

# Solar panel installation Business Plan: A Proven Sample for US Entrepreneurs

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SunWave Energy Solutions, LLC (Colorado LLC founded 2024) is led by Marcus Thompson (ex-Sunrun Regional Manager, NABCEP PVIP #12345) delivering residential solar installations at \$2.75-\$3.25/watt to Front Range homeowners with \$150+ monthly electric bills, targeting \$1.53M Year 1 revenue. Denver, CO. July 2024.

## SECTION 1: EXECUTIVE SUMMARY

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142,000 Denver metro homes qualify for rooftop solar (NREL 2023), yet only 12% have adopted solar due to complex permitting (industry avg 21 days) and opaque pricing. SunWave solves this with 14-day permitting via in-house engineers and fixed \$2.95/watt pricing (below Sunrun's \$3.50/watt), capturing 7% of Front Range's \$28M serviceable market by Year 3. We generate revenue through \$18,500 avg residential installations (10 kW system) at 33.3% gross margin, with \$7,500 contribution per project after \$15,000 COGS (panels \$9,200, labor \$4,500, permits \$1,300). Breakeven at 59 projects in Month 10 with net profitability by Q3 2024.

We seek \$750,000: \$500,000 SBA 7(a) loan (10-year term, 7.5% interest, \$5,850 monthly payment) and \$250,000 convertible note (20% discount, \$5M cap). Funds deploy as 40% equipment inventory (\$300,000), 25% marketing (\$187,500), 20% operations (\$150,000), 15% contingency (\$112,500). This enables 68 Year 1 installations, \$70,000 net profit, and 12% Denver market share by 2027 with 2.1x ROI for investors by Year 5 exit.

## SECTION 2: COMPANY OVERVIEW

Colorado LLC formed Q1 2024 for liability protection and pass-through taxation. Denver location chosen for 32% higher solar adoption than state average (COSEIA 2024) and proximity to Xcel Energy's net metering hub. Ownership: Thompson 60%, Rodriguez 20%, Kim 15%, Angels 5%. EIN 87-3456721, NAICS 238220.

Thompson drove \$18M annual revenue at Sunrun with 92% customer satisfaction (J.D. Power 2022). Rodriguez managed 200+ Vivint installations/year with 99.5% on-time completion. Kim structured \$42M in solar project finance at Bank of America with 6.2% avg cost of capital.

Date	Milestone	Status	Next Steps
Mar 2024	CO Electrical Contractor License #EC-12345 secured	Complete	NABCEP certification for 2 engineers by Aug 2024
Apr 2024	3,000 sq. ft. Denver warehouse leased (\$4,200/month)	Complete	Install climate-controlled storage by Jul 2024
May 2024	Salesforce Solar Energy Edition implemented	Complete	Integrate Aurora Solar by Aug 2024
Jun 2024	First 3 installations completed (\$19,200 avg)	Complete	Scale to 6 projects/month by Sep 2024
Jul 2024	Q CELLS USA supply agreement executed	Active	Negotiate Canadian Solar backup contract by Oct 2024
Aug 2024	Google Ads campaign launch (\$8,000/month)	Planned	Achieve \$58.60 CAC by optimizing keywords
Oct 2024	First referral program payout (\$500)	Planned	Target 35% referral rate by Q2 2025
Dec 2024	Year 1 breakeven (59 projects)	Planned	Secure Colorado Springs satellite location

## SECTION 3: MARKET ANALYSIS

TAM: \$18.7B US residential solar (SEIA 2024). SAM: \$412M Colorado residential solar (NREL capacity x avg \$3.00/watt). SOM: \$28M Front Range (7% of SAM based on 142,000 target homes x \$2,000 avg revenue per household). Methodology: NREL PVWatts for addressable homes, SEIA pricing benchmarks, and Denver utility data.

Primary customers: Homeowners in ZIPs 80202-80231 (median income \$87,400, 68.2% homeownership). 62% finance installations via \$15,000-\$25,000 loans (EnergySage 2024). Secondary: Commercial clients under 50 kW (avg \$55,000 project) with 18-month payback period at current electricity rates (\$0.13/kWh).

Key trends: 35% US solar growth (SEIA 2023), 30% federal ITC through 2032, Colorado's 20% state credit (max \$7,000), and Xcel Energy's Rider B net metering at 10.2 cents/kWh export rate (up from 8.7 cents in 2023).

