

BUSINESS PLAN / FINANCIAL FORECAST

Timberline Works

A proposed general contractor delivering residential renovation, additions and small commercial fitouts through paid site supervision/carpentry and purchased specialist trade packages.

PLANNING EDITION / 2026-10-20

YEAR 1 REVENUE

1,997,600.02

USD

YEAR 1 NET INCOME

79,491.12

USD

STARTUP USES

204,000.00

USD

Your guide to the plan

Detailed · Clear & Professional | Investor fundraising

Forecast from 2027-01-01 | 3 operating years | USD | base

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Planning forecast. Assumptions require review; proposed funding is not secured.

01 Executive summary

Timberline Works proposes a owner-managed renovation general contractor in Mid-cost US metropolitan area; jurisdiction to be selected. A proposed general contractor delivering residential renovation, additions and small commercial fitouts through paid site supervision/carpentry and purchased specialist trade packages. The central launch decision is: Can earned monthly renovation progress support site supervision and purchased trade work without confusing bookings with collected cash?

Business overview

Property owners and small commercial occupants commissioning defined renovation work, with authority to approve progress, changes, access and payment. Eight average active project-months are allocated once across five renovation types. Each category earns its selected monthly progress fee for work performed, rather than booking a whole contract every month. The same source first-year project scale is retained throughout; it is a workload assumption, not proof of site capacity. Customer deposits, retentions and unbilled work are outside this bounded forecast. The business will accept assignments within this service boundary and quote separately or refer work that falls outside it.

Key priorities

Seek a real, limited paid scope and document accepted estimates, authorized changes, completed progress and collection. Eight average active projects are a scenario, not an existing backlog or verified capacity. The commercial test includes trade availability and site supervision as well as willingness to sign a contract. A project inquiry, full contract booking and earned monthly progress are distinct stages and must not be added together as revenue. The proposed first operating month is January 2027. The owner should confirm service readiness, paid staffing and available cash before opening the calendar.

Financial highlights

The proposal requires \$800,000.00 in equity. Launch spending is \$204,000.00, leaving \$596,000.00 in opening cash. Year 1 revenue is \$1,997,600.02 and net income is \$79,491.12. A positive first-year result depends on achieving the proposed fees and workload while keeping delivery within the paid team's capacity. Pre-tax project payback is 19.5 months.

02 Company & management

Timberline Works will operate as an independent service business. The working owner will control scope, staffing, commercial terms and weekly cash decisions; legal formation and the ownership agreement must be completed before trading.

Company background

Timberline Works is a fictional owner-managed general contractor for a mid-cost US metropolitan area that has not yet been selected. It combines residential renovation/additions with small commercial fitouts, using an office/storage base and two fitted vans. It does not operate a speculative property-development business. No actual entity, site, credential, signed project or approval is supplied; the real jurisdiction and operating permissions must be established.

Ownership & management

The proposed owner contribution is \$500,000.00; the remaining \$300,000.00 is sought from external equity investors. The owner is also paid for an operating role. Investment valuation, ownership percentages, voting rights and distribution terms remain to be agreed.

Team & responsibilities

The paid roster is one site supervisor, two in-house carpenters, one owner-manager and half-time office coordination. The owner sells, scopes, coordinates and manages cash without creating another carpenter or supervisor. Specialist trade packages are purchased outside payroll and include their own scoped provider resources. Salaried site roles and office roles are all paid once. A real site schedule must verify coverage, competence, travel and simultaneous-project responsibilities. Site supervisor: 1 × \$7,500.00 monthly, plus a 15% employer-cost allowance; Carpenters: 2 × \$5,000.00 monthly, plus a 15% employer-cost allowance; Owner-manager: 1 × \$9,166.67 monthly, plus a 15% employer-cost allowance; Office coordination: 1 × \$2,291.67 monthly, plus a 15% employer-cost allowance. A weekly roster must cover delivery, preparation, travel, administration, leave and absence. The owner's salary appears once in payroll; contributed time is not an additional cash contribution.

03

Products & business model

The offer is limited to work the team can define, price and deliver consistently. Each agreement should identify the buyer, included tasks, access requirements, deliverables, acceptance and payment terms.

