implement Jobber field app	Target	Train 12 technicians
Oct 2024	Break-even (61 jobs/month)	Target	Optimize technician scheduling
Dec 2024	\$35,000 monthly revenue	Target	Add 2 B2B contracts
Mar 2025	EBITDA positive	Target	Secure SBA loan for van expansion

SECTION 3: MARKET ANALYSIS

TAM: \$3.2B US move out cleaning (IBISWorld 2023). SAM: \$86M Austin-Round Rock MSA (110,000 rental units x \$780 avg. turnover cost). SOM: \$4.3M (5% SAM by Year 3). Methodology: SAM = (110,000 units / 14-month avg. turnover) x \$340 avg. job = \$2.97M annual; adjusted to \$86M using NMHC data on total turnover spend.

Target segments: Renters (22-40yo, \$220-\$450 budget, 78% hire pros), Property Managers (50+ units, \$250-\$350/job budget, 68% require pros), Landlords (2-10 units, \$200-\$400/job). 45% CAGR for eco-cleaning services (Grand View Research 2023). 68% of PMs mandate professional cleaning (NMHC 2023).

Market trends: 1) Health-driven demand: 72% of renters prioritize deep cleaning post-pandemic (J Turner Research). 2) Digital adoption: 89% of service bookings via online reviews (BrightLocal). 3) Eco-shift: 45% CAGR for green cleaning. 4) Turnover speed: PMs pay 15% premium for 24-hour turnaround.

Segment	Size (\$)	Growth Rate	Our Share Target	Rationale
Renters (B2C)	\$2.1M	8%	3%	High volume, low contract value; 10% referral program drives growth
Property Managers (B2B)	\$5.8M	12%	8%	Volume discounts secure 10+ unit contracts; 24-hour SLA critical
Landlords (B2B)	\$1.4M	5%	4%	Price-sensitive; targeted via realtor partnerships
Real Estate Agents	\$0.7M	10%	6%	Co-marketing drives high-intent leads; 15% commission share

Category	Total Addressable	Serviceable Available	Serviceable Obtainable	Methodology
US Market	\$3.2B	N/A	N/A	IBISWorld NAICS 561720
Austin MSA	N/A	\$86M	\$4.3M	(110,000 units / 14 mo) x \$780 = \$6.1M/mo x 14 = \$86M/yr
Year 1 Target	N/A	N/A	\$350,000	75 jobs/mo x \$340 x 12 mo = \$306k + \$114k B2B = \$420k

SECTION 4: COMPETITIVE ANALYSIS

Direct competitors: SparkleMove (\$320/job, 4.7 Google, 120 reviews), MoveOut Express (\$280/job, franchise model, inconsistent quality), Shine & Vacate (\$350/job, strong B2B contracts). Indirect: DIY (22% of tenants), general cleaners (\$250/job but lack move out specialization). No competitor offers deposit-back guarantee.

Competitive advantages: 1) Deposit-back guarantee: 50% refund if deposit withheld (requires 95% success rate to maintain 62% margin; failure rate <3% based on NMHC audit data). 2) Texas-specific compliance: 42-point checklist aligned with §92.109 (reduces re-cleaning by 37% per pilot data). 3) Eco-premium: EPA Safer Choice products command 12% price premium vs. conventional. 4) B2B tech: API integration with AppFolio cuts PM admin time by 4.2 hrs/month.

Competitor	Revenue Est.	Pricing	Key Strength	Key Weakness	Our Differentiation
SparkleMove	\$480k	\$320	Google reviews	No eco-option	100% green products + deposit guarantee
MoveOut Express	\$620k	\$280	Speed	Franchise inconsistency	Certified checklist + technician bonuses
Shine & Vacate	\$390k	\$350	B2B contracts	No digital reporting	API integration + photo documentation
Merry Maids	\$1.2M	\$250	Brand recognition	Move out not core service	Specialized turnover expertise
DIY Tenants	N/A	\$0	Cost	Deposit forfeiture risk	Guaranteed deposit recovery

Strengths	Weaknesses	Opportunities	Threats
Deposit-back guarantee (unique)	Limited brand awareness (0 reviews at launch)	45% CAGR eco-cleaning market	PMs bringing cleaning in-house
62% gross margin (vs 55% industry avg)	No warehouse (equipment storage constraints)	Texas rental growth: 4.2% YoY	OSHA compliance fines (\$15k avg)

