Sample Business Plan: Scaling a Window Cleaning Business in the American Market

TITLE PAGE

ClearView Window Cleaning, LLC (LLC taxed as S-Corp). Founded March 15, 2022 in Denver, CO. Marcus Rivera (ex-regional manager for national cleaning franchise; grew territory revenue 37% in 3 years) and Jessica Tran (ex-property maintenance ops lead; reduced technician turnover 22% at prior company) provide premium window cleaning to residential/commercial clients at $120-$1,200/job, targeting $720,000 revenue in Year 1 with 44.7% gross margin. April 2024.

SECTION 1: EXECUTIVE SUMMARY

U.S. property owners lose $3.2 billion annually to substandard window cleaning (IBISWorld), with 68% of commercial clients reporting service delays and 41% of homeowners citing streaking issues. ClearView solves this via proprietary scheduling software reducing no-shows by 18% (2023 data), OSHA-certified technicians, and eco-formulated solution eliminating streaking. We charge 12% above market average ($249 vs $222 for 2,000 sq ft homes) due to 97% on-time arrival rate and 4.9-star average (142 reviews).

Revenue model: 60% residential ($432,000 projected 2024), 35% commercial ($252,000), 5% add-ons ($36,000). Average job: $285. Gross margin: 44.7% (vs industry 38-42%) via employee model (no subcontractor markups) and route optimization reducing fuel costs 14%. Achieved profitability in Q3 2023 with $318,000 annual revenue and 21.3% EBITDA margin.

Seeking $350,000: $250,000 SBA 7(a) loan (7-year term, 7.0% interest) for fleet expansion, $100,000 equity (15% dilution) for tech development. Funds enable expansion to 5 new metro areas, increasing revenue to $1.8M by 2026 with 24.1% EBITDA margin. Projected investor ROI: 3.2x by Year 5 via potential acquisition at 4.5x EBITDA ($486,000).

SECTION 2: COMPANY OVERVIEW

LLC taxed as S-Corp (optimal for $300k+ profit; avoids double taxation). Denver location chosen for 2.9M-person MSA with 18.7% population growth since 2010 (U.S. Census) and 42% higher property values vs national average ($528,000 vs $389,000). Ownership: Rivera 70%, Tran 20%, Friends & Family 10% (from $50k convertible note).

Marcus Rivera (CEO): Grew prior franchise territory from $410k to $562k revenue in 3 years (37% CAGR) via Google Ads optimization (CAC reduced from $112 to $89). Jessica Tran (COO): Implemented technician gamification at prior role, increasing jobs/day/crew from 2.8 to 3.4 (21% productivity gain).

Date	Milestone	Status	Next Steps
Mar 2022	Company formation	Complete	N/A
Jun 2022	First $10k revenue month	Complete	N/A
Dec 2022	5-person team	Complete	N/A
Aug 2023	Proprietary scheduling MVP	Complete	Full CRM launch Q3 2024
Q1 2024	$65k monthly revenue	Complete	Scale to $85k by Q3
Jun 2024	Colorado Springs launch	Pending	Hire 2 technicians by May 15

SECTION 3: MARKET ANALYSIS

TAM: $12.5B U.S. window cleaning market (IBISWorld 2023). SAM: $280M Mountain West (CO, WY, UT, NM; calculated as 2.24% of U.S. population x $12.5B). SOM: $14.2M (achievable via 0.5% SAM capture by Year 3; based on 2023 Denver market share of 0.35% at $318k revenue).

Residential target: Homeowners in 80205, 80222, 80112 ZIP codes (avg. household income $98,400; 2020 U.S. Census). 62% book bi-annual service at $220 avg/job. Commercial target: Property managers with 500+ units (e.g., Greystar portfolios); 78% require quarterly contracts at $750 avg/job. 34% of commercial clients budget $5k+/year for window cleaning.

Market trends: 1) Urbanization: 68% of U.S. population in metro areas (Pew Research), increasing commercial demand. 2) Eco-demand: 57% of consumers pay 10%+ premium for green services (Nielsen 2023). 3) Recurring revenue shift: Commercial contracts growing at 6.1% CAGR vs 3.2% for one-time jobs (IBISWorld).

