

# **Crafting Your Plumbing Business Strategy: US Market Sample Business Plan**

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# TITLE PAGE

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PremierFlow Plumbing Solutions, Texas LLC. Founded March 2024 in Austin, TX. Michael Reynolds (CEO) built and sold a \$2.1M plumbing business in San Antonio in 2021. We provide licensed residential/commercial plumbing services at \$89-\$400/job to Central Texas homeowners and property managers, targeting \$320,000 Year 1 revenue. Plan dated October 2024.

## SECTION 1: EXECUTIVE SUMMARY

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Central Texas homeowners lose \$47M annually to plumbing delays (Austin Water Utility 2023), with 68% reporting >4-hour emergency response times. PremierFlow solves this with licensed technicians providing 90-minute average response via proprietary dispatch software. We charge flat-rate pricing (\$89 drain cleaning to \$400 sewer repair) to 1,600 customers in Year 1, achieving 40% gross margins. Revenue grows to \$688,000 by Year 3 through 30% higher job volume and \$15 average ticket increases from premium service mix.

We seek \$150,000 SBA 7(a) loan at 7.5% interest (10-year term) to cover 67% of \$200,000 startup costs. Funds allocated: \$135,000 (68%) for 3 service vans, \$25,000 (12%) tools, \$12,000 (6%) marketing. This enables 307 jobs/month break-even by Month 14, with \$49,000 net profit in Year 3. Investor ROI: 22% IRR by Year 5 through Austin market capture (1.1% of \$28M SOM) and San Antonio expansion.

## SECTION 2: COMPANY OVERVIEW

Formed as Texas LLC for liability protection and pass-through taxation. Austin location targets 21% population growth (2010-2020 U.S. Census) and 45% of homes >15 years old requiring plumbing work. Ownership: Michael Reynolds (CEO, 60%), Sarah Nguyen (COO, 30%), James Carter (investor, 10%). Reynolds holds TDLR Master Plumber License #12457 and sold prior plumbing business for 3.2x revenue.

Nguyen reduced field tech turnover from 35% to 12% at Austin HVAC firm through \$500/month retention bonuses. Carter brings 120-unit property portfolio for immediate commercial contracts. Office lease: \$2,200/month for 1,200 sq. ft. warehouse in North Austin (zoned light commercial).

Date	Milestone	Status	Next Steps
Mar 2024	Business registration	Complete	N/A
Apr 2024	TDLR licensing	Complete	N/A
May 2024	3 van purchases	Complete	N/A
Jun 2024	CRM software launch	Complete	Integrate with Jobber by Aug
Jul 2024	First 50 jobs	In progress	Achieve 100 jobs by Aug 31
Sep 2024	4.8+ Google rating	Target	Automate review requests
Dec 2024	\$25,000 monthly revenue	Target	Secure 2 property management contracts
Feb 2025	Break-even cash flow	Target	Reduce CAC to \$65

## SECTION 3: MARKET ANALYSIS

TAM: \$148B U.S. plumbing services (IBISWorld 2023). SAM: \$3.2B Texas residential/commercial plumbing (excluding industrial). SOM: \$28M Central Texas market (Austin-Round Rock MSA). Calculation: 1.1M households x \$120 avg. annual plumbing spend (HomeAdvisor) x 21% service penetration = \$27.7M.

Primary target: Homeowners 30-65 in ZIPs 78717/78731 (median income \$112,000). 68% pay >\$200 for emergency repairs (J.D. Power 2023). Secondary: Property managers overseeing 12,000+ Central Texas units at \$300-\$500/month maintenance contracts. Tertiary: Restaurants needing monthly grease trap cleaning (\$150/service).

Market trends: 1) Water-efficient fixture demand up 18% annually (EPA WaterSense); 2) 73% of homeowners prioritize same-day service (Angi 2023); 3) Smart leak detectors growing at 24% CAGR (Statista); 4) Central Texas housing starts up 11% YoY (Texas A&M Real Estate Center).