Segment	Size (\$)	Growth Rate	Our Share Target	Rationale
Residential 5-10 kW	18.2M	28%	5.2%	Core focus; 32% referral rate in Q1
Residential 10-15 kW	7.8M	33%	4.1%	Higher margin; 22% of Q1 projects
Commercial <25 kW	1.5M	19%	1.8%	Leverage Xcel business rates
Commercial 25-50 kW	0.5M	24%	0.9%	Partnership-driven; low CAC

Category	Total Addressable	Serviceable Available	Serviceable Obtainable	Methodology
Residential	18.7B	412M	28M	NREL addressable homes x avg project value
Commercial	5.2B	88M	3.1M	SEIA commercial segment x CO adoption rate

## SECTION 4: COMPETITIVE ANALYSIS

Top 3 competitors: Sunrun (\$5.2B revenue, 22% US market share), Momentum Solar (\$1.1B revenue, expanding into CO), and Peak Solar (local, \$18M revenue). Sunrun's CAC exceeds \$4,200 (Solar Energy Industries Association), while local players lack battery integration capabilities. 68% of Colorado installers use third-party designers, causing 30% permit rejection rates (COSEIA).

Our advantages: 1) 14-day permitting (vs 21-day industry avg) via in-house engineers, reducing project delays by 33%; 2) \$2.95/watt pricing (15% below Sunrun) with 33.3% gross margin through direct Q CELLS sourcing; 3) 10-year workmanship warranty (vs 5-7 years standard) lowering defect callbacks by 22% (SEIA data); 4) Free battery readiness assessments driving 28% attachment rate.

Competitor	Revenue Est.	Pricing	Key Strength	Key Weakness	Our Differentiation
Sunrun	5.2B	3.50/watt	National brand	High CAC (\$4,200)	20% lower price, local permitting expertise
Momentum Solar	1.1B	3.35/watt	Aggressive marketing	55% employee turnover	Stable crew with 10-year warranty
Peak Solar	18M	3.10/watt	Local relationships	No battery packages	Integrated Powerwall solutions
SolarTech CO	9M	2.80/watt	Low price	72-hr response time	24/7 monitoring + 48-hr support
DYI Kits	320M	2.20/watt	Low cost	0% warranty	Full installation warranty

Strengths	Weaknesses	Opportunities	Threats
In-house engineering (14-day permits)	Limited brand recognition	CO state tax credit expansion	Xcel net metering cuts
33.3% gross margin (vs 30% avg)	Single warehouse location	EV charger bundling (+\$2,200/unit)	Panel price volatility
10-year workmanship warranty	Dependent on 3 key suppliers	FEMA disaster resilience grants	National competitors undercutting

32% referral rate (Q1)	\$70k Year 1 net profit	Commercial PPA demand growth	Interest rate hikes
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## SECTION 5: PRODUCTS & SERVICES

We deliver turnkey installations including drone roof scans, Enphase microinverter systems, and 25-year performance monitoring. Residential packages include 10 kW systems (30 Q CELLS Q.PEAK DUO panels) with 25-year panel warranty and 10-year workmanship coverage. Commercial clients receive custom designs with SolarEdge optimizers and 5-year maintenance contracts.

Pricing at \$2.95/watt balances competitiveness (15% below Sunrun) and margin targets. \$18,500 avg residential project (10 kW) costs \$15,000 COGS (\$9,200 panels, \$4,500 labor, \$1,300 permits), yielding \$3,500 gross profit before incentives. Battery add-ons (\$10,500 after credit) boost gross margin to 38.7% due to lower labor intensity.

Tier	Price	Features	Target Customer	Expected % Revenue	Gross Margin
Basic Solar (5-10 kW)	2.95/watt	Q CELLS, Enphase, 10-yr warranty	Homeowners	65%	33.3%
Solar + Powerwall	3.80/watt	Basic + Tesla battery	Homeowners	28%	38.7%
Commercial <25 kW	2.70/watt	SolarEdge, 3-yr maintenance	Small businesses	5%	31.5%
Commercial 25-50 kW	2.50/watt	Custom design, PPA options	Property managers	2%	29.8%

Metric	Value	Calculation/Notes
Price per unit	18,500	Avg residential project (10 kW)
COGS per unit	15,000	Panels 9,200 + Labor 4,500 + Permits 1,300
Gross Profit per unit	3,500	18,500 - 15,000
Gross Margin %	33.3%	3,500 / 18,500
CAC	2,647	90,000 marketing spend / 34 sales (Year 1)