Products & services

Five work types are kitchen renovations, bathroom renovations, structural renovations, home additions and small commercial fitouts. The monthly price represents earned progress for one active project-month at the stated scope, not a quote for a complete kitchen, addition or contract. One project may contribute progress over several months. Directly bought materials are separated from trade packages, which may include their own materials; the same purchase is not counted twice.

Pricing & revenue streams

8 active earned project-months are requested monthly before the 3-month ramp, capped at 8 project-months across five exclusive work types. Each unit recognizes one month of completed, certified progress at its work-type price, not a whole contract, new inquiry, deposit or employee hour. Requested volume grows 0% annually, within that scenario ceiling; prices grow 2%. This

simplified monthly earned-work proxy does not prove signed projects, scheduling feasibility, stage duration or collection. Test those conditions before accepting the workload. Kitchens: 25% of the shared capacity at \$18,000.00 per earned project-month. Bathrooms: 25% of the shared capacity at \$12,000.00 per earned project-month. Structural work: 20% of the shared capacity at \$25,000.00 per earned project-month. Home additions: 20% of the shared capacity at \$35,000.00 per earned project-month. Commercial: 10% of the shared capacity at \$32,000.00 per earned project-month. Fees exclude customer sales tax. Confirm scope and any exceptional materials before accepting a fixed price.

Customer value

The proposed value is an agreed scope, coordinated trades, documented progress and a clear change/acceptance process. The customer needs to understand what the monthly progress represents and which decisions or approvals can delay it. A forecast does not establish permission to carry out structural work, guaranteed completion dates or a defect-free result. Actual design, qualification and inspection responsibilities must be agreed for each project.

04

Market & competition

The initial market is the specific buyer and buying occasion described below. The launch should be justified by paid work in a practical service area, rather than by applying a market-share percentage to a broad industry estimate.

Target customers

Property owners and small commercial occupants commissioning defined renovation work, with authority to approve progress, changes, access and payment. Confirm who commissions the work, who supplies access or records and who authorizes payment. Keep the initial territory small enough to support the promised response and delivery time.

Demand & validation

Seek a real, limited paid scope and document accepted estimates, authorized changes, completed progress and collection. Eight average active projects are a scenario, not an existing backlog or verified capacity. The commercial test includes trade availability and site supervision as well as willingness to sign a contract. A project inquiry, full contract booking and earned monthly progress are distinct stages and must not be added together as revenue.

Competition & positioning

Alternatives are other general contractors, a design-build provider or separately commissioned suitable trades under an arrangement the owner is able to manage. Compare scope, design responsibility, trade coordination, progress documentation, changes and payment terms. A full-project quote is not directly comparable to this model's monthly earned-progress fee. No local cost average, competitive ranking or industry margin comparison is claimed.

05

Marketing & sales

The acquisition process should bring in work that fits the team and produces collected contribution after delivery costs. Track qualified opportunities, accepted quotes, completed work and cash received as separate steps.

Customer acquisition

The proposed channels are relevant design/property introductions, clearly labeled sample scopes and appropriate referrals. The recurring demand-generation allowance is separate from launch promotion and paid owner time. Do not advertise a credential or project record that has not been established. Qualify work against real permissions, trade availability and the site calendar before accepting it as a commercial opportunity.

Sales process

Agree the work scope, responsibilities, authorized progress measurement, change approval, inspection/access conditions and payment schedule before commitment. The forecast invoices earned progress monthly with a seventeen-day collection assumption. It does not count customer advances, whole contract value or unapproved variations as current revenue. Retention, deposits, milestone exceptions and unbilled work require a separate cash review before real contract terms are signed.

Retention & measurement

After accepted work, document defects, agreed rectification and any new paid scope. A follow-on project must be separately authorized; it is not an assumed annual renewal. Use completed-job information and photographs only with permission and clear limits on any claimed result. The example supplies no completed client projects, warranty performance series or contracted repeat pipeline.

06

Operations & milestones

Delivery must fit the paid team's hours, equipment and service window. Work should enter the calendar only after scope, competence, access and required resources are confirmed.

Facilities & resources

Launch assets are two fitted vans, power tools/saws, trailers/storage, scaffold/access equipment and office computers. Heavy job equipment is rented in direct costs rather than purchased again as a fleet. Stock covers directly purchased construction materials only; subcontract services cannot be held as inventory. Confirm vehicle/tool specifications, actual office/deposit terms, trade package exclusions, site access and configured insurance before committing the allowances. The launch asset budget is Two fitted construction vans: \$110,000.00; Durable power tools and saws: \$25,000.00; Work trailers and secure storage: \$12,000.00; Scaffold and safety access: \$15,000.00; Computers and office equipment: \$6,000.00.

