

# Weed control Business Plan: A Proven Sample for US Entrepreneurs

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GreenGuard Lawn Defense LLC, Texas LLC founded January 2024. Marcus Rivera (ex-TruGreen operations manager, grew regional revenue 37% in 2 years) targets \$320,000 Year 1 revenue providing organic weed control to Austin homeowners at \$549/year. 4700 Mueller Blvd, Austin, TX 78723. October 2024.

# 1. EXECUTIVE SUMMARY

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39.2 million US homeowners spend \$39.2B annually on weed control (IBISWorld 2023), but 42% now avoid synthetic herbicides (National Gardening Association). GreenGuard solves this with EPA-compliant organic treatments priced at \$549/year for residential clients, generating \$122,000 gross profit on \$320,000 Year 1 revenue (38% gross margin). We service 5,000+ sq. ft. lawns in Austin's 62% homeownership zip codes where 64% prefer eco-friendly care (City of Austin 2023).

Revenue comes from 480 residential clients (\$549/year) and 3 commercial contracts (\$1,200-\$4,000/month). COGS is 62% of revenue (herbicides 18%, labor 44%). We break even at 530 customers by Month 14, achieving \$112,000 net profit (21.5% margin) in Year 2. Startup requires \$250,000 funding: 60% SBA loan, 30% equity, 10% founder cash.

We seek \$250,000: \$150,000 SBA 7(a) loan (6.5% interest, 10-year term), \$75,000 equity (15% ownership), \$25,000 founder cash. Funds cover \$98,000 equipment, \$48,000 herbicide inventory, \$26,400 facility lease, \$36,000 marketing. This enables 1.2% Austin market capture by Month 24, \$780,000 Year 3 revenue, and 28.5% net margin. Projected 3.2x ROI by Year 5.

## 2. COMPANY OVERVIEW

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GreenGuard Lawn Defense LLC formed as Texas LLC for liability protection and pass-through taxation. Austin location selected for 144,000 target households (5,000+ sq. ft. lawns, \$85k+ income), 18% annual organic lawn care growth (Parks Associates), and municipal glyphosate restrictions. Ownership: Marcus Rivera (60%), Dr. Elaine Park (25%), Robert Chen (15%). EIN 87-3456721.

Marcus Rivera (CEO) managed 12 TruGreen crews, driving \$2.1M annual revenue with 14% EBITDA margin. Dr. Elaine Park developed 3 patented soil amendment formulas at Texas A&M AgriLife, reducing herbicide use by 33% in field trials. Carlos Mendez (Operations Director) optimized scheduling for TruGreen's 450-client Austin territory, cutting labor costs 12%.

Date	Milestone	Status	Next Steps
Jan 2024	Texas LLC formation	Complete	Secure SBA 8(a) certification
Mar 2024	TDA Commercial Pesticide License #TX-WEED-2024	Complete	Renewal by Q1 2025
May 2024	3 landscaping partnership agreements	Complete	Add 2 HOA contracts by Aug 2024
Jun 2024	Warehouse lease signed (1,200 sq. ft.)	Complete	Install OSHA-compliant mixing lab
Aug 2024	First 50 residential clients	Target	Achieve 80 clients by Sept 30
Oct 2024	Break-even cash flow	Target	Secure San Antonio expansion capital

### 3. MARKET ANALYSIS

TAM: \$39.2B US weed control market (35% of \$112B lawn care). SAM: \$144M Austin metro weed control segment (35% of \$412M local lawn care). SOM: \$98M Austin residential weed control. GreenGuard targets 0.33% (\$320,000) Year 1 SOM via 480 clients paying \$667 average revenue per account (ARPA). Methodology: SAM derived from IBISWorld data adjusted for Austin's 2.3M population (1.4% US share) and 62% homeownership rate.

Primary customers: Homeowners aged 35-65 in Travis County zip codes 78704, 78731, 78746. Median income \$92,500, 51% college-educated. Budget \$400-\$700/year for weed control. 68% research eco-options online before purchasing (Parks Associates). Secondary: HOAs managing 1-15 acre properties; 120 in Austin metro with \$15,000-\$50,000 annual landscaping budgets.

Market trends: 68% YoY growth in organic lawn care demand (Parks Associates 2023); 18 US cities banning glyphosate (up from 5 in 2020); 42% of homeowners avoiding synthetics; "lawn health" focus growing at 22% CAGR as clients prioritize soil quality over immediate weed kill.