Segment	Size ($)	Growth Rate	Our Share Target	Rationale
Single-family residential	$168M	3.2%	0.4%	Current 0.35% share in Denver; 15% CAC reduction from digital marketing
Multi-family commercial	$84M	5.8%	0.6%	Exclusive contracts with 3 property managers covering 1,200 units
Office buildings	$22.4M	4.1%	0.3%	Focus on Class B buildings (85% occupancy vs 92% for Class A; lower competition)
Retail storefronts	$5.6M	2.9%	0.2%	Partnership with 2 strip mall owners controlling 47 locations

Category	Total Addressable	Serviceable Available	Serviceable Obtainable	Methodology
U.S. Market	$12.5B	N/A	N/A	IBISWorld NAICS 561730
Mountain West	N/A	$280M	N/A	2.24% U.S. population x $12.5B
Year 1 Target	N/A	N/A	$1.42M	0.5% SAM x $280M
Year 3 Target	N/A	N/A	$14.2M	5% SAM x $280M

SECTION 4: COMPETITIVE ANALYSIS

Market fragmented: Top 5 competitors hold <8% combined share. SparkleView (franchise) generates ~$1.2M revenue in Denver (3 vans, 6 techs) but charges $285 for 2,000 sq ft homes (27% premium) with 31% technician turnover. Denver Window Masters (18 years) relies on referrals (CAC $142) with no digital booking. Window Ninjas spends $15k/month on Google Ads but has 22% customer churn due to subcontractor inconsistency.

Competitive advantages: 1) Proprietary scheduling reduces drive time 18% (vs industry 25%); validated by Samsara GPS data showing 1.2 fewer miles/job. 2) In-house cleaning solution costs $0.89/gallon vs $1.35 commercial alternatives (Unger), improving gross margin 3.2%. 3) Employee model yields 92% technician retention (vs industry 65%) via $5.70/hr performance bonus. 4) Subscription model drives 60% recurring revenue (vs 35% industry average).

Competitor	Revenue Est.	Pricing	Key Strength	Key Weakness	Our Differentiation
SparkleView	$1.2M	27% premium	Brand recognition	31% tech turnover	Lower price (12% premium) + 92% retention
Denver Window Masters	$950k	Market rate	18-year reputation	No digital booking	Real-time tracking + 4.9 stars
Window Ninjas	$780k	10% discount	High ad spend	22% churn	Subscription model (8% churn)
ABC Janitorial	$2.1M	Bundled pricing	Cross-selling	Windows = 8% of revenue	Specialized expertise (100% focus)

Strengths	Weaknesses	Opportunities	Threats
4.9-star rating (142 reviews)	Limited to Denver metro	Expand to 5 new cities by 2026	SparkleView enters Colorado Springs
60% recurring revenue	No commercial high-rise capability	Partnership with property tech platforms	2024 minimum wage hike to $15.86/hr
44.7% gross margin	CRM not fully built	Winter gutter cleaning expansion	Google Ads CPC increase (22% YoY)
92% tech retention	Single warehouse location	Acquire small competitors	Recession reducing discretionary spend

SECTION 5: PRODUCTS & SERVICES

Residential service: 2-person crews clean 12 windows/hour using 30-ft Unger poles and deionized water systems. Includes frame wiping, screen cleaning, and track vacuuming. Commercial service: 4-person crews handle buildings up to 10 stories via water-fed poles; includes safety harness protocols for >25-ft work. Specialty services: Skylight cleaning (adds $45/job) using non-slip shoes and harnesses.

Pricing based on job time and materials cost. 2,000 sq ft home costs $98.40 in labor ($24.60/hr x 4 hrs) and $12.60 in materials (14 gal x $0.90/gal), totaling $111 COGS. Charged $249 (78% markup) due to 45-minute average drive time in Denver traffic. Commercial pricing: $0.18/sq ft (vs $0.15 industry avg) justified by 97% on-time rate reducing client downtime costs.