Service delivery

Confirm scope and project readiness, coordinate actual design/permission responsibilities, order materials and trade packages, supervise agreed work, document earned progress and obtain acceptance for billing. Use a dated site/trade plan rather than treating an average active-project count as a technical staffing rule. Review hazardous-material and lead-related applicability and competence before relevant renovation work; no completed specialist or legal assessment is supplied. Changes need an authorized price and schedule decision.

Launch & development milestones

Before opening, select the jurisdiction, verify contractor/trade capability, insurance and applicable permissions, and obtain real site, equipment and supplier terms. Complete a paid limited scope with documented progress, change control and collection. Inspect working cash before committing to several overlapping sites. January 2027 is a modeling start date; there is no awarded job, approved permit or committed trade roster.

07

Funding request & use of funds

All proposed equity must be available before launch payments. The funding plan separates equipment and setup spending from the cash reserve needed to support operations.

Use of funds

Launch spending totals \$204,000.00: \$168,000.00 for assets, \$18,000.00 for expensed setup and \$18,000.00 for opening inventory. Setup covers an allowance for formation, professional preparation, training and launch work. Refundable premises deposits and additional site work are excluded until scoped quotes are available.

Sources of funding

Total proposed equity is \$800,000.00, comprising \$500,000.00 from the owner and \$300,000.00 from external investors. Neither contribution is committed. No borrowing is included, and financing receipts are separate from earned revenue.

Owner contribution

The owner must confirm the availability and transfer date of the \$500,000.00 contribution. Salary pays for the owner's continuing operating work. The company still needs cash for payroll, equipment and supplier invoices, even when the owner contributes additional time.

Funding request

The external equity request is \$300,000.00. Receiving all proposed equity leaves \$596,000.00 of opening cash and a forecast funding gap of \$0.00. The gap measures a cash shortfall after assumed funding; it is not a substitute for the investment request. Agree investor rights and reporting before accepting funds.

08

Financial plan

The forecast covers January 2027-December 2029 in USD, with launch spending reported separately. Its usefulness depends on the service mix, fee, staffing cost and collection terms below.

Forecast assumptions

8 active earned project-months are requested monthly before the 3-month ramp, capped at 8 project-months across five exclusive work types. Each unit recognizes one month of completed, certified progress at its work-type price, not a whole contract, new inquiry, deposit or employee hour. Requested volume grows 0% annually, within that scenario ceiling; prices grow 2%. This simplified monthly earned-work proxy does not prove signed projects, scheduling feasibility, stage duration or collection. Test those conditions before accepting the workload. Direct costs are 64.5% of net fees. Only purchased materials enter inventory; outside services are not stocked. Salaries are operating expenses, outside the direct-cost ratio. Salaries and fixed overhead grow 3% annually. Collections take 17 days, supplier payments 10 days and inventory coverage 10 days. The 21% flat income-tax provision and 15% employer-cost allowance are simplified planning inputs.

Financial outlook

Year 1: revenue \$1,997,600.02, EBITDA \$144,214.12, net income \$79,491.12 and closing cash \$647,118.45. Year 2: revenue \$2,222,784.00, EBITDA \$200,926.68, net income \$130,568.60 and closing cash \$811,696.60. Year 3: revenue \$2,267,239.68, EBITDA \$199,908.12, net income \$129,763.88 and closing cash \$975,437.22. A positive first-year result depends on achieving the proposed fees and workload while keeping delivery within the paid team's capacity. EBITDA excludes depreciation, interest and income tax; net income includes depreciation and the tax provision.

Cash needs & financial resilience

The lowest forecast cash balance is \$523,965.94, and the funding gap is \$0.00. Positive monthly operating EBITDA is first reached in month 3. Pre-tax project payback is 19.5 months. Cash differs from profit because of equipment spending, depreciation, collection delays and financing. Review the monthly low point before committing the reserve.