Segment	Size (\$)	Growth Rate	Our Share Target	Rationale
Austin Residential (5k+ sq. ft.)	98,000,000	18%	0.33% Y1	480 clients @ \$667 ARPA
HOAs (Austin)	14,400,000	12%	0.25% Y1	3 contracts @ avg. \$1,800/mo
Property Managers	21,600,000	9%	0.1% Y1	2 clients @ \$2,500/mo
Commercial Campuses	9,600,000	7%	0% Y1	Target Year 2 entry

Category	Total Addressable	Serviceable Available	Serviceable Obtainable	Methodology
US Market	39,200,000,000	N/A	N/A	IBISWorld 2023 (35% of \$112B)
Texas Market	N/A	10,164,000,000	N/A	9.1% US population share x \$112B
Austin MSA	N/A	144,000,000	98,000,000	3.5% Texas pop. x \$10.164B x 40% residential focus
GreenGuard Y1	N/A	N/A	320,000	480 clients x \$667 ARPA

## 4. COMPETITIVE ANALYSIS

TruGreen dominates with \$1.2B revenue but uses synthetic herbicides at \$400/year (28% below our price). Lawn Doctor (Texas franchise) charges \$350-\$600/year with 30-day guarantees. Local eco-competitors like EcoYard Austin lack GPS tracking and serve under 200 clients. DIY herbicide sales hit \$1.8B but serve price-sensitive segments (45% of market).

GreenGuard's advantages: 1) Only Austin provider with OMRI certification + digital lawn tracking (7 landscaping partners verify); 2) 90-day guarantee (vs. industry 30-60 days) reducing churn to 10.5%; 3) Weather-adjusted subscription model increasing retention to 78%; 4) \$125 emergency spot treatments capturing 22% of urgent-demand market.

Competitor	Revenue Est.	Pricing	Key Strength	Key Weakness	Our Differentiation
TruGreen	1,200,000,000	400/year	National scale	Synthetics only	Organic certification + digital tracking
Lawn Doctor	350,000,000	350-600/year	Texas presence	No eco-options	90-day guarantee (vs. 30 days)
EcoYard Austin	480,000	525/year	Local trust	No tech integration	GPS lawn mapping + predictive analytics
Scotts DIY	1,800,000,000	50-100/year	Retail access	Low efficacy	Professional application + guarantee
The Grounds Guys	250,000,000	300 + add-ons	Full landscaping	Weak eco-focus	Soil health monitoring + amendments

Strengths	Weaknesses	Opportunities	Threats
OMRI certification (only 3 Austin providers)	Limited brand awareness (12% recall)	Austin glyphosate ban expansion	New municipal restrictions on acetic acid
78% subscription renewal rate	Higher price (15% vs. competitors)	HOA partnerships (120 targets)	TruGreen launching eco-line in 2025

38% gross margin (vs. 32% avg)	3-technician capacity limit (120 clients)	Soil testing upsell (65% attach rate)	Drought reducing service demand 18%
14-day sales cycle (vs. 28-day avg)	No retail storefront	San Antonio expansion (Y2)	Herbicide supply chain disruption

## 5. PRODUCTS & SERVICES

Residential Organic Weed Defense: 6 bi-monthly treatments using EPA-registered blends (10% acetic acid, 5% citrus oil, 15% corn gluten meal). GPS-guided Solo Inc. backpack sprayers apply micro-doses (0.3 gal/1,000 sq. ft.) to target weeds only. Clients receive digital lawn health reports tracking weed density reduction. Commercial Program: Monthly treatments with zone mapping, compliance reports, and resident communication templates for HOAs.

Pricing at \$549/year residential (vs. \$475 market avg) reflects 18% higher herbicide costs and GPS technology. Commercial tiers: \$1,200/mo (1-5 acres), \$2,500/mo (6-15 acres), \$4,000/mo (16+ acres). \$150 lawn assessments convert to services at 41% rate. 15% referral discount maintains \$467 net ARPA after credits.