Tier	Price	Features	Target Customer	Expected % Revenue	Gross Margin
Residential One-Time	$120-$350	Basic cleaning	Homeowners	24%	41.2%
Residential Quarterly	15% discount	+Screen cleaning	Suburban families	36%	46.8%
Commercial Monthly	$200-$1,200	Safety-certified crews	Property managers	35%	48.3%
Specialty Add-Ons	$45-$150	Skylights/gutters	All clients	5%	62.1%

Metric	Value	Calculation/Notes
Price per job	$285	2023 actual average
COGS per job	$158	Labor $126 + Materials $22 + Vehicle $10
Gross Profit per job	$127	$285 - $158
Gross Margin %	44.7%	$127 / $285
CAC	$88	2023 actual (Google Ads $62 + Referrals $26)

LTV	$620	Residential: 18 months x $34.44 avg monthly revenue
LTV:CAC	7.0x	$620 / $88 (vs industry 3.5x due to 8% churn)
Payback Period	2.6 months	CAC / (Avg monthly profit per customer)

SECTION 6: MARKETING & SALES

Primary channel: Google Local Service Ads (LSAs) at $3,200/month. CPC: $18.50 (vs $24.20 search ads), conversion rate 28.3% (vs 14.1% industry). Secondary: Referral program ($50 credit) generating 32% of new customers at $26 CAC. Tertiary: Property manager partnerships (e.g., Greystar) paying $75/lead for qualified contracts.

Sales cycle: 5-minute lead response via SMS (92% open rate), 68% same-day booking rate. 3-step process: 1) Lead capture (Google form), 2) Automated SMS quote within 5 min, 3) Digital sign-off via tablet. Close rate: 74% for booked appointments. Average cycle: 1.2 days.

Retention: Subscription model with 15% discount (60% uptake rate). Loyalty program: 5th cleaning free (increases frequency 18%). Annual "Crystal Clear" membership ($199) includes 4 cleanings + free screens (LTV $1,020 vs $620 standard). Target churn: 8% annually (vs 15% industry).

Channel	Monthly Budget	Expected CAC	Expected Leads/Month	Conversion Rate	Expected Customers/Month	ROI
Google LSAs	$3,200	$62	52	28.3%	15	5.1x
Google Search Ads	$2,500	$89	28	14.1%	4	3.0x
Referrals	$1,000	$26	38	85.0%	32	12.3x
Property Managers	$1,300	$75	17	62.0%	11	4.7x
Total	$8,000	$88	135	45.9%	62	7.0x

Month	Google Ads	Social Media	Content/SEO	Events	Other	Total	Expected Leads	Expected Customers
1	3200	800	1500	0	500	6000	102	47
2	3200	800	1500	0	500	6000	102	47
3	3200	800	1500	0	500	6000	102	47
4	3500	1000	1500	1500	500	8000	135	62
5	3500	1000	1500	1500	500	8000	135	62
6	3500	1000	1500	1500	500	8000	135	62
7	3500	1000	1500	1500	500	8000	135	62
8	3500	1000	1500	1500	500	8000	135	62
9	3500	1000	1500	1500	500	8000	135	62
10	3800	1200	1500	1500	500	8500	142	65
11	3800	1200	1500	1500	500	8500	142	65
12	3800	1200	1500	1500	500	8500	142	65

SECTION 7: OPERATIONS

Daily workflow: 5:30 AM van check (fuel, equipment), 6:00 AM dispatch via Zoho CRM (optimized routes reduce drive time 18%), 7:00 AM-4:30 PM service (2.8 jobs/crew/day), 5:00 PM van return and cleaning. Capacity: 3 crews handle 25 jobs/day; peak capacity 32 jobs (4 crews). Safety protocol: Daily harness inspection, OSHA 30-certified lead techs.

Key vendors: Unger (poles/squeegees; $1,200/order; net 30 terms; backup: Ettore). Ford Commercial (vans; $55,000/unit after trade-in; 5-year warranty; backup: Chevrolet Express). Cleaning solution: In-house production (5-gallon batches; $4.50/gallon cost).

Vendor/Supplier	Service	Monthly Cost	Contract Terms	Backup Option
Unger	Poles/squeegees	$400	Net 30	Ettore
Ford Commercial	Van maintenance	$225	5-year coverage	Chevrolet Express
Denver Water	Deionized water	$180	Monthly invoice	On-site filtration
Zoho	CRM software	$120	Annual contract	HubSpot
Samsara	Fleet tracking	$95	Month-to-month	Verizon Connect

Tool	Purpose	Monthly Cost	Users	Alternatives Considered
Zoho One	CRM/scheduling	$120	5	ServiceTitan ($299)
Samsara	Fleet GPS	$95	3	Verizon Connect ($110)
QuickBooks Online	Accounting	$30	2	Xero ($25)
Calendly	Booking	$12	1	Acuity ($18)
Canva	Marketing	$15	2	Adobe Creative Cloud ($60)

SECTION 8: MANAGEMENT TEAM

Organizational structure: Flat hierarchy with CEO/COO oversight. Compensation: Technicians $28.50/hr base + $5.70/hr performance bonus (for >4.8-star reviews and >2.8 jobs/day). Dispatch: $22/hr. No executives take salary >$95k until Year 2 revenue exceeds $1M.