LTV	29,250	18,500 1.3 (battery upsell) 1.22 (referral multiplier)
LTV:CAC	11.05x	29,250 / 2,647
Payback Period	0.75 months	CAC / (Gross Profit per unit * monthly retention)

## SECTION 6: MARKETING & SALES

Digital channels drive 60% of leads: Google Ads (\$8,000/month) targets "solar installation Denver" (CPC \$2.40, CTR 3.2%, conversion 4.1% = 145 leads/month at \$55.17 CAC). SEO focuses on 12 high-intent keywords (e.g., "Xcel Energy solar rebate") with 8.2% organic conversion rate. Community sponsorships (Denver Earth Day, \$5,000) yield 32 leads/event at \$156 CAC.

Sales cycle: 120 leads/month -> 34 sales (28% conversion). Steps: Lead capture (48-hr response), drone assessment (\$0 cost), proposal (48-hr turnaround), financing options (72% cash/loan, 28% lease), installation (2.1 days avg), interconnection (10.5 days Xcel approval). 92% close rate on assessments.

Retention: 30-day check-in call (87% satisfaction), annual performance reports (22% upsell rate), and "SunWave Rewards" app (real-time monitoring). Target 4.2% annual churn (vs 7.1% industry avg) through proactive service.

Channel	Monthly Budget	Expected CAC	Expected Leads/Month	Conversion Rate	Expected Customers/Month	ROI
Google Ads	8,000	55.17	145	28%	41	5.3x
Facebook Ads	3,500	68.20	51	25%	13	3.8x
Referrals	1,250	0	44	32%	14	14.2x
Community Events	1,667	156.00	11	27%	3	2.1x
SEO/Content	1,500	0	22	8.2%	2	18.7x

Month	Google Ads	Social Media	Content/SEO	Events	Other	Total	Expected Leads	Expected Customers
Jul	8,000	3,500	1,500	0	500	13,500	173	48
Aug	8,000	3,500	1,500	1,667	500	15,167	214	59
Sep	8,000	3,500	1,500	1,667	500	15,167	214	59
Oct	8,000	3,500	1,500	1,667	500	15,167	214	59
Nov	8,000	3,500	1,500	1,667	500	15,167	214	59
Dec	8,000	3,500	1,500	1,667	500	15,167	214	59
Jan	6,000	2,500	1,500	1,667	500	12,167	165	46
Feb	6,000	2,500	1,500	1,667	500	12,167	165	46
Mar	6,000	2,500	1,500	1,667	500	12,167	165	46
Apr	8,000	3,500	1,500	1,667	500	15,167	214	59
May	8,000	3,500	1,500	1,667	500	15,167	214	59
Jun	8,000	3,500	1,500	1,667	500	15,167	214	59

## SECTION 7: OPERATIONS

Daily workflow: Mondays - 12 site assessments (drone scans), Tue-Thu - 6 installations (2 crews x 3 jobs), Fridays - permitting/inspections. Capacity: 12 jobs/week (48/month) with 2 crews (4 technicians, 2 foremen). Installations require 1.8 days avg (vs industry 2.5) through pre-staged kits. Xcel interconnection approval averages 10.5 days (vs 14-day industry).

Key vendors: Q CELLS USA (panels, \$0.28/watt net after ITC), Enphase (inverters, \$0.11/watt), IronRidge (racking, \$0.07/watt). All contracts include 30-day payment terms and price caps through 2025. Technology stack: Salesforce (\$125/user/month), Aurora Solar (\$299/month), Buildertrend (\$99/project).

Vendor/Supplier	Service	Monthly Cost	Contract Terms	Backup Option
Q CELLS USA	Monocrystalline panels	0	FOB Denver, 2% discount for 30-day payment	Canadian Solar
Enphase Energy	Microinverters	0	Volume pricing at 100 units/month	SolarEdge
Tri-State Electrical	Conduit/wiring	1,200	Net 30, 5% discount for early payment	Graybar Denver
Colorado Roofing	Rooftop coordination	800	Per project (\$150/job)	Roofcorp Denver

Tool	Purpose	Monthly Cost	Users	Alternatives Considered
Salesforce Solar Edition	CRM/lead tracking	625	5	HubSpot (rejected: \$800/month)
Aurora Solar	System design	299	2	HelioScope (rejected: \$450/month)
Buildertrend	Project management	199	3	Procore (rejected: \$350/month)
Enphase Enlighten	Monitoring	0	Unlimited	SolarEdge Monitoring

## SECTION 8: MANAGEMENT TEAM

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Core team: CEO (\$120,000 salary), COO (\$105,000), CFO (\$65,000 part-time). Compensation at 75th percentile for Colorado solar firms (BLS 2023). No equity grants in Year 1; performance bonuses tied to gross margin (target 33%) and customer satisfaction (target 95%).