Segment	Size (\$)	Growth Rate	Our Share Target	Rationale
Emergency Repairs	\$9.8M	8.2%	0.8%	90-min response beats competitors' 4+ hrs
Fixture Install	\$6.2M	6.5%	1.2%	Authorized Moen/Rheem dealer status
Commercial Maint	\$7.1M	12.1%	1.5%	Investor's property portfolio anchor
Maintenance Plans	\$4.9M	15.3%	2.0%	\$149/yr pricing 20% below Roto-Rooter

Category	Total Addressable	Serviceable Available	Serviceable Obtainable	Methodology
U.S. Market	\$148B	N/A	N/A	IBISWorld 2023
Texas Market	N/A	\$3.2B	N/A	TDLR permit data x 1.25 multiplier
Central Texas	N/A	N/A	\$28M	1.1M households x \$120 spend x 21% penetration

## SECTION 4: COMPETITIVE ANALYSIS

Benjamin Franklin Plumbing (franchise) holds 12% Austin market share at \$250 avg. ticket (20% premium). Roto-Rooter Austin generates \$4.2M revenue but has 3.2 Google rating due to technician no-shows. Local independents (e.g., Austin Plumbing Masters) average \$180 tickets but lack digital booking (47% rely on phone calls).

Competitive advantages: 1) 90-minute response (vs. 240-min industry avg.) via GPS-optimized dispatch; 2) 50% lower customer acquisition cost (\$65 vs. \$130) through hyperlocal SEO; 3) 30% higher technician retention (\$28/hr + \$500 bonus) reducing retraining costs; 4) Proprietary CRM cuts admin time by 11 hrs/tech/week.

Competitor	Revenue Est.	Pricing	Key Strength	Key Weakness	Our Differentiation
Benjamin Franklin	\$5.1M	\$250 avg.	National brand	25% customer churn	15% lower pricing, local ownership
Roto-Rooter	\$4.2M	\$220 avg.	24/7 coverage	3.2 Google rating	4.9+ rating target, real-time tracking
Austin Plumbing Masters	\$1.8M	\$180 avg.	Low pricing	No online booking	Mobile app with digital signatures
1-800-PLUMBER	\$3.5M	\$210 avg.	Franchise network	Subcontractor reliance	W-2 technicians only
TaskRabbit	N/A	\$75 avg.	Low cost	Unlicensed work	TDLR licensing compliance

Strengths	Weaknesses	Opportunities	Threats
90-min response time	Low brand awareness	City of Austin SBE certification	Recession cuts home repairs
Proprietary CRM system	Limited technician pool	Water conservation rebates	Insurance premium hikes
100% W-2 technicians	No weekend staffing	Smart home integrations	New competitors
Real-time tracking app	High van depreciation	Commercial contract growth	Regulatory changes

## SECTION 5: PRODUCTS & SERVICES

Core offerings: 1) Emergency repairs (burst pipes, flooding) with 2-hour guarantee; 2) Drain cleaning using hydro-jetting (\$89 basic, \$179 premium with camera inspection); 3) Water heater installations (Rheem 50-gal tank: \$1,100; Rinnai tankless: \$1,850); 4) Commercial grease trap cleaning (\$150/service, 12x/yr contracts).

Pricing set at 10% below national chains based on \$120/hr technician cost analysis. Basic service (\$89) covers \$35 parts + \$54 labor (0.6 hrs). Premium sewer repair (\$400) includes \$120 parts + \$280 labor (2.5 hrs). Maintenance plans priced at \$149/year (break-even at 85 subscribers) with 10% repair discount driving 22% repeat revenue.

Tier	Price	Features	Target Customer	Expected % Revenue	Gross Margin
Basic	\$89	Drain cleaning, minor leaks	Homeowners	35%	38%
Standard	\$179-\$349	Water heater repair, faucet install	Homeowners	45%	42%
Premium	\$400+	Sewer repair, repiping	Property managers	20%	51%

Metric	Value	Calculation/Notes
Price per service	\$200	Year 1 avg. of 1,600 jobs
COGS per service	\$120	\$75 labor (0.75 hrs x \$100/hr) + \$45 parts
Gross Profit	\$80	\$200 - \$120
Gross Margin	40%	\$80 / \$200
CAC	\$65	\$36,000 marketing spend / 554 customers
LTV	\$480	2.4 jobs x \$200 x 1.0 (no churn in Year 1)

LTV:CAC	7.4	\$480 / \$65 (exceeds 3.0 benchmark)
Payback Period	1.1 months	\$65 CAC / (\$80 GP x 75% collection rate)

## SECTION 6: MARKETING & SALES

Primary channel: Google Local Service Ads (LSA) targeting "emergency plumber Austin" (CPC \$5.20, 12.1% conversion). Secondary: SEO for 25 keywords (e.g., "water heater replacement cost Austin") with 3.2% monthly traffic growth. Tertiary: \$50 referral program driving 22% of new customers. Digital spend: \$8,500/month yielding 1,285 leads at \$6.61 CAC.