Tier	Price	Features	Target Customer	Rev %	Gross Margin
Residential Annual	549	6 treatments, 90-day guarantee, digital reports	Homeowners 35-65	82%	35%
Commercial Small	1,200/mo	Monthly service, compliance docs	1-5 acre HOAs	8%	42%
Commercial Medium	2,500/mo	Custom zones, resident comms	6-15 acre properties	7%	45%
Lawn Assessment	150	Soil test, treatment plan	Leads	3%	68%

Metric	Value	Calculation/Notes
Price per service	667	$(\$549 \times 82\%) + (\$1,850 \times 15\%) + (\$150 \times 3\%)$
COGS per service	413	Herbicides \$121 (18%), Labor \$292 (44%)
Gross Profit	254	$\$667 - \$413$
Gross Margin	38%	$\$254 / \$667$
CAC	45	$\$36,000 \text{ marketing} / 800 \text{ leads} \times 38\% \text{ conv. rate}$

LTV	1,534	$(\$667 \times 1.75 \text{ yr retention}) \times 38\% \text{ margin}$
LTV:CAC	34.1	$\$1,534 / \$45$
Payback Period	1.7 mo	$\$45 \text{ CAC} / (\$254 \text{ GP} \times 38\% \text{ monthly rev share})$

## 6. MARKETING & SALES

Google Local Service Ads drive 55% of leads at \$7.50 CPC targeting "organic weed control Austin" (1,200 monthly searches). SEO focuses on 15 keywords including "natural dandelion removal Texas" (12% monthly growth). Landscaper partnerships pay 15% referral fees (\$75 avg) for 22% of customers. HOA outreach includes free lawn health seminars converting at 31%.

Sales cycle: Lead inquiry (14-day avg) -> Free assessment (virtual or in-person) -> Quote with digital treatment plan -> Subscription sign-up (digital contract) -> First service. 38% conversion from qualified leads. 78% retention via 90-day guarantee and Lawn Health Dashboard showing progress.

Retention tactics: Digital dashboard access (92% active users), 10% loyalty discount for Year 2, annual soil test (\$75 value), and emergency spot treatments at 50% discount. Target 10.5% annual churn (vs. 15% industry avg) through predictive re-treatment alerts.

Channel	Monthly Budget	Expected CAC	Leads/Mo	Conversion Rate	Customers/Mo	ROI
Google LSA	2,500	42	59	38%	22	5.1x
Landscaper Referrals	1,800	68	26	38%	10	3.8x
HOA Seminars	600	112	5	31%	2	2.2x
Nextdoor/FB Ads	800	53	15	38%	6	4.3x

Month	Google Ads	Social Media	Content/SEO	Events	Other	Total	Leads	Customers
1	2500	800	1500	0	500	5300	63	24
2	2500	800	1500	0	500	5300	63	24
3	2500	800	1500	600	500	5900	68	26
4	2500	800	1500	600	500	5900	68	26
5	2500	800	1500	600	500	5900	68	26
6	2500	800	1500	600	500	5900	68	26
7	2500	800	1500	600	500	5900	68	26
8	2500	800	1500	600	500	5900	68	26
9	2500	800	1500	600	500	5900	68	26
10	2500	800	1500	600	500	5900	68	26
11	2500	800	1500	600	500	5900	68	26
12	2500	800	1500	600	500	5900	68	26

## 7. OPERATIONS

Technicians service 8-10 properties daily (45-75 min each) using Jobber for scheduling. GPS tracks application zones; herbicides mixed in OSHA-compliant lab (300 sq. ft. ventilated space). 1,200 sq. ft. warehouse stores chemicals (\$2,200/month lease). Vehicles refueled weekly; sprayers calibrated monthly. Capacity: 3 technicians handle 120 clients/month (peak summer).

Key suppliers: Cedar Valley Organics (corn gluten meal, \$8,500/month, net 30 terms, backup: Iowa Organic Supply). EarthWay (aeration tools, \$1,200/order, 2% discount for early payment). Austin Fleet Services (vehicle maintenance, \$450/month retainer, backup: Firestone). Technology: Jobber (\$129/month), QuickBooks Online (\$50/month), LawnTracker Pro (\$200/month).

Vendor/Supplier	Service	Monthly Cost	Contract Terms	Backup Option
Cedar Valley Organics	Corn gluten meal	8,500	Net 30, 2% discount	Iowa Organic Supply
Source Naturals	Acetic acid	4,200	Net 15	Organic Herbicides Inc.
EarthWay	Aeration tools	1,200	Per order	Agri-Fab
Austin Fleet Services	Vehicle maintenance	450	12-month retainer	Firestone

Tool	Purpose	Monthly Cost	Users	Alternatives Considered
Jobber	Scheduling, CRM	129	5	ServiceTitan (too expensive)
QuickBooks Online	Accounting	50	2	Xero (less lawn care integrations)
LawnTracker Pro	GPS mapping	200	4	Custom build (\$18k dev cost)
Mailchimp	Email marketing	100	2	Klaviyo (overkill for SMB)

## 8. MANAGEMENT TEAM

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Organizational structure: CEO (operations/sales), CSO (science/regulatory), Director of Operations (technicians), Marketing Director (digital channels), part-time CFO (\$125/hr). Salaries: Technicians \$37,440/year (\$18/hr + \$2,500 bonus), Marketing Director \$65,000, Operations Director \$72,000. Compensation philosophy: 10% above Austin landscaping industry median (BLS 2023).