Debt & repayment

No debt or investor distributions are included. Any borrowing option needs an amount, draw date, interest rate and repayment schedule before its affordability can be assessed. Pre-tax project payback measures recovery of the operating investment; it is not a promised dividend, investor return or financing approval.

09

Risks & contingencies

The main exposure is committing paid resources before collected sales justify them. The owner should use the service-specific risks below to decide when to narrow the offer, defer spending or stop.

Key risks

Unapproved changes, hidden site conditions, unsuitable materials, trade delays, defects and late progress payments can consume cash before profit is collected. A single supervisor's ability to oversee the assumed project mix has not been proved. The model does not carry a detailed construction backlog, contract asset, retention or customer-deposit schedule. These omissions and unresolved hazardous-material conditions can change the funding need materially.

Contingency actions

Use a scoped estimate, readiness and qualification checks, a dated trade schedule and written progress/change acceptance. Review purchased materials and trade packages so employee pay or included components are not charged twice. Test delayed progress, later customer payment, loss of supplier terms and callbacks while retaining all paid roles. Defer commitments when the actual contract or site cash cycle does not fit the reserve, rather than treating new bookings as cash.

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Supporting documents

The launch decision needs commercial evidence as well as a forecast. Maintain an organized working file so that costs, commitments and delivery capacity can be reviewed before money is spent.

Available supporting information

The operating proposal defines the customer, service boundary, paid roles, launch assets and collection terms. The accompanying annual financial statements set out earnings, cash flow and the balance sheet for the three-year period. All funding remains a proposal; the business is at the prelaunch stage.

Documents to obtain

Jurisdiction-specific contractor/trade permissions, suitable design and hazardous-material review, site supervision and trade agreements, actual contracts/progress/payment and retention terms, configured insurance, material/equipment/office-deposit quotes, paid project records and equity commitments remain outstanding. No issued permit, lead-related certification, engineering approval, awarded contract, supplier credit or committed investor is supplied. Record the actual fee, total delivery effort and date of payment for each trial assignment. Update the forecast and funding decision when quotes, commitments or measured results change a material assumption.

THE FINANCIAL FORECAST

Annual financial appendix

All amounts are USD and cover the forecast period. Operating years exclude pre-opening expenses; closing balances are never added together.

Cash & operating summary

Indicator	USD
Minimum cash, including prelaunch	523,965.94
Unfunded cash gap	0.00
Operating-period net income	339,823.60
Final closing cash	975,437.22

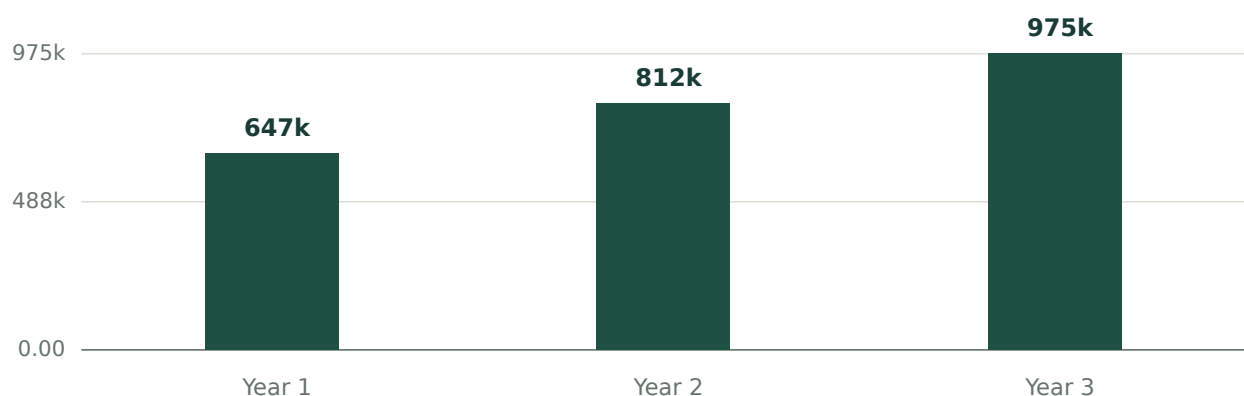
Profit and loss - USD

Item	Year 1	Year 2	Year 3
Revenue	1,997,600.02	2,222,784.00	2,267,239.68
Cost of goods sold	1,288,452.02	1,433,695.68	1,462,369.56
Gross profit	709,148.00	789,088.32	804,870.12
Operating expenses	564,933.88	588,161.64	604,962.00
EBITDA	144,214.12	200,926.68	199,908.12
Depreciation	35,650.00	35,650.00	35,650.00
Interest expense	0.00	0.00	0.00
Income tax	29,073.00	34,708.08	34,494.24
Net income	79,491.12	130,568.60	129,763.88