Sales cycle: 1) Lead books online (45% conversion from LSA); 2) CRM dispatches nearest tech (45-min avg. response); 3) Technician presents digital quote (tablet); 4) 82% close rate. Average cycle: 1.8 hours. Retention: \$149/yr maintenance plans target 35% adoption, reducing churn to 1.8% monthly (vs. 4.7% industry avg).

Channel	Monthly Budget	Expected CAC	Leads/Month	Conversion Rate	Customers/Month	ROI
Google LSA	\$5,000	\$48	962	45%	433	5.7x
SEO/Content	\$2,000	\$22	200	38%	76	8.9x
Referrals	\$1,000	\$15	67	100%	67	12.1x
Direct Mail	\$500	\$62	8	32%	3	1.2x

Month	Google Ads	Social Media	Content/SEO	Events	Other	Total	Leads	Customers
1	\$3,000	\$500	\$1,000	\$0	\$500	\$5,000	545	180
2	\$3,500	\$500	\$1,000	\$0	\$500	\$5,500	635	210
3	\$4,000	\$500	\$1,500	\$0	\$500	\$6,500	750	250
4	\$4,500	\$500	\$1,500	\$0	\$500	\$7,000	820	275
5	\$5,000	\$500	\$2,000	\$0	\$500	\$8,000	920	310
6	\$5,000	\$500	\$2,000	\$0	\$500	\$8,000	960	325
7	\$5,000	\$500	\$2,000	\$0	\$500	\$8,000	980	330
8	\$5,000	\$500	\$2,000	\$0	\$500	\$8,000	1,000	340
9	\$5,000	\$500	\$2,000	\$0	\$500	\$8,000	1,020	345
10	\$5,000	\$500	\$2,000	\$0	\$500	\$8,000	1,050	355
11	\$5,000	\$500	\$2,000	\$0	\$500	\$8,000	1,075	365
12	\$5,000	\$500	\$2,000	\$0	\$500	\$8,000	1,100	370

## SECTION 7: OPERATIONS

Daily workflow: 1) 7 AM dispatch meeting; 2) CRM assigns jobs based on GPS proximity; 3) Technicians use iPad for digital quotes; 4) Parts pulled from warehouse inventory; 5) 95% same-day payment via Stripe. Capacity: 3 vans handle 12 jobs/day (4 jobs/van at 2 hrs/job). Weekend coverage: 1 on-call tech (150% overtime pay).

Key suppliers: Ferguson Enterprises (bulk fittings, \$1,200/month, net-30 terms), Rheem (water heaters on consignment), Austin Plumbing Supply (same-day parts, \$800/month). Technology: Jobber CRM (\$199/month) integrated with RingCentral (\$120/month) for call tracking.

Vendor/Supplier	Service	Monthly Cost	Contract Terms	Backup Option
Ferguson Enterprises	Pipes/fittings	\$1,200	Net-30	Austin Plumbing Supply
Rheem	Water heaters	\$0	Consignment	Bradford White
Austin Plumbing Supply	Same-day parts	\$800	Cash on delivery	Ferguson
Jobber	CRM software	\$199	Month-to-month	Housecall Pro
RingCentral	Phone system	\$120	12-month	Nextiva

Tool	Purpose	Monthly Cost	Users	Alternatives Considered
Jobber	Scheduling/dispatch	\$199	5	Housecall Pro (\$249)
QuickBooks Online	Accounting	\$35	2	Xero (\$29)
RingCentral	Call tracking	\$120	5	Google Voice (\$20)
Mailchimp	Email marketing	\$99	1	Constant Contact (\$125)
Grainger	Tool inventory	\$300	N/A	Walmart (\$250)

## SECTION 8: MANAGEMENT TEAM

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Organizational structure: CEO (Reynolds), COO (Nguyen), 3 field technicians (\$28/hr + \$500 retention bonus), 1 admin (\$22/hr). Compensation: Techs earn \$58,800 base + \$6,000 bonus = \$64,800 total (25% above Austin avg. of \$51,800).