ISSA CIMS-certified ops	Dependent on contractor availability	DoorDash for Homes integration	Price undercutting by handymen (-25%)
B2B API integrations	High customer acquisition cost (\$45)	Expansion to Dallas (\$120M SAM)	Economic downturn reducing moves

SECTION 5: PRODUCTS & SERVICES

Standard package (\$299): 42-point checklist including bathroom grout cleaning (0.5 hrs), oven degreasing (0.3 hrs), window interior (0.2 hrs). Premium (\$449): Adds appliance interiors (1.2 hrs), baseboards (0.4 hrs). Luxury (\$599): HVAC vents (0.3 hrs), balcony (0.2 hrs). B2B package: Volume pricing (\$255/job at 20+ units), 24-hour SLA, digital reports with timestamped photos.

Pricing set 5% above SparkleMove (\$320 vs \$299 Standard) due to deposit guarantee (valued at \$75 by renters per survey). B2B pricing 15% below market (\$255 vs \$300) to secure volume. Eco-premium adds \$40/job (12% margin lift vs conventional supplies). Upsell rate: 35% to Premium/Luxury.

Tier	Price	Features	Target Customer	Expected % Rev	Gross Margin
Standard	\$299	Basic deep clean	Renters, small landlords	50%	60%
Premium	\$449	Appliance interiors, odor control	Property managers	35%	65%
Luxury	\$599	HVAC, balcony, add-ons	Condos, luxury rentals	10%	68%
B2B	\$255	Volume discount, API integration	PM companies	5%	58%

Metric	Value	Calculation/Notes
Price per unit	\$340	Weighted avg: $(50\% \times \$299) + (35\% \times \$449) + (10\% \times \$599) + (5\% \times \$255)$
COGS per unit	\$129	Labor \$140 x 0.9 (efficiency) - \$7 guarantee reserve = \$129
Gross Profit/unit	\$211	\$340 - \$129
Gross Margin %	62%	\$211 / \$340
CAC	\$45	\$3,300 marketing / 73 jobs (85% conversion from leads)

LTV	\$420	1.2 jobs x \$340 / 10% churn rate
LTV:CAC	9.3x	\$420 / \$45 (above 3x benchmark)
Payback Period	1.9 months	CAC / (Gross Profit x jobs/mo) = \$45 / (\$211 x 0.08)

SECTION 6: MARKETING & SALES

Primary channel: Google Ads targeting "move out cleaning Austin" (1,900 searches/mo, \$4.20 CPC). Secondary: Instagram/Facebook ads targeting 25-35yo renters within 10 miles of Austin zip codes. Tertiary: B2B referral program (10% fee to PMs). Expected CPA: \$45 (vs \$65 industry avg for cleaning services).

Sales cycle: 1) Lead (Google form/call), 2) Quote (15-min max), 3) Booking (Calendly), 4) Service (4-6 hrs), 5) Digital report + review request. Conversion: 32% lead-to-quote, 85% quote-to-booking. Cycle length: 2.1 days avg. Retention: 10% referral credit, 6-month pre-move email drip.

Retention tactics: Loyalty program (\$50/referral), "Next Move Planning Guide" email at 6 months pre-lease end, B2B quarterly performance reports. Target churn: 8% monthly (vs 12% industry avg for service businesses).

Channel	Monthly Budget	Expected CAC	E Conversion L Rate	Expected Customers/Mo	ROI	
Google Ads	\$2,500	\$38	5985%	50	440%	
Social Media	\$800	\$62	13	85%	11	240%
B2B Referrals	\$0	\$22	1095%	9	N/A	
Real Estate Partners	\$200	\$40	5 80%	4	750%	
Total	\$3,500	\$45	8785%	74	380%	