Advisory board: Michael Chen (ex-CFO of ServiceMaster franchise; 0.5% equity for quarterly reviews), Lisa Rodriguez (Denver SBDC director; free consultation).

Month	Role	Salary	Priority	Source	Onboarding Time
1	Technician (x2)	$5,700	High	Indeed	2 weeks
3	Dispatch	$3,520	Medium	Internal promo	1 week
4	Technician (x2)	$5,700	High	Indeed	2 weeks
6	Marketing Specialist	$4,160	Medium	Upwork	3 weeks
8	Technician (x2)	$5,700	High	Indeed	2 weeks
10	Technician (x2)	$5,700	High	Indeed	2 weeks

SECTION 9: FINANCIAL PLAN

Key assumptions: 15 new customers/month in Year 1 (62% conversion from leads), growing to 25/month in Year 2. Avg. revenue per customer: $34.44/month (residential) / $175/month (commercial). Monthly churn: 0.67% (8% annual). COGS: 55.3% of revenue (labor 44%, materials 7.8%, vehicle 3.5%). Fixed costs: $39,892/month.

Revenue drivers: 1) Geographic expansion: 1 new metro every 6 months (adds $85k revenue/metro). 2) Commercial focus: Targeting 50% commercial revenue by Year 3 (vs 35% Year 1) via property manager partnerships. 3) Add-ons: Gutter/skylight attach rate 18% (adds $51/job).

Cost structure: 62% variable (labor, materials, fuel), 38% fixed (rent, software, insurance). Labor scales at 0.8 technicians per $100k revenue. Variable costs decrease 1.2% annually via route optimization.

Funding: $350,000 provides 14 months runway. $180,000 for 3 vans (Ford Transit 250s at $55k each after trade-in), $80,000 marketing (regional Google Ads), $50,000 CRM development, $40,000 working capital. Enables $1.8M revenue by Year 3 with 24.1% EBITDA margin.

Category	Ite	Cost	Notes
Legal/Formation	LLC filing	$50	Colorad SOS fee
Licenses/Permits	DORA license	$150	Biennial renewal
Equipment	Ford Transit 250 (x3)	135000	Finance via SBA loan
Equipment	Unger poles/squeegees	9000	30-ft systems
Equipment	Deionized water systems	6600	$2,200/v
Technology	Website development	5000	WordPre + booking plugin

Technology	CRM setup	2000	Zoho customiz
Initial Supplies	Cleaning solution	800	500-gallo stock
Marketing Launch	Google Ads	8000	3-month budget
Working Capital	3-month reserve	25000	Based on $8,333/m burn
Insurance	General liability	4200	Annual premium
Insurance	Workers comp	3800	Annual premium
Professional Fees	Accounting setup	1500	QuickBo configura
Office Setup	Warehouse lease deposit	1800	1 month + security
Contingency	10% buffer	14800	10% of total costs
TOTAL		148000	

Category	T	Monthly Cost	Annual Cost	Notes
Rent	Fixed	1800	21600	Warehou lease

Salaries	Variable	26000	312000	5 FTEs @ avg $5,200
Payroll Tax	Variable	2210	26520	8.5% of salaries
Benefits	Fixed	650	7800	Health stipend
Insurance	Fixed	1208	14500	GL + workers comp + auto
Software	Fixed	802	9624	Zoho, Samsara QuickBoo
Marketing	Variable	6250	75000	Google Ads, referrals
Fuel/Maintenance	Variable	2333	28000	$0.38/mil x 6,140 miles
Materials	Variable	9500	114000	Cleaning solution, microfibe
Equipment Replacement	Variable	1000	12000	Poles, squeegee
Utilities	Fixed	300	3600	Warehou electricity
Loan Payment	Fixed	1953	23436	SBA 7(a) @ 6.5%
TOTAL FIXED		7363	88356	
TOTAL VARIABLE		45593	547116	

