

Sample Business Plan: Scaling an Asbestos Removal Business in the American Market

CleanShield Environmental Solutions, Inc. is a Delaware C-corp founded in 2022 in Denver, Colorado. CEO Michael Reynolds (ex-national abatement project director) and COO Sarah Thompson (ex-construction compliance lead) built a \$1.8M revenue business in 2023 with 42% gross margins by providing EPA-certified asbestos removal at \$6,800 average residential jobs and \$28,000 commercial jobs. We target \$4.5M revenue by 2026 in the \$1.2B Western U.S. serviceable market. Plan dated October 26, 2023.

SECTION 1: EXECUTIVE SUMMARY

38 million U.S. homes built before 1978 contain asbestos (U.S. Census), costing homeowners \$6,800 average removal per incident. CleanShield solves non-compliant abatement risks through EPA-certified removal with real-time air monitoring, capturing 40% residential, 35% commercial, and 25% institutional revenue. We charge \$250-\$600 for inspections, \$2,000-\$15,000 for residential abatement, and \$8,000-\$75,000 for commercial projects with 42% gross margins versus industry average of 37.5%. At \$2.7M projected 2024 revenue, we achieve profitability in Month 7 with \$148,750 monthly OpEx.

We seek \$1.5M growth capital: \$500,000 (33.3%) for three new offices (Albuquerque, Phoenix, Las Vegas), \$375,000 (25%) for fleet expansion (3 vans at \$125,000 each), \$200,000 (13.3%) for client portal tech, \$250,000 (16.7%) for marketing, and \$175,000 (11.7%) working capital. This funds expansion into 5 new markets, \$4.5M revenue by 2026, and 35%+ EBITDA margins. Investor ROI: 3.2x by 2027 exit at 8x EBITDA (\$5.76M).

SECTION 2: COMPANY OVERVIEW

CleanShield operates as a Delaware C-corp (qualified in CO, UT, WY, NM) due to SBA loan eligibility and investor preference. Denver HQ leverages proximity to 1.2M pre-1980 homes in Colorado (U.S. Census). Ownership: Reynolds 60%, Thompson 20%, GreenField Capital 20%. GreenField provided \$500,000 convertible note at 20% discount in 2022.

Michael Reynolds (CEO) managed \$12M abatement portfolio at EnviroSafe (2017-2021), reducing project delays by 32% through digital workflows. Sarah Thompson (COO) cut compliance violations by 45% at BuildComply Inc. (2019-2022) via OSHA 511-certified protocols. Jessica Lin (CFO) managed \$4.2M SBA 7(a) loan at Terra Remediation (2018-2022) with 0 covenant breaches.

Date	Milestone	Status	Next Steps
2022 Q1	Company formation, EPA certification	Complete	N/A
2022 Q3	\$685,000 startup funding (self + angel)	Complete	N/A
2022 Q4	First revenue (\$185,000)	Complete	N/A
2023 Q2	Salt Lake City satellite launch	Complete	N/A
2023 Q4	\$1.8M annual revenue, 42% GM	Complete	N/A
2024 Q1	\$1.5M growth round close	Pending	Term sheet execution by 11/30/23
2024 Q2	Albuquerque office launch	Planned	Lease signing by 1/15/24
2024 Q4	ISO 14001 certification	Planned	Audit completion by 12/15/24

SECTION 3: MARKET ANALYSIS

TAM: \$4.8B U.S. abatement market (Grand View Research 2023). SAM: \$1.2B across CO, UT, WY, NM calculated from state construction spend (\$82.3B) x 1.46% asbestos abatement penetration (EPA benchmark). SOM: \$24M by 2026 (2% SAM share) based on 380 jobs in 2023 growing at 30% annually to 828 jobs in 2026 at \$29,000 average revenue per job.

Residential targets homeowners in \$450,000-\$800,000 pre-1980 homes (42% of housing stock) spending \$6,800 per abatement. Commercial serves property managers overseeing 8,200 units via referral agreements paying \$28,000 per job. Institutional clients (school districts) allocate \$500-\$2,000 per classroom for abatement under Title I funding.

Key trends: 75% of U.S. public schools contain ACMs (GAO 2023), 42% U.S. housing stock >40 years old (U.S. Census), EPA 2024 TSCA rule increasing disposal compliance costs by 15-20%, and SBA 8(a) program creating \$220M annual set-aside opportunities for certified firms.

Segment	Size (\$)	Growth Rate	Our Share Target	Rationale
Residential	\$480M	8.2%	3.1%	40% current revenue mix; 380 jobs in 2023
Commercial RE	\$420M	7.5%	2.8%	MOUs with 12 property managers (8,200 units)
School Districts	\$240M	12.1%	4.5%	Denver Public Schools contract pipeline (\$185k)
Federal Facilities	\$60M	9.3%	1.2%	SAM.gov registration complete; GSA bidding in 2025

Category	Total Addressable	Serviceable Available	Serviceable Obtainable	Methodology
U.S. Market	\$4.8B	N/A	N/A	Grand View Research 2023 report
Western States	N/A	\$1.2B	\$24M	State construction spend x 1.46% abatement rate (EPA)
Current Coverage	N/A	\$300M	\$1.8M	CO/UT only; 2023 revenue = 0.6% SAM share

SECTION 4: COMPETITIVE ANALYSIS

Market leaders: A-Best Environmental (\$3.2M revenue, 45% municipal contracts), Rocky Mountain Abatement (\$1.9M revenue, 20-year history), National Abatement Services (NAS) (\$42M national revenue). NAS dominates federal contracts but has 14-day response times versus our 48-hour guarantee. Unlicensed operators undercut prices by 30% but face \$27,500 EPA fines per violation.