Month	Google Ads	Social Media	Content/SEO	Events	Other	Total	Expected Leads	Expected Customers
Mar	\$1,000	\$400	\$500	\$0	\$100	\$2,000	35	30
Apr	\$1,500	\$500	\$500	\$0	\$100	\$2,600	52	44
May	\$2,000	\$600	\$500	\$0	\$100	\$3,200	67	57
Jun	\$2,500	\$700	\$500	\$0	\$100	\$3,800	82	70
Jul	\$2,500	\$800	\$500	\$0	\$100	\$3,900	87	74
Aug	\$2,500	\$800	\$500	\$0	\$100	\$3,900	87	74
Sep	\$2,500	\$800	\$500	\$0	\$100	\$3,900	87	74
Oct	\$2,500	\$800	\$500	\$0	\$100	\$3,900	87	74
Nov	\$2,500	\$800	\$500	\$0	\$100	\$3,900	87	74
Dec	\$2,500	\$800	\$500	\$0	\$100	\$3,900	87	74
Jan	\$2,500	\$800	\$500	\$0	\$100	\$3,900	87	74
Feb	\$2,500	\$800	\$500	\$0	\$100	\$3,900	87	74

SECTION 7: OPERATIONS

Daily workflow: 1) 8AM dispatch (2 crews per van), 2) 4-6 hr jobs (2 technicians), 3) Digital report within 2 hrs via Jobber app. Capacity: 6 jobs/day (3 per crew shift). Quality control: 42-point checklist, monthly mystery shops, \$25 bonus per 5-star review. Turnover: 15% monthly technician churn mitigated by 20% pipeline buffer.

Key vendors: EcoClean Supply Co. (\$1,200/mo for EPA Safer Choice products), QuickVac Distributors (\$500/mo for Shark vacuums). Technology: Jobber App (\$79/mo) for field management, QuickBooks Online (\$40/mo), Calendly (\$12/mo). Vehicles: 2 leased Ford Transit Connects (\$650/mo each).

Vendor/Supplier	Service	Monthly Cost	Contract Terms	Backup Option
EcoClean Supply Co.	Green cleaning products	\$1,200	Month-to-month	ECOS Direct (Austin)
QuickVac Distributors	Vacuums, microfiber	\$500	12-month min	Unger NA
Uniforms by Design	Branded apparel	\$300	6-month min	SanMar
Enterprise	Van leasing	\$1,300	36-month	Local fleet lessor

Tool	Purpose	Monthly Cost	Users	Alternatives Considered
Jobber App	Field management, digital reports	\$79	14	Housecall Pro (\$99)
QuickBooks Online	Accounting, invoicing	\$40	2	QuickBooks Desktop (\$30)
Calendly	Scheduling	\$12	2	Acuity (\$18)
Google Workspace	Email, docs	\$24	2	Microsoft 365 (\$22)

SECTION 8: MANAGEMENT TEAM

2 FTEs Year 1: CEO (\$78,000 salary), COO (\$65,000). Contractors: 12 technicians (\$140/job, avg. 4 jobs/week). Compensation: Salaries at 75th percentile for Austin service businesses (BLS data). No bonuses until EBITDA positive.

Advisory board: David Kim (Marketing Director, 5% equity grant for 10 hrs/mo), Lisa Chen (CPA, \$150/hr for SBA compliance). Board meets quarterly.

Month	Role	Salary	Priority	Source	Onboarding Time
Jun 2024	Contract Marketer	\$3,000/mo	High	Upwork	2 weeks
Oct 2024	Full-time Dispatcher	\$42,000	Medium	Craigslist	4 weeks
Mar 2025	B2B Sales Manager	\$55,000 + 5% commission	High	LinkedIn	6 weeks

SECTION 9: FINANCIAL PLAN

Key assumptions: 15 new B2C customers/month Year 1 (growing to 25 by Year 3). B2B: 2 contracts by Month 6 (10 units/mo each). Avg. revenue/customer: \$340. Monthly churn: 8%. COGS: 38% of revenue (labor 33%, supplies 5%). Marketing: 8.3% of revenue. Breakeven at 61 jobs/month.

Revenue drivers: Google Ads (50 jobs/mo by Month 6), B2B referrals (9 jobs/mo), realtor partnerships (4 jobs/mo). Upsell rate: 35% to Premium/Luxury. B2B pricing at \$255/job secures volume but lowers margin to 58%.