Advisory board: Mark Thompson (ex-CFO of ServiceMaster Austin, 20 yrs plumbing ops) provides quarterly reviews. Compensation: \$1,500/session + 0.5% equity option.

Month	Role	Salary	Priority	Source	Onboarding Time
1	Lead Technician	\$64,800	High	Austin Trade School	2 weeks
3	Admin Assistant	\$46,200	High	Craigslist	1 week
6	2nd Technician	\$64,800	Medium	Indeed	3 weeks
9	Marketing Manager	\$55,000	Low	LinkedIn	4 weeks
12	3rd Technician	\$64,800	Medium	Employee referral	2 weeks

## SECTION 9: FINANCIAL PLAN

Key assumptions: 1) 133 jobs/month in Year 1 (1,600 total), growing to 267/month in Year 3; 2) Average ticket: \$200 Year 1, \$215 Year 3; 3) Monthly churn: 0% Year 1 (new market), 1.8% Year 2; 4) COGS: 60% Year 1 (startup inefficiencies), 50% Year 3 (scale); 5) CAC: \$65 Year 1, \$58 Year 3.

Revenue model: 70% residential (avg. \$185), 30% commercial (avg. \$245). Growth drivers: Google LSA (433 customers/mo at \$48 CAC), maintenance plans (35% adoption by Year 2), commercial contracts (20 units at \$400/mo). Cost structure: 65% variable (labor/parts), 35% fixed (rent, software, insurance).

Funding: \$150,000 SBA loan covers 75% of \$200,000 startup costs. Runway: 8 months at \$25,000 monthly burn. Milestones funded: 307 jobs/month break-even (Month 14), 4.9 Google rating, \$25k monthly revenue.

Category	Item	Cost	Notes
Legal/Formation	LLC filing	\$300	Texas SOS fee
Licenses/Permits	TDLR license	\$1,200	Master Plumber + business
Equipment	Hydramaster	\$8,500	Router-M 5000
Equipment	Canner inspection	\$200	Ridgid SeeSnap
Equipment	Tools inventory	\$12,300	Grainger bulk order
Technology	CRM setup	\$5,000	Jobber customiz
Technology	Website development	\$3,000	WordPress + booking plugin

Marketing		Vehicle wraps	\$15,000	3 vans
Marketing		Initial ad spend	\$7,500	Google LSA prepay
Working Capital		3-month reserve	\$75,000	\$25k x 3 months
Insurance		Annual premium	\$12,000	\$1M liability + workers' comp
Professional Fees		Account setup	\$2,500	QuickBooks configuration
Office Setup		Warehouse buildout	\$8,000	Parts storage system
Branding		Logo design	\$1,500	Canva Pro annual
Contingency		10% buffer	\$20,000	Unplanned expenses
<b>Total</b>			<b>\$200,000</b>	

Category	Monthly Cost	Annual Cost	Notes
Rent	Fixed \$2,200	\$26,400	1,200 sq. ft. warehouse

Salaries	Variable	\$180,000	\$180,000	3 techs + admin
Benefits	Variable	\$21,600	\$21,600	12% of payroll
Insurance	Fixed	\$12,000	\$12,000	Liability + workers' comp
Software	Fixed	\$6,000	\$6,000	Jobber, QuickBooks, Mailchimp
Utilities	Fixed	\$3,600	\$3,600	Electricity, internet
Marketing	Variable	\$36,000	\$36,000	Google Ads, referrals
Professional Services	Fixed	\$2,400	\$2,400	Accounting
Supplies	Variable	\$18,000	\$18,000	Parts inventory
Travel	Variable	\$9,000	\$9,000	Fuel, van maintenance
Loan Payment	Fixed	\$22,000	\$22,000	\$150k SBA 7(a) at 7.5%
Other	Variable	\$3,600	\$3,600	Training, uniforms
<b>Fixed Total</b>		<b>\$7,033</b>	<b>\$84,400</b>	
<b>Variable Total</b>		<b>\$18,350</b>	<b>\$220,200</b>	
<b>Combined Total</b>		<b>\$25,383</b>	<b>\$304,600</b>	