Advisory board: Sarah Chen (ex-CEO SunPower, 0.5% equity), Michael Torres (COSEIA President, \$150/hr consulting). Board meets quarterly to review financials and regulatory strategy.

Month	Role	Salary	Priority	Source	Onboarding Time
Aug 2024	Solar Design Engineer	78,000	High	Indeed	45 days
Sep 2024	Field Technician	55,000	High	Trade schools	30 days
Oct 2024	Marketing Coordinator	48,000	Medium	Internal	14 days
Jan 2025	Installer Apprentice	42,000	Medium	Apprenticeship program	60 days
Mar 2025	COO (backup)	105,000	Low	Recruiter	90 days

## SECTION 9: FINANCIAL PLAN

Key assumptions: 120 leads/month (28% conversion = 34 sales), \$18,500 avg revenue per project, 33.3% gross margin, \$36,667 monthly OpEx. Churn: 0.35% monthly. COGS: 66.7% of revenue. Sales ramp: 4 projects in Month 1 to 6 by Month 6.

Revenue model: 68 Year 1 projects (\$1,530,000) from residential (93%), commercial (7%). Growth drivers: Referral rate increase from 32% to 35% (Q2 2025), battery attachment from 28% to 40% (Year 2), and Colorado Springs expansion (Q2 2025).

Cost structure: 55% fixed costs (\$24,200/month: salaries \$23,333, rent \$4,200, software \$608), 45% variable (\$16,500/month: COGS 66.7%, commissions 3.5%). Fixed costs grow 2.2% annually; variable costs scale linearly with projects.

Funding: \$750,000 provides 11.3 months runway (\$66,333 monthly burn). Milestones: 59 projects (breakeven), 95% customer satisfaction, and \$2.1M Year 3 revenue.

Category	Item	Cost	Notes
Legal/Formation	LLC filing, operating agreement	1,850	Colorado SOS fees + attorney
Licenses/Permits	Electrical contractor license	1,200	EC-1234 renewal included
Equipment	Drone, safety gear, tools	16,500	3 Ford Transit vans down payment
Technology Setup	CRM implementation	5,200	Salesforce configuration
Initial Inventory	Panel stock (20 projects)	800,000	Q1 CELLS + Enphase bulk order

Marketing Launch	Website, SEO, initial ads	30,000	Pre-launch campaign
Working Capital	3 months OpEx reserve	110,000	36,667 x 3
Insurance	General liability, workers' comp	2,000	Annual premium
Professional Fees	Accounting setup	3,500	QuickBooks integration
Website Development	Customer solar calculator	3,200	Xcel API integration
Office Setup	Warehouse buildout	48,000	Security, climate control
Branding	Vehicle wraps, signage	2,500	3 vans + office signage
Training	NAEP certification	6,800	2 engineers @ \$3,400 each
Contingency (10%)	Unplanned costs	55,000	550,000 x 10%
Other	Permits, software	10,450	Builder's annual license

Total		550,000	
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Category	Type	Monthly Cost	Annual Cost	Notes
Rent	Fixed	4,200	50,400	3,000 sq. ft. warehouse
Salaries	Fixed	23,333	280,000	CEO, COO, engineers
Benefits	Fixed	4,667	56,000	20% of payroll
Insurance	Fixed	3,000	36,000	General liability + workers' comp
Software	Fixed	608	7,300	Salesforce, Aurora, Buildertrend
Utilities	Fixed	600	9,600	Electricity, internet, phone
Marketing	Variable	7,500	90,000	\$90k / 12 months
Vehicle Fuel	Variable	2,000	24,000	3 vans @ 1,200 miles/mo
Permitting Fees	Variable	1,500	18,000	\$265/project x 68 projects
Travel	Variable	600	9,600	Site assessments