Competitive advantages: 1) Real-time air monitoring dashboard reduces client anxiety (87% retention rate vs industry 72%); 2) Mobile units enable 48-hour service (industry standard 5-7 days); 3) Transparent pricing avoids hidden fees (15% higher close rate); 4) Proprietary waste tracking cuts disposal errors by 100% (zero US Ecology rejections).

Competitor	Revenue Est.	Pricing	Key Strength	Key Weakness	Our Differentiation
A-Best Env.	\$3.2M	15% above avg	Municipal contracts	Slow tech adoption	24/7 client portal access
Rocky Mt. Abatement	\$1.9M	5% below avg	Local trust	No emergency service	4-hour emergency response
NAS	\$42M	20% above avg	National scale	14-day response time	48-hour standard service
DIY Services	N/A	30% below avg	Low cost	Illegal; high liability	EPA-certified compliance
Unlicensed Operators	\$500k avg	25% below avg	Speed	No insurance; fines	\$5M liability coverage

Strengths	Weaknesses	Opportunities	Threats
42% gross margin (vs 37.5% avg)	Limited to 4-state coverage	EPA 2024 TSCA rule tightening	Economic downturn reducing renovations
72 NPS (industry 58)	No federal contracts yet	SBA 8(a) certification path	Unlicensed operator growth
Zero OSHA violations	Dependent on US Ecology disposal	School district funding surge	Waste disposal cost inflation
Real-time client portal	Small sales team (2 reps)	Texas expansion opportunity	New EPA regulations

SECTION 5: PRODUCTS & SERVICES

We provide EPA AHERA-compliant asbestos removal: 1) Inspection (\$250-\$600): AIHA lab analysis of 3+ bulk samples; 2) Abatement (\$2,000-\$75,000): HEPA vacuuming, wet-method removal in sealed containment; 3) Emergency response (\$1,200 minimum): 4-hour dispatch for fire/flood damage; 4) Clearance testing (\$400-\$1,200): Third-party air sampling; 5) Compliance plans (\$3,000-\$15,000): Annual asbestos management for schools.

Pricing is 10-15% below NAS but 5-10% above local operators. Residential abatement at \$6,800 (vs NAS \$7,820) captures price-sensitive homeowners. Commercial at \$28,000 (vs NAS \$32,200) leverages 20% faster project completion. Emergency tier adds 35% margin premium for 4-hour response. Gross margins maintained at 42% via in-house labor (no subcontracting) and bulk PPE discounts.

Tier	Price	Features	Target Customer	Expected % Rev	Gross Margin
Basic Inspection	\$250-\$600	3 samples, lab report	Homeowners	12%	68%
Residential Abatement	\$2,000-\$15,000	Containment, HEPA, disposal	Homeowners	32%	39%
Commercial Abatement	\$8,000-\$75,000	Project mgmt, air monitoring	Property managers	38%	43%
Emergency Response	\$1,200 min	4-hour dispatch, 24/7	Contractors	15%	52%
Compliance Plans	\$3,000-\$15,000	AMPs, OSHA audits	School districts	3%	61%

Metric	Value	Calculation/Notes
Price per job (avg)	\$7,200	(\$1.8M rev / 250 jobs in 2023)
COGS per job	\$4,176	\$7,200 x 58% (100-42% GM)
Gross Profit per job	\$3,024	\$7,200 - \$4,176
Gross Margin %	42%	Industry avg 37.5%; we save 5% via tech efficiency
CAC	\$480	\$120,000 annual marketing spend / 250 customers

LTV	\$2,880	$\$7,200 \times 40\% \text{ repeat rate} / 10\% \text{ monthly churn}$
LTV:CAC	6.0	$\$2,880 / \480 (industry benchmark 3.0)
Payback Period	2.0 months	$\text{CAC} / (\text{Gross Profit per job} \times \text{repeat rate})$

SECTION 6: MARKETING & SALES

Primary channel: Google Ads targeting "asbestos removal [city]" (\$8-\$14 CPC). \$3,500/month budget yields 350 clicks at 3.2% CTR = 11 leads/month at \$318 CAC. Secondary: Contractor referrals (10% commission on \$28,000 avg job = \$2,800 cost per referral lead). Tertiary: School district RFPs with 22% win rate on \$50k+ contracts.

Sales cycle: 7-21 days residential, 30-60 days commercial. Lead-to-close: Web form (100 leads/month) -> Qualification call (70% rate) -> Site assessment (50% rate) -> Proposal (65% close rate). Commercial adds RFP review (45-day cycle) and facility manager approval (30% conversion).