Cost structure: Fixed costs 48% of OpEx (\$9,246/mo: insurance \$600, software \$131, loan \$765, etc.). Variable costs 52% (technician pay \$140/job, supplies \$48/job). Variable costs scale at 0.95 elasticity due to route optimization.

Funding: \$185,000 total. \$95,000 startup costs (detailed below), \$90,000 working capital. Provides 11.3 months runway at \$7,954/mo burn (Year 1 avg.). Milestones: 5% market share, EBITDA positive Month 14, Dallas expansion.

Category	Item	Cost	Notes
Legal/Formation	LLC filing, operating agreement	\$1,500	Texas SOS \$300 + attorney \$1,200
Licenses/Permits	City of Austin business license	\$350	Renews annually
Equipment	Shamrock vacuums (2), microfiber systems	\$8,000	12 units @ \$1,500
Technology	Website development, SEO setup	\$6,500	WordPress + WooCommerce
Initial Supplies	EcoClean starter inventory	\$2,000	3-month supply

Marketing Launch	Google Ads, social, print	\$8,000	Months 1-3 spend
Working Capital	3 months operating expenses	\$40,000	\$13,333 x 3
Insurance	General liability, auto, workers' comp	\$7,200	Annual premium
Professional Fees	Accounting, SBA prep	\$5,000	CPA \$3,500 + attorney \$1,500
Vehicle	Lease deposit + 3 months	\$3,900	\$1,300/m x 3
Branding	Van wraps	\$4,200	2 vans @ \$2,100
Software Setup	Jobsite, QuickBooks, Calendly	\$1,100	Annual subscription
Training	Technical onboarding	\$2,000	12 technicians @ \$167
Contingency (10%)	Unplanned costs	\$9,500	10% of \$95,000

Total		\$95,000	
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Category	Monthly Cost	Annual Cost	Notes
Technician Pay	Variable \$1,600	\$126,000	75 jobs x \$140
Cleaning Supplies	Variable \$192	\$14,400	75 jobs x \$16
Vehicle Lease	Fixed \$1,300	\$15,600	2 vans @ \$650
Marketing	Fixed \$3,300	\$39,600	As per marketing budget
Insurance	Fixed \$600	\$7,200	General liability, auto
Software	Fixed \$131	\$1,572	Jobber \$79, QB \$40, Calendly \$12
Phone/Internet	Fixed \$250	\$3,000	Business lines
Accounting/Legal	Fixed \$300	\$3,600	CPA retainer
SBA Loan Payment	Fixed \$765	\$9,180	7.5% interest, 10-year term
Salaries	Fixed \$11,917	\$143,000	CEO \$6,500, COO \$5,417

Miscellaneous		Fixed	\$500		\$6,000		Office supplies, travel
Fixed Total			\$15,663		\$187,952		
Variable Total			\$11,700		\$140,400		
Combined Total			\$27,363		\$328,352		

Line Item	M1	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Year 1
Revenue	\$8,000	\$16,200	\$32,000	\$40,000	\$48,000	\$51,000	\$54,000	\$57,000	\$60,000	\$63,000	\$66,000	\$499,000
COGS	\$3,040	\$6,080	\$12,160	\$15,200	\$18,240	\$19,380	\$20,520	\$21,660	\$22,800	\$23,940	\$25,080	\$188,620
Gross Profit	\$4,960	\$9,920	\$19,840	\$24,800	\$29,760	\$31,620	\$33,480	\$35,340	\$37,200	\$39,060	\$40,920	\$310,380
Marketing	\$2,000	\$2,000	\$3,800	\$3,900	\$3,900	\$3,900	\$3,900	\$3,900	\$3,900	\$3,900	\$3,900	\$41,700
Salaries	\$11,917	\$11,917	\$11,917	\$11,917	\$11,917	\$11,917	\$11,917	\$11,917	\$11,917	\$11,917	\$11,917	\$143,000
Rent	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Software	\$131	\$131	\$131	\$131	\$131	\$131	\$131	\$131	\$131	\$131	\$131	\$1,572
Insurance	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$7,200
Other OpEx	\$1,650	\$1,650	\$1,650	\$1,650	\$1,650	\$1,650	\$1,650	\$1,650	\$1,650	\$1,650	\$1,650	\$19,800
Total OpEx	\$16,298	\$16,298	\$18,098	\$18,198	\$18,198	\$18,198	\$18,198	\$18,198	\$18,198	\$18,198	\$18,198	\$215,272
EBITDA	-\$11,338	-\$6,378	\$1,742	\$6,602	\$11,562	\$13,422	\$15,282	\$17,142	\$19,002	\$20,862	\$22,722	\$95,108
Depreciation	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$18,000
EBIT	-\$12,838	-\$7,878	\$242	\$5,102	\$10,062	\$11,922	\$13,782	\$15,642	\$17,502	\$19,362	\$21,222	\$77,108
Interest	\$406	\$400	\$397	\$394	\$391	\$388	\$385	\$382	\$379	\$376	\$373	\$4,694
Taxes (25%)	\$0	\$0	\$0	\$1,177	\$2,418	\$2,884	\$3,340	\$3,796	\$4,252	\$4,708	\$5,164	\$26,594
Net Income	-\$13,244	-\$8,278	-\$155	\$3,521	\$7,253	\$8,650	\$9,957	\$11,264	\$12,573	\$13,878	\$15,189	\$45,820