Loan Payment	Fixed	5,850	70,200	SBA 7(a) amortized
Miscellaneous	Variable	2,500	30,000	Supplies, training
Fixed Total		36,608	440,000	
Variable Total		14,300	171,600	
Combined Total		50,908	611,600	

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Year 1 Total
Revenue	18,500	37,000	55,500	74,000	92,500	111,000	129,500	148,000	166,500	185,000	203,500	222,000	1,530,000
COGS	12,333	24,667	37,000	49,333	61,667	74,000	86,333	98,667	111,000	123,333	135,667	148,000	1,020,000
Gross Profit	6,167	12,333	18,500	24,667	30,833	37,000	43,167	49,333	55,500	61,667	67,833	74,000	510,000
Marketing	13,500	15,167	15,167	15,167	15,167	15,167	12,167	12,167	12,167	15,167	15,167	15,167	170,000
Salaries	23,333	23,333	23,333	23,333	23,333	23,333	23,333	23,333	23,333	23,333	23,333	23,333	280,000
Rent	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200	50,400
Software	608	608	608	608	608	608	608	608	608	608	608	608	7,300
Insurance	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	36,000
Other OpEx	11,859	10,192	10,192	10,192	10,192	10,192	13,192	13,192	13,192	10,192	10,192	10,192	138,300
Total OpEx	56,500	56,500	56,500	56,500	56,500	56,500	56,500	56,500	56,500	56,500	56,500	56,500	680,000
EBITDA	-50,333	-44,167	-38,000	-31,833	-25,667	-19,500	-13,333	-7,167	-1,000	5,167	11,333	17,500	-170,000
Depreciation	4,583	4,583	4,583	4,583	4,583	4,583	4,583	4,583	4,583	4,583	4,583	4,583	55,000
EBIT	-54,916	-48,750	-42,583	-36,416	-30,250	-24,083	-17,916	-11,750	-5,583	584	6,750	12,917	-225,000
Interest	3,125	3,108	3,090	3,072	3,054	3,036	3,018	3,000	2,982	2,964	2,946	2,928	36,000
Taxes (25%)	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Income	-58,041	-51,858	-45,673	-39,488	-33,304	-27,119	-20,934	-14,750	-8,565	-2,380	3,804	9,989	-70,000

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
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Beginning Cash	200,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	23,804
Cash In	0	18,500	37,000	55,500	74,000	92,500	109,500	129,500	148,000	166,500	185,000	203,500
Funding	550,000	0	0	0	0	0	0	0	0	0	0	0
Total Cash In	550,000	18,500	37,000	55,500	74,000	92,500	109,500	129,500	148,000	166,500	185,000	203,500
Cash Out	730,000	68,500	57,000	56,500	56,500	56,500	56,500	56,500	56,500	56,500	52,696	43,511
Total Cash Out	730,000	68,500	57,000	56,500	56,500	56,500	56,500	56,500	56,500	56,500	52,696	43,511
Net Cash Flow	-180,000	-50,000	-20,000	-1,000	17,500	36,000	53,000	73,000	91,500	110,000	132,304	159,989
Ending Cash	20,000	20,000	20,000	19,000	36,500	72,500	125,500	198,500	290,000	400,000	532,304	692,293

Metric	Y1	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Total
Revenue	1,530,000	688,500	709,155	730,429	752,342	774,912	800,786	827,228	854,463	3,257,389
COGS	1,020,000	458,295	472,041	486,387	501,268	516,741	533,827	551,241	569,278	2,171,087
Gross Profit	510,000	230,205	237,114	244,042	251,074	258,171	266,959	275,987	285,185	1,086,302
OpEx	680,000	155,000	159,650	164,439	169,372	174,453	179,687	185,077	190,630	730,000
EBITDA	-170,000	75,205	77,464	79,603	81,702	83,718	87,272	90,910	94,555	356,302
Net Income	-70,000	32,500	33,500	34,500	35,500	36,500	37,800	39,100	40,500	208,000
Ending Cash	692,293	850,000	1,020,000	1,200,000	1,400,000	1,600,000	1,820,000	2,050,000	2,300,000	2,300,000

Metric	Value	Calculation
Monthly Fixed Costs	36,608	From OpEx table
Variable Cost per Unit	15,000	COGS per project
Price per Unit	18,500	Avg revenue per project
Contribution Margin per Unit	3,500	18,500 - 15,000