Advisory board: Sarah Chen (ex-CEO TruGreen Southwest, 5+ years regional P&L ownership), Dr. James Wu (Texas A&M soil science chair, regulatory guidance). Compensation: \$1,500/month stipend + 0.25% equity vesting over 2 years.

Month	Role	Salary	Priority	Source	Onboarding Time
1	2 Field Technicians	3,120	Critical	Indeed + local trade schools	2 weeks
3	Marketing Director	5,417	High	LinkedIn + industry referrals	4 weeks
6	Operations Director	6,000	High	Competitor poaching	6 weeks
9	Part-time CFO	1,500	Medium	Outsourced firm	1 week

## 9. FINANCIAL PLAN

Key assumptions: 22 new residential clients/month Year 1 (growing to 33/month Year 2). Commercial clients: 0.25/month Year 1 (3 total). ARPA: \$667 Year 1 (\$549 residential, \$1,850 commercial). Monthly churn: 0.88% (10.5% annual). COGS: 62% of revenue (herbicides 18%, labor 44%). CAC: \$45. LTV: \$1,534. Fixed costs: \$15,417/month.

Revenue generated through subscription contracts (75% residential, 15% commercial, 10% add-ons). Growth drivers: Google Ads scaling (59 leads/month at \$42 CAC), landscaper referrals (26 leads/month), HOA partnerships. Price premium justified by OMRI certification and 90-day guarantee.

Cost structure: 65% fixed costs (\$15,417/month: salaries \$12,000, lease \$2,200, software \$483, insurance \$767), 35% variable (COGS 62% of revenue). Costs scale linearly with clients: each new client adds \$413 COGS but \$254 gross profit.

Funding: \$250,000 covers \$98,000 equipment (3 vehicles @ \$35k, sprayers @ \$8k), \$48,000 herbicide inventory (3 months supply), \$26,400 facility lease (12 months), \$36,000 marketing (12 months), \$21,700 insurance/legal, \$19,900 working capital. Provides 10.2 months runway to Month 14 break-even.

Category	Item	Cost	Notes
Legal/Formation	Texas LLC filing	\$600	State fee
Licenses/Permits	TDA Pesticide License	\$1,200	#TX-WE
Equipment	2024 Ford Transit vans (x3)	\$15,000	\$35k each, financed
Equipment	Solo Inc. sprayers (x3)	\$24,000	\$8k each
Equipment	Aera tools	\$1,000	EarthWay commercial units
Technology	Lawson Tracker Pro setup	\$5,000	Custom GPS integration

Initial Inventory	Herbs 18,000 bulk ingredients	3 months supply
Marketing Launch	Goods 15,000 Ads prepay	6 months budget
Working Capital	3 60,000 months operating buffer	\$20k/mo expense
Insurance	Commercial 9,200 package	Travelers 12 months
Professional Fees	Legal 5,000 (SBA docs)	Smith &  Jones Law
Professional Fees	Accounting 2,500 setup	Green CPA Group
Website Development	SEO 6,500 optimized site	Local Austin dev
Office/Facility	Warehouse 18,000 buildout	Mixing lab + storage
Contingency	10% 25,000 buffer	Unplanned costs
TOTAL	250,000	

Category	T: Monthly Cost	Annual Cost	Notes
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Salaries	Fixed 144,000	144,000	3 techs, 1 sales/ma
Rent	Fixed 26,400	26,400	1,200 sq. ft. warehouse
Insurance	Fixed 9,200	9,200	General liability + pollution
Software	Fixed 5,800	5,800	Jobber, QuickBoo Mailchim
Loan Payment	Fixed 14,300	14,300	SBA 7(a) principal + interest
Vehicle Lease	Fixed 18,000	18,000	3 vans @ \$500 each
Marketing	Variable 36,000	36,000	Google Ads, events, referrals
Herbicides	Variable 57,600	57,600	18% of revenue
Labor Overtime	Variable 11,040	11,040	44% of revenue
Fuel/Maintenance	Variable 18,000	18,000	\$500/van
Supplies	Variable 19,200	19,200	Sprayer parts, PPE
Professional Services	Variable 15,000	15,000	CFO, legal retainers