Cash flow - USD

Item	Year 1	Year 2	Year 3
Opening cash	596,000.00	647,118.45	811,696.60
Operating cash flow	51,118.45	164,578.15	163,740.62
Investing cash flow	0.00	0.00	0.00
Financing cash flow	0.00	0.00	0.00
Net cash movement	51,118.45	164,578.15	163,740.62
Closing cash	647,118.45	811,696.60	975,437.22

Closing cash, year by year



Year-end cash balances. Exact figures appear in the cash-flow table above.

Balance sheet - USD

Item	Year 1	Year 2	Year 3
Cash	647,118.45	811,696.60	975,437.22
Receivables	102,906.67	104,964.80	107,064.10
Inventory	18,160.00	18,523.20	18,893.66
Fixed assets, net	132,350.00	96,700.00	61,050.00
Total assets	900,535.12	1,031,884.60	1,162,444.98
Payables	39,044.00	39,824.88	40,621.38
Loan balances	0.00	0.00	0.00
Total liabilities	39,044.00	39,824.88	40,621.38
Equity	861,491.12	992,059.72	1,121,823.60
Reconciliation difference	0.00	0.00	0.00

Launch budget & proposed funding

Item	USD
Setup expenses	18,000.00
Asset purchases	168,000.00
Opening stock purchases	18,000.00
Equity contributions	800,000.00
Loan proceeds	0.00
Cash at launch	596,000.00
Opening inventory balance	18,000.00
Opening loan balance	0.00

Operating break-even - USD

Measure	Year 1	Year 2	Year 3
Break-even revenue	1,542,665.88	1,588,945.85	1,636,614.64
Margin of safety	454,934.14	633,838.15	630,625.04

Project payback

Measure	Forecast result
Initial project outlay (USD)	204,000.00
Payback	19.49 months (first recovery in month 20)
Final cumulative project cash (USD)	273,712.54

Review before committing

11 financial checks passed; 0 require attention. The forecast is a planning scenario, not an audit, financing approval or promised return.

Planning model, not audited accounts or tax advice. Revenue is invoiced as earned; monthly subscriptions only. Annual prepayments, refundable deposits, milestone invoices, unbilled contract assets, customer taxes, seller settlements, capitalized interest and tax-loss carryforwards are not modeled.

Collection and supplier terms use 30-day monthly interpolation. Inventory purchases and non-stock direct costs use supplier terms; operating costs, setup costs, taxes and opening stock are paid immediately. Stock coverage applies only to linked goods costs. Production stock is tracked separately at unit cost.

Fictional editorial scenario. Prices, workload, wages, costs and financing are illustrative planning inputs, not current quotes, measured local averages or actual company results.

Five-year source adapted to 36 months at eight active project-months, original mix and earned monthly fees. Staffing fixed: supervisor, two carpenters, paid owner and half-time office. No future project-count expansion; three-month ramp, 2% fee and 3% payroll/overhead growth. Direct costs 64.5%, including 30% goods and 30% trade packages; only goods stocked for ten physical days. Payment lag ten days is an explicit blended purchase assumption, not all suppliers on credit. Setup paid once; equity proposed, deposits/WIP/retentions excluded. Tax/employer allowance illustrative.

A 15% illustrative employer allowance is added to paid salaries. The flat 21% native tax provision is a simplified planning input, not an entity or personal tax opinion. Customer sales-tax receipts/remittances and owner distributions are outside this scenario.

All equity is proposed, uncommitted month-0 cash. No debt is modeled. Opening cash is a reserve, not an extra startup expense. Asset/setup/insurance/premises allowances need scoped quotes; refundable premises deposits and site-specific additional works are excluded.

Calculation basis: operating and pre-opening periods remain separate. Stock, supplier terms, depreciation and debt terms affect profit and cash differently. Payback is project cash before financing, not an investor distribution. Review the assumptions and accounting policies alongside these statements.