Contribution Margin %	18.9%	3,500 / 18,500
Break-Even Units per Month	10.5	36,608 / 3,500
Break-Even Revenue per Month	194,250	10.5 * 18,500
Expected Break-Even Month	Month 10	Per cash flow projection
Safety Margin	66.2%	(68 projects - 59) / 68

Metric	Y1	Y2	Y3	Industry Benchmark
Gross Margin %	33.3%	33.4%	33.4%	30.0%
Operating Margin %	-44.4%	13.0%	22.7%	8.5%
Net Profit Margin %	-4.6%	6.9%	7.4%	5.2%
Current Ratio	1.8	2.3	3.1	1.5
Quick Ratio	1.2	1.7	2.4	1.0
CAC Payback	0.75 months	0.72 months	0.68 months	9.2 months
LTV:CAC	11.05x	11.4x	12.1x	3.0x
Monthly Burn Rate	66,333	0	0	N/A
Runway (months)	11.3	Indefinite	Indefinite	N/A

## SECTION 10: RISK ANALYSIS

Top risks: 1) Xcel Energy net metering cuts (Probability 4/5, Impact 5/5) reducing system ROI by 18%; 2) Panel price volatility (Probability 3/5, Impact 4/5) from polysilicon shortages; 3) Crew turnover (Probability 2/5, Impact 4/5) delaying installations; 4) SBA loan denial (Probability 1/5, Impact 5/5) stalling inventory purchase.

Mitigation: For net metering, we'll deploy battery packages (28% attachment rate) to maintain 8.2-year payback. Panel volatility is hedged by Q CELLS 12-month price lock. Crew retention uses \$5,000 referral bonuses for technicians. Loan denial contingency: \$250k angel note converts to equity at \$3M cap.

Risk	Probability	Impact	Risk Score	Mitigation Strategy	Contingency Plan	Owner
Xcel net metering cuts	4	5	20	Push battery packages (28% attachment)	Lobby COSEIA for policy change	CEO
Panel price increase >10%	3	4	12	Q CELLS 12-month price lock	Switch to Canadian Solar	CFO
Crew turnover >15%	2	4	8	\$5k referral bonuses	Hire apprentices from Pikes Peak College	COO
SBA loan denial	1	5	5	Pre-approval secured	Angel note converts at \$3M cap	CFO
Permitting delays >30 days	3	3	9	In-house engineers	Dedicated city liaison	COO
Conversion rate <25%	2	3	6	CRM automation	Reduce CAC by 15% via referrals	CEO
Interest rate hike >1%	3	2	6	Fixed-rate SBA loan	Refinance at Year 2	CFO
Defect callback >5%	1	4	4	10-year warranty training	Third-party quality audits	COO

## SECTION 11: IMPLEMENTATION TIMELINE

Critical path: Secure SBA loan by Aug 15 (funding inventory), achieve 28% conversion rate by Sep 30 (breakeven path), and maintain >95% customer satisfaction (NPS target 72). Dependencies: Xcel interconnection approval timelines and Q CELLS inventory availability.

Month	Milestone	Deliverables	Resources Needed	Success Metric	Owner
Jul	Sales launch	First 4 installations	3 crews, \$8k Google Ads	28% conversion rate	CEO
Aug	SBA loan close	\$500k funding secured	Bank docs, collateral	Loan approval	CFO
Sep	Referral program launch	\$500 payout system	CRM setup, \$1.25k budget	32% referral rate	COO
Oct	Break-even	59th installation complete	6 projects/week capacity	Positive net income	CEO
Nov	COSEIA membership	Advocacy participation	\$1,200 dues	Net metering policy input	CEO
Dec	Year 1 review	Financial audit	Accountant, \$2k budget	70k net profit achieved	CFO
Jan	Q CELLS volume discount	100-unit/month pricing	POs, payment terms	0.28/watt panel cost	CFO
Feb	Battery attachment push	Powerwall demo units	\$14k inventory	35% attachment rate	COO
Mar	Denver Earth Day	10+ qualified leads	\$5k sponsorship	156 CAC	COO
Apr	Colorado Springs site	Lease signed	\$10k deposit	Location secured	CEO
May	NABCEP certification	2 engineers certified	\$6.8k training	95% permit approval rate	COO
Jun	Year 2 planning	102-project forecast	Market analysis	2.35M revenue target	CFO