TOTAL FIXED		18,142	217,700
TOTAL VARIABLE		71,890	858,800
COMBINED		90,032	1,076,500

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Y1 Total
Revenue	0	10,672	17,334	23,996	30,658	37,320	43,982	50,644	57,306	63,968	70,630	77,292	320,000
COGS	0	6,617	10,747	14,878	18,992	23,148	27,270	31,393	35,532	39,654	43,793	47,915	198,000
Gross Profit	0	4,055	6,587	9,118	11,666	14,172	16,712	19,251	21,774	24,314	26,837	29,377	122,000
Marketing	5,300	5,300	5,900	5,900	5,900	5,900	5,900	5,900	5,900	5,900	5,900	5,900	69,600
Salaries	8,000	8,000	8,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	132,000
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	483	483	483	483	483	483	483	483	483	483	483	483	5,800
Insurance	767	767	767	767	767	767	767	767	767	767	767	767	9,200
Other OpEx	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
Total OpEx	18,250	18,250	18,850	22,850	22,850	22,850	22,850	22,850	22,850	22,850	22,850	22,850	261,000
EBITDA	-18,250	-14,195	-12,263	-13,732	-11,184	-8,678	-6,138	-3,599	-1,076	1,464	3,987	6,527	-139,000
Depreciation	1,633	1,633	1,633	1,633	1,633	1,633	1,633	1,633	1,633	1,633	1,633	1,633	19,600
EBIT	-19,883	-15,828	-13,896	-15,365	-12,817	-10,311	-7,771	-5,232	-2,709	-169	2,354	4,894	-158,600
Interest	813	806	799	792	785	778	771	764	757	750	743	736	9,300
Taxes (25%)	0	0	0	0	0	0	0	0	0	0	779	907	1,686
Net Income	-20,696	-16,634	-14,695	-16,157	-13,602	-11,089	-8,542	-5,996	-3,466	-919	1,575	4,161	-169,586

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Beginning Cash	250,000	181,304	164,670	149,975	133,818	119,999	108,910	100,368	94,372	90,906	89,987	91,562
Cash In	0	5,336	8,667	11,998	15,329	18,660	21,991	25,322	28,653	31,984	35,315	38,646
Total Cash In	0	5,336	8,667	11,998	15,329	18,660	21,991	25,322	28,653	31,984	35,315	38,646

Cash Out	68,696	21,970	21,337	25,627	24,131	22,679	21,232	19,788	18,359	16,935	15,510	14,089
Total Cash Out	68,696	21,970	21,337	25,627	24,131	22,679	21,232	19,788	18,359	16,935	15,510	14,089
Net Cash Flow	-68,696	-16,634	-12,670	-13,629	-8,802	-4,019	759	5,534	10,294	15,049	19,805	24,557
Ending Cash	181,304	164,670	149,975	133,818	119,999	108,910	100,368	94,372	90,906	89,987	91,562	116,119

Metric	Y1	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Total
Revenue	320,000	104,000	130,000	156,000	130,000	182,000	208,000	234,000	256,000	780,000
COGS	198,000	64,480	80,600	96,720	80,600	112,840	128,960	145,080	158,720	483,600
Gross Profit	122,000	39,520	49,400	59,280	49,400	69,160	79,040	88,920	97,280	296,400
OpEx	261,000	65,250	65,250	65,250	65,250	71,775	71,775	71,775	71,775	287,100
EBITDA	-139,000	-25,730	-15,850	-5,970	-15,850	-2,615	7,265	17,145	25,505	9,300
Net Income	-169,586	-28,500	-17,500	-6,500	-17,500	-2,800	6,500	15,300	22,800	112,000
Ending Cash	116,119	87,619	70,119	63,619	46,119	43,319	49,819	65,119	87,919	222,000

Metric	Value	Calculation
Monthly Fixed Costs	15,417	Salaries \$12k + Rent \$2.2k + Software \$483 + Insurance \$767 + Loan \$1,192 - Variable salaries
Variable Cost per Service	413	COGS breakdown
Price per Service	667	ARPA
Contribution Margin	254	\$667 - \$413
Contribution Margin %	38%	\$254 / \$667
Break-Even Units	61	\$15,417 / \$254

Break-Even Revenue	40,667	61 units x \$667
Expected Break-Even Month	14	Based on client ramp: 61 clients by Month 14
Safety Margin	21%	(80 clients - 61) / 80 at Month 14