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Y1 Total
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Revenue	\$20,000	\$22,500	\$25,000	\$28,000	\$30,500	\$32,000	\$33,500	\$34,000	\$34,500	\$35,000	\$35,500	\$35,500	\$320,000
COGS	\$12,000	\$13,500	\$15,000	\$16,800	\$18,300	\$19,200	\$20,100	\$20,400	\$20,700	\$21,000	\$21,300	\$21,300	\$192,000
Gross Profit	\$8,000	\$9,000	\$10,000	\$11,200	\$12,200	\$12,800	\$13,400	\$13,600	\$13,800	\$14,000	\$14,200	\$14,200	\$128,000
Marketing	\$5,000	\$5,500	\$6,500	\$7,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$89,000
Salaries	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$180,000
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	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$6,000
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	\$1,283	\$1,283	\$1,283	\$1,283	\$1,283	\$1,283	\$1,283	\$1,283	\$1,283	\$1,283	\$1,283	\$1,283	\$15,400
Total OpEx	\$24,983	\$25,483	\$26,483	\$26,983	\$27,983	\$27,983	\$27,983	\$27,983	\$27,983	\$27,983	\$27,983	\$27,983	\$323,800
EBITDA	-\$16,983	-\$16,483	-\$16,483	-\$15,783	-\$15,783	-\$15,183	-\$14,583	-\$14,383	-\$14,183	-\$13,983	-\$13,783	-\$13,783	-\$195,800
Depreciation	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$20,000
EBIT	-\$18,650	-\$18,150	-\$18,150	-\$17,450	-\$17,450	-\$16,850	-\$16,250	-\$16,050	-\$15,850	-\$15,650	-\$15,450	-\$15,450	-\$215,800
Interest	\$938	\$930	\$921	\$912	\$903	\$894	\$885	\$876	\$867	\$858	\$849	\$840	\$10,875
Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Income	-\$19,588	-\$19,080	-\$19,071	-\$18,362	-\$18,353	-\$17,744	-\$17,135	-\$16,926	-\$16,717	-\$16,508	-\$16,299	-\$16,290	-\$205,875

Line Item	N	N	N	N	N	N	N	N	N	N	N	N	N	M	12
Beginning Cash	\$20,000	\$22,500	\$25,000	\$28,000	\$30,500	\$32,000	\$33,500	\$34,000	\$34,500	\$35,000	\$35,500	\$35,500	\$320,000		
Cash In															
Revenue Collections	\$19,200	\$20,500	\$22,000	\$23,800	\$25,500	\$27,000	\$28,000	\$28,500	\$29,000	\$29,500	\$30,000	\$30,000	\$232,500		
Funding	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$120,000		
Total Cash In	\$34,200	\$35,500	\$37,000	\$38,800	\$40,500	\$42,000	\$43,500	\$43,500	\$44,000	\$44,500	\$45,000	\$45,000	\$352,500		
Cash Out															
COGS Payments	\$12,000	\$13,500	\$15,000	\$16,800	\$18,300	\$19,200	\$20,100	\$20,400	\$20,700	\$21,000	\$21,300	\$21,300	\$172,000		
OpEx Payments	\$24,983	\$25,483	\$26,483	\$26,983	\$27,983	\$27,983	\$27,983	\$27,983	\$27,983	\$27,983	\$27,983	\$27,983	\$299,800		
CapEx	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$6,000		
Debt Service	\$938	\$930	\$921	\$912	\$903	\$894	\$885	\$876	\$867	\$858	\$849	\$840	\$10,875		
Total Cash Out	\$42,421	\$43,413	\$44,404	\$45,795	\$47,283	\$48,183	\$48,983	\$49,383	\$49,683	\$50,000	\$50,299	\$50,299	\$388,675		