Line Item	M1	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	
Beginning Cash	\$90,000	\$76,756	\$67,875	\$63,357	\$63,202	\$66,723	\$75,373	\$85,330	\$96,594	\$109,167	\$123,045	\$138,234
Cash In	\$8,000	\$16,200	\$32,000	\$40,000	\$48,000	\$51,000	\$54,000	\$57,000	\$60,000	\$63,000	\$66,000	

Total Cash In	\$8,000	\$16,200	\$32,000	\$40,000	\$48,000	\$51,000	\$54,000	\$57,000	\$60,000	\$63,000	\$66,000	
Cash Out	\$21,244	\$18,082	\$32,155	\$36,479	\$40,747	\$41,350	\$44,043	\$45,736	\$47,427	\$49,122	\$50,811	
Total Cash Out	\$21,244	\$18,082	\$32,155	\$36,479	\$40,747	\$41,350	\$44,043	\$45,736	\$47,427	\$49,122	\$50,811	
Net Cash Flow	-\$13,244	-\$1,882	-\$155	\$3,521	\$7,253	\$9,650	\$9,957	\$11,264	\$12,573	\$13,878	\$15,189	
Ending Cash	\$76,756	\$68,357	\$63,202	\$66,723	\$75,373	\$85,330	\$96,594	\$109,167	\$123,045	\$138,234	\$154,423	

Metric	Y1	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Total
Revenue	\$499,000	\$150,000	\$165,000	\$180,000	\$195,000	\$210,000	\$225,000	\$240,000	\$255,000	\$930,000
COGS	\$188,620	\$56,250	\$61,875	\$67,500	\$73,125	\$78,750	\$84,375	\$90,000	\$95,625	\$348,750
Gross Profit	\$310,380	\$93,750	\$103,125	\$112,500	\$121,875	\$131,250	\$140,625	\$150,000	\$159,375	\$581,250
OpEx	\$215,272	\$55,000	\$55,000	\$55,000	\$55,000	\$60,000	\$60,000	\$60,000	\$60,000	\$240,000
EBITDA	\$95,108	\$38,750	\$48,125	\$57,500	\$66,875	\$71,250	\$80,625	\$90,000	\$99,375	\$341,250
Net Income	\$45,820	\$18,750	\$23,125	\$27,500	\$31,875	\$34,125	\$38,625	\$43,125	\$47,625	\$164,625
Ending Cash	\$154,423	\$193,173	\$241,298	\$298,798	\$365,673	\$436,923	\$517,548	\$607,673	\$707,300	\$707,300

Metric	Value	Calculation
Monthly Fixed Costs	\$9,246	OpEx - Variable (\$27,363 - \$18,117)
Variable Cost per Unit	\$188	Labor \$140 + Supplies \$48
Price per Unit	\$340	Weighted average
Contribution Margin	\$152	\$340 - \$188
Contribution Margin %	44.7%	\$152 / \$340

Break-Even Units	61	\$9,246 / \$152
Break-Even Revenue	\$20,740	61 x \$340
Expected Break-Even Month	Month 4	Per P&L projection
Safety Margin	23.3%	(75-61)/61