Metric	Y1	Y2	Y3	Industry Benchmark
Gross Margin %	38%	39%	38%	35-40% (lawn care)
Operating Margin %	-82%	-15%	1.2%	5-10% (established)
Net Profit Margin %	-53%	-22%	14.4%	8-12% (mature)
Current Ratio	1.1	1.3	2.1	1.5+ (healthy)
CAC Payback	1.7 mo	1.6 mo	1.5 mo	6-18 mo (SaaS benchmark)
LTV:CAC Ratio	34.1	35.2	36.5	3:1+ (strong)
Monthly Burn Rate	14,132	0	0	N/A
Runway (months)	10.2	N/A	N/A	6+ (minimum)

## 10. RISK ANALYSIS

Top risks: 1) Herbicide supply chain disruption (Probability 4/5, Impact \$45k monthly revenue loss) from Iowa corn gluten supplier. 2) Municipal acetic acid restrictions (Probability 3/5, Impact 30% revenue loss if banned). 3) Technician turnover exceeding 25% (Probability 4/5, Impact \$18k rehiring costs). 4) Drought reducing service demand 18% (Probability 3/5, Impact \$57k revenue loss).

Mitigation: Dual-source corn gluten meal (Cedar Valley + Iowa Organic Supply). Maintain 90-day inventory buffer. Lobby with Texas Organic Growers Alliance against restrictions. Pay technicians \$18/hr (12% above market) with \$2,500 annual bonus. Offer drought-resistant lawn packages at 90% revenue retention rate.

Risk	Probability	Impact	Risk Score	Mitigation Strategy	Contingency Plan	Owner
Supply chain disruption	4	4	16	Dual sourcing + 90-day inventory	Switch to Florida Citrus Extracts for oil-based formula	CSO
Regulatory ban on acetic acid	3	5	15	Lobbying + EPA alternative registration	Launch iron HEDTA-based formula (6-month dev)	CEO
Technician turnover >25%	4	3	12	\$18/hr wage + PTO + career path	Contract labor through LawnPros staffing	Operations
Drought conditions	3	4	12	Weather-based scheduling + soil health focus	Discounted aeration service (75% attach rate)	Marketing
TruGreen eco-launch	2	5	10	Emphasize local ownership + 90-day guarantee	Price match guarantee for 12 months	CEO
HOA contract loss	3	3	9	Quarterly compliance reports + free seminars	Target 2 backup HOAs per territory	Sales

## 11. IMPLEMENTATION TIMELINE

Priority 1: Achieve 80 clients by Month 6 through Google Ads scaling and landscaper referrals. Critical path: TDA license renewal by Month 3, warehouse buildout completion by Month 2. Dependency: SBA loan approval by Month 1 to fund equipment. Priority 2: Secure 2 HOA contracts by Month 5 to validate commercial model. Priority 3: Reach 530 clients by Month 14 for break-even.

Month	Milestone	Deliverables	Resources Needed	Success Metric	Owner
1	SBA loan funding	\$150k deposit	Loan docs, collateral	Funds received	CEO
1	Vehicle procurement	3 vans delivered	\$105k capital	On-road by Day 15	Operations
2	Warehouse buildout	OSHA-compliant lab	\$18k budget	Inspection pass	CSO
3	TDA license renewal	Renewal certificate	\$1,200 fee	Valid through 2025	CEO
4	First 50 clients	50 signed contracts	Marketing budget	\$33,350 revenue	Marketing
5	HOA partnership #1	Contract signed	Sales materials	\$1,200/mo revenue	Sales
6	80 clients achieved	Client database	Field capacity	\$53,360 revenue	Operations
7	Positive cash flow	Net cash gain	Client retention	\$759 net cash flow	CFO
8	78% retention rate	Renewal data	LawnTracker reports	62 clients renewed	Marketing
9	Commercial client #3	Contract signed	Sales pipeline	\$1,850/mo revenue	Sales
10	Break-even path	61 clients	Sales velocity	\$40,667 revenue	CEO
12	Year 1 review	Financial close	Accounting	\$320,000 revenue	CFO

## 12. APPENDIX

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Supporting documents: TDA Commercial Pesticide License #TX-WEED-2024, Cedar Valley Organics supply agreement, SBA 7(a) term sheet, Austin zoning compliance certificate. Full financial assumptions documented in GreenGuard Financial Model v3.1 (available upon request). Source data: IBISWorld Lawn Care Report 2023, City of Austin Sustainability Survey, National Gardening Association Consumer Trends.