COMBINED		52956	635472	

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Year 1
Revenue	55000	58000	62000	68000	72000	75000	78000	81000	84000	87000	90000	93000	885000
COGS	30415	32074	34286	37604	39816	41475	43056	44733	46404	48069	49740	51411	491127
Gross Profit	24585	25926	27714	30396	32184	33525	34944	36267	37596	38931	40260	41589	393873
Marketing	6000	6000	6000	8000	8000	8000	8000	8000	8000	8500	8500	8500	91000
Salaries	26000	26000	26000	26000	26000	26000	26000	26000	26000	26000	26000	26000	312000
Rent	1800	1800	1800	1800	1800	1800	1800	1800	1800	1800	1800	1800	21600
Software	802	802	802	802	802	802	802	802	802	802	802	802	9624
Insurance	1208	1208	1208	1208	1208	1208	1208	1208	1208	1208	1208	1208	14500
Other OpEx	5082	5120	5492	6000	6384	6605	6834	7063	7292	7521	7750	7979	79748
Total OpEx	40892	40930	41302	43810	44294	44415	44644	44873	45092	45831	46060	46289	528472
EBITDA	-16307	-15004	-13588	-13414	-12110	-10890	-9700	-8606	-7496	-6900	-5800	-4700	-134599
Depreciation	2250	2250	2250	2250	2250	2250	2250	2250	2250	2250	2250	2250	27000
EBIT	-18557	-17254	-15838	-15664	-14360	-13140	-11950	-10856	-9746	-9150	-8050	-6950	-161599
Interest	708	699	689	680	670	660	650	640	630	620	610	600	8136
Taxes	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Income	-19265	-17953	-16527	-16344	-15030	-13800	-12600	-11496	-10376	-9770	-8660	-7550	-169735

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Beginning Cash	40000	20735	2782	-13745	-30089	-45119	-58919	-71519	-83015	-93391	-103161	-111821
Cash In (Revenue)	55000	58000	62000	68000	72000	75000	78000	81000	84000	87000	90000	93000
Other Income	0	0	0	0	0	0	0	0	0	0	0	0
Total Cash In	55000	58000	62000	68000	72000	75000	78000	81000	84000	87000	90000	93000
Cash Out (COGS)	30415	32074	34286	37604	39816	41475	43056	44733	46404	48069	49740	51411

OpEx Payments	40892	40930	41302	43810	44294	44415	44644	44873	45092	45831	46060	46289
CapEx	0	0	0	0	0	0	0	0	0	0	0	0
Debt Service	1953	1953	1953	1953	1953	1953	1953	1953	1953	1953	1953	1953
Taxes	0	0	0	0	0	0	0	0	0	0	0	0
Total Cash Out	73260	74957	77541	83367	86063	87843	89653	91559	93449	95853	97753	99653
Net Cash Flow	-18260	-16957	-15541	-15367	-14063	-12843	-11653	-10559	-9449	-8853	-7753	-6653
Ending Cash	20735	2782	-13745	-30089	-45119	-58919	-71519	-83015	-93391	-103161	-111821	-118464

Metric	Y1	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Total
Revenue	885000	255000	285000	315000	345000	375000	405000	435000	465000	1680000
COGS	491127	141525	158520	174525	190530	206535	222540	238545	254550	922695
Gross Profit	393873	113475	126480	140475	154470	168465	182460	196455	210450	757305
OpEx	528472	132118	139724	147330	154936	162542	170148	177754	185360	675624
EBITDA	-134599	-18643	-13244	-6855	-486	5923	12312	18699	25090	81681
Net Income	-169735	-23539	-16720	-8669	-615	7492	15564	23621	31678	51741
Ending Cash	-118464	-189440	-253684	-311333	-362423	-406500	-443172	-472493	-494171	-494171

Metric	Value	Calculation
Monthly Fixed Costs	39892	Fixed costs from OpEx table
Variable Cost per Job	158	COGS per job
Price per Job	285	Average revenue
Contribution Margin per Job	127	285 - 158
Contribution Margin %	44.7%	127 / 285

Break-Even Units per Month	314	39892 / 127
Break-Even Revenue per Month	89490	314 x 285
Expected Break-Even Month	M10	Revenue projection: $87,000
Safety Margin	1.9%	(87000 - 89490) / 87000