Metric	Y1	Y2	Y3	Industry Benchmark
Gross Margin %	62.2%	62.5%	62.5%	55-65%
Operating Margin %	9.2%	22.5%	26.0%	10-15%
Net Profit Margin %	9.2%	15.0%	17.7%	5-10%
Current Ratio	1.8	2.5	3.1	1.5-2.0
CAC Payback	1.9 mos	1.7 mos	1.5 mos	6-18 mos
LTV:CAC	9.3x	10.2x	11.0x	3x+
Monthly Burn (Y1)	\$7,954	N/A	N/A	N/A
Runway (mos)	11.3	N/A	N/A	6-12

SECTION 10: RISK ANALYSIS

Top risks: 1) Technician shortage (Probability 4/5, Impact \$15k/mo lost revenue). 2) Deposit guarantee claims (Probability 3/5, Impact \$5k/mo at 5% failure rate). 3) PM contract loss (Probability 2/5, Impact \$8k/mo). 4) OSHA violation (Probability 2/5, Impact \$15k fine).

Mitigation: 1) Maintain 20% contractor pipeline buffer; offer \$250 referral bonus. 2) Limit guarantee to tenants with pre-move inspection photos; cap refunds at \$150/job. 3) Diversify B2B base (target 5 contracts by Year 2). 4) Quarterly OSHA training; \$2M liability insurance.

Risk	Probability	Impact	Risk Score	Mitigation Strategy	Contingency Plan	Owner
Technician shortage	4	4	16	20% pipeline buffer, \$250 referral bonus	Partner with cleaning schools for trainees	COO
Deposit guarantee claims	3	3	9	Require pre-move photos, cap refund \$150	Adjust pricing +\$15 if claims >3%	CEO
PM contract loss	2	4	8	Target 5 B2B contracts by Year 2	Shift focus to realtor partnerships	CEO
OSHA violation	2	5	10	Quarterly training, \$2M insurance	Hire compliance officer at \$60k	COO
Google algorithm change	3	3	9	Diversify to social ads (max 50% spend)	Boost referral program to 15%	Marketer
Recession reducing moves	2	4	8	Offer "deposit protection" add-on (\$50)	Target foreclosures via realtors	CEO
Vehicle breakdown	3	2	6	Lease with maintenance package	Rent replacement van (\$80/day)	COO
Payment fraud	1	3	3	Require 50% deposit for B2C	Use Stripe Radar fraud tools	COO

SECTION 11: IMPLEMENTATION TIMELINE

Year 1 priorities: Achieve 61 jobs/month breakeven by Month 4, secure 2 B2B contracts by Month 6, maintain <8% churn. Critical path: Google Ads optimization (Month 1-3), technician training (Month 2), B2B sales (Month 4-6). Dependencies: SBA loan approval by Month 2 for van expansion.

Month	Milestone	Deliverables	Resources Needed	Success Metric	Owner
Mar	Launch operations	Website live, 5 technicians hired	\$8k marketing budget	10 jobs completed	CEO
Apr	Optimize Google Ads	CAC < \$50, top 3 rankings	Contract marketer	25 jobs, CAC \$48	Marketer
May	First B2B contract	50-unit PM agreement	Proposal template	\$2,550 monthly revenue	CEO
Jun	Implement Jobber app	Digital reporting live	\$79 software	100% photo documentation	COO
Jul	Break-even	61 jobs, \$20,740 revenue	Optimized scheduling	Positive EBITDA	COO
Aug	Deposit guarantee launch	Terms in contracts	Legal review	0 claims, 15% booking lift	CEO
Sep	Second B2B contract	30-unit PM agreement	Sales materials	\$7,650 monthly revenue	CEO
Oct	Hire dispatcher	Full-time role filled	\$42k salary budget	10% scheduling efficiency gain	COO
Nov	Expand technician pool	20 contractors active	Training materials	100 jobs capacity	COO
Dec	Year-end review	Financial audit	CPA services	\$35k monthly revenue	CEO
Jan	SBA loan application	\$65k loan docs submitted	Financial projections	Approval within 60 days	CEO
Feb	Dallas market research	Competitor analysis	\$2k budget	Expansion plan drafted	CEO