Safety Margin	12%	$(\$68,000 \text{ actual Month 14 revenue} - \$61,400) / \$68,000$
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Metric	Y1	Y2	Y3	Industry Benchmark
Gross Margin %	40%	45%	50%	45-55%
Operating Margin %	-64%	-14%	12%	10-15%
Net Profit Margin %	-64%	-13%	7%	5-8%
Current Ratio	0.8	1.9	2.7	1.5+
Quick Ratio	0.5	1.3	2.1	1.0+
CAC Payback	N/A	5.2 months	4.1 months	6-18 months
LTV:CAC	7.4	8.2	9.1	3.0+
Monthly Burn Rate	\$25,383	\$0	N/A	N/A
Runway (months)	8	N/A	N/A	N/A

## SECTION 10: RISK ANALYSIS

Top risks: 1) Technician turnover (probability 4/5, impact \$28,000 replacement cost); 2) Insurance premium spikes (probability 3/5, impact \$5,000/mo); 3) Google algorithm changes (probability 2/5, impact 30% lead drop); 4) Recession (probability 3/5, impact 15% revenue decline). Probability/impact scored 1-5 based on Texas Plumbing Association incident reports.

Mitigation: 1) \$500 retention bonus reduces turnover to 12% (vs. 35% industry); 2) Lock in 2-year insurance rate with \$250 deductible increase; 3) Diversify to SEO (35% of leads) and referrals (22%); 4) Target commercial contracts (30% of revenue by Year 2) less recession-sensitive.

Risk	Probability	Impact	Risk Score	Mitigation Strategy	Contingency Plan	Owner
Tech turnover	4	5	20	\$500 retention bonus	Cross-train admin staff	Nguyen
Insurance hike	3	4	12	2-year rate lock	Switch to Texas Mutual	Reynolds
Google algorithm change	2	4	8	Diversify lead sources	Double direct mail budget	Tran
Recession	3	5	15	Commercial contract focus	Introduce \$49/month payment plans	Reynolds
Vehicle accident	2	3	6	GPS speed monitoring	Rental van agreement with Enterprise	Lopez
Regulatory non-compliance	1	5	5	Monthly TDLR audits	Legal retainer with \$5k cap	Reynolds
Bad debt	2	2	4	Stripe pre-authorization	Write-off reserve (1.5% revenue)	Nguyen
Key person loss	1	4	4	Cross-training program	Buy-sell agreement	Reynolds

## SECTION 11: IMPLEMENTATION TIMELINE

Critical path: Achieve 100 jobs by August 2024 to validate unit economics. Dependencies: CRM integration (complete by July 15) enables dispatch efficiency; SBE certification (target September) unlocks municipal contracts. Key Year 1 priority: Reduce CAC from \$65 to \$58 through SEO optimization.

Month	Milestone	Deliverables	Resources Needed	Success Metric	Owner
1	Launch operations	3 vans operational, CRM live	\$50k CapEx	50 jobs completed	Lopez
2	Google LSA setup	Ad campaigns live	\$3k ad spend	180 leads generated	Tran
3	First property contract	50-unit agreement signed	Nguyen's network	\$1,500 monthly revenue	Nguyen
4	4.5+ Google rating	50+ reviews collected	Review request system	4.5 average rating	Tran
5	Break-even cash flow	Positive net cash flow	220 jobs/month	\$500 net cash flow	Nguyen
6	SBE certification	Austin SBE approval	Application fee \$500	Certification received	Reynolds
7	100% technician retention	0 turnover	\$500 bonus program	3/3 techs retained	Lopez
8	Commercial revenue 25%	15 property units under contract	Sales materials	\$7,500 commercial revenue	Reynolds
9	Maintenance plan launch	50 subscribers	Marketing campaign	\$7,450 annual revenue	Tran
10	4.9+ Google rating	150+ reviews	Automated requests	4.9 average rating	Tran
11	Break-even jobs	307 jobs/month	Marketing optimization	307 jobs completed	Nguyen
12	Year 1 financial close	Audit-ready books	Accounting software	\$320k revenue achieved	Nguyen

## SECTION 12: APPENDIX

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Supporting documents: TDLR license #12457, SBA loan commitment letter, Ferguson Enterprises pricing agreement, 3-year cash flow model with 500+ line items. All assumptions validated against Texas Plumbing Association benchmarks and IBISWorld industry reports. Full financial model available upon request.