Metric	Y1	Y2	Y3	Industry Benchmark
Gross Margin %	44.7%	44.5%	45.1%	38-42%
Operating Margin %	-15.2%	-5.2%	4.9%	5-10%
Net Profit Margin %	-19.2%	-4.1%	3.1%	3-8%
Current Ratio	0.8	1.1	1.3	1.2
Quick Ratio	0.7	0.9	1.1	1.0
CAC Payback	2.6 mo	2.3 mo	2.0 mo	6-18 mo
LTV:CAC	7.0x	7.3x	7.6x	3-5x
Monthly Burn	14145	4680	-6807	N/A
Runway (mo)	8.4	25.6	N/A	N/A

SECTION 10: RISK ANALYSIS

Top risks: 1) Technician injury (Probability 3/5, Impact 5/5): OSHA violations could halt operations. 2) Google Ads CPC surge (Probability 4/5, Impact 4/5): 22% YoY increase observed. 3) Minimum wage hike (Probability 5/5, Impact 3/5): CO wage rises to $15.86/hr in 2024. 4) Commercial client concentration (Probability 2/5, Impact 4/5): Top 3 clients = 28% revenue.

Mitigation: 1) Mandatory harness use for >15-ft work; safety audits reduce incident rate 37% (2023 data). 2) Diversify to referrals (32% of leads at $26 CAC vs $62 Google). 3) Implement performance bonuses to offset wage impact; $5.70/hr bonus tied to efficiency maintains margins. 4) Target 5 new property managers quarterly to reduce top-client dependency to <15%.

Risk	Probability	Impact	Risk Score	Mitigation Strategy	Contingency Plan	Owner
Technician injury	3	5	15	OSHA 30 certification; daily harness checks	Temporarily halt high-rise work	Tran
Google CPC increase	4	4	16	Shift 20% budget to referral program	Negotiate bulk ad rates with Google	Patel
Minimum wage hike	5	3	15	Performance bonuses tied to jobs/day	Adjust pricing by 3.2%	Rivera
Client concentration	2	4	8	Target 5 new property managers/quarter	Offer retention discounts	Tran
Seasonal demand drop	5	3	15	Promote gutter cleaning in winter	Reduce crew hours temporarily	Kim
Vehicle breakdown	3	4	12	Ford 5-year warranty; backup van rental	Partner with competitor for overflow	Kim
Recession impact	3	4	12	Focus on commercial contracts (less discretionary)	Launch budget residential tier	Rivera
Competitor price war	2	3	6	Emphasize 4.9-star reviews and eco-certification	Reduce non-essential marketing spend	Patel

SECTION 11: IMPLEMENTATION TIMELINE

Critical path: CRM development (Q3 2024) and Colorado Springs launch (June 2024). Dependencies: Van delivery before technician hiring; CRM completion before marketing spend increase. Key priority: Achieve 314 jobs/month by Month 10 to reach break-even.

Month	Milestone	Deliverables	Resources Needed	Success Metric	Owner
1	Hire 2 technicians	Background checks, training	$11,400 salary	2 crews operational	Tran
2	Google Ads optimization	New ad groups, landing pages	$2,500 budget	CAC < $85	Patel
3	Warehouse expansion	Lease 500 sq ft add-on	$750/month	Equipment organized	Kim
4	Colorado Springs launch	Van delivery, local SEO	$60,000	$15k revenue Month 1	Rivera
5	Referral program revamp	Automated credit system	$1,200 dev cost	35% lead share	Patel
6	CRM beta launch	Route optimization module	$25,000 dev cost	18% drive time reduction	Tran
7	Commercial contract push	Proposal templates	20 sales hours	10 new contracts	Rivera
8	Hire marketing specialist	Content calendar	$4,160 salary	20% organic traffic increase	Patel
9	Fort Collins launch	Local partnerships	$55,000	$12k revenue Month 1	Rivera
10	Break-even achievement	314+ jobs	N/A	Positive EBITDA	Tran
11	CRM full launch	Customer portal	$25,000 dev cost	15% booking increase	Tran
12	Year 1 review	Financial audit	$3,000 accounting	885k revenue achieved	Rivera

SECTION 12: APPENDIX

Supporting documents available: 2022-2023 tax returns, SBA loan pre-approval letter, technician training manuals, customer survey data. All financial assumptions documented with source data (IBISWorld, U.S. Census, internal records).