Retention: 12-month free inspection (cost: \$150) drives 40% repeat rate. Loyalty program: 10% discount on next service. Client portal access reduces support tickets by 65%. Target churn: 8% monthly (vs industry 12%). Expansion revenue: 22% from multi-property clients.

Channel	Monthly Budget	Expected CAC	Expected Leads/Month	Conversion Rate	Expected Customers/Month	ROI
Google Ads	\$3,500	\$318	11	17.5%	2	8.5x
Referral Program	\$833	\$2,800	0.3	100%	0.3	9.2x
School District RFPs	\$417	\$16,667	0.05	22%	0.01	1.7x
Trade Shows	\$1,500	\$1,250	1.2	15%	0.18	2.3x
Content/SEO	\$2,083	\$208	10	12%	1.2	13.8x

Month	Google Ads	Social Media	Content/SEO	Events	Other	Total	Expected Leads	Expected Customers
1	3500	500	2083	1500	417	8000	22	3.6
2	3500	500	2083	1500	417	8000	22	3.6
3	3500	500	2083	1500	417	8000	22	3.6
4	4200	600	2500	0	500	7800	26	4.3
5	4200	600	2500	0	500	7800	26	4.3
6	4200	600	2500	0	500	7800	26	4.3
7	4900	700	2917	1750	583	10850	30	5.0
8	4900	700	2917	1750	583	10850	30	5.0
9	4900	700	2917	1750	583	10850	30	5.0
10	5600	800	3333	0	667	10400	35	5.8
11	5600	800	3333	0	667	10400	35	5.8
12	5600	800	3333	0	667	10400	35	5.8

SECTION 7: OPERATIONS

Daily workflow: 1) Intake via web form/phone (avg 8 leads/day); 2) Dispatch to nearest unit (Denver/Salt Lake); 3) Site assessment in 24-48 hours; 4) Abatement in sealed containment (2-5 days); 5) Air clearance testing; 6) Digital documentation. Capacity: 10 field crews handle 15 jobs/week (300 sq. ft. containment limit per OSHA). Peak capacity: 625 jobs/year.

Key vendors: Grainger (\$4,000/month for PPE), US Ecology (\$10,000/month disposal), Clean Air Products (\$5,417/month HEPA units). Tech stack: Jobber (\$199/month for scheduling), custom client portal (\$2,500/month dev), SafetyCulture (\$299/month compliance), QuickBooks (\$50/month accounting), HubSpot (\$800/month CRM), Samsara (\$150/vehicle fleet).

Vendor/Supplier	Service	Monthly Cost	Contract Terms	Backup Option
Grainger	PPE, tools	4000	Month-to-month	Honeywell direct
US Ecology	Waste disposal	10000	12-month min	Clean Harbors
Clean Air Products	HEPA units	5417	24-month lease	Camfil
3M	Respirators	2667	PO-based	Honeywell
Denver Warehouse	Facility lease	6200	60-month term	Extra Space Storage

Tool	Purpose	Monthly Cost	Users	Alternatives Considered
Jobber	Job scheduling	199	5	ServiceTitan (too expensive)
Custom Client Portal	Air monitoring dashboard	2500	100+	Off-the-shelf (lacked real-time data)
SafetyCulture	OSHA checklists	299	12	Intelix (higher cost)
QuickBooks Online	Accounting	50	3	Xero (less SBA integration)
HubSpot	CRM	800	5	Salesforce (overkill)
Samsara	Fleet tracking	1050	7 vehicles	Verizon Connect (less intuitive)

SECTION 8: MANAGEMENT TEAM

18 full-time employees: 10 field technicians (\$24/hr + benefits), 3 project managers (\$65,000 base), 1 safety officer (\$72,000), 1 lab coordinator (\$58,000), 3 sales/admin (\$48,000 avg). Executives: CEO (\$120,000), COO (\$105,000), CFO (\$95,000). Benefits: 80% health insurance, 401(k) match up to 4%.

Advisory board: Robert Chen (ex-EPA regional director, 0.25% equity), Maria Lopez (hazardous waste logistics expert, \$1,500/month retainer). Compensation: Advisors receive 0.5% equity pool; no cash for board members.

Month	Role	Salary	Priority	Source	Onboarding Time
1	Sales Rep	50000	High	LinkedIn	45 days
1	Field Tech	24/hr	High	Trade schools	30 days
3	Project Manager	65000	Medium	Indeed	60 days
4	Albuquerque Manager	70000	High	Local network	45 days
6	Field Tech (x2)	24/hr	High	Trade schools	30 days
7	Phoenix Manager	70000	Medium	Recruiter	75 days
9	Field Tech (x2)	24/hr	High	Trade schools	30 days
10	Las Vegas Manager	70000	Medium	Recruiter	75 days

SECTION 9: FINANCIAL PLAN

Key assumptions: 15 new customers/month in Year 1 (growing to 25/month by Year 3), \$7,200 average revenue per job, 8% monthly churn, COGS 58% of revenue, marketing spend 4.4% of revenue, salaries 30% of revenue. Fixed costs: \$92,083/month. Break-even: 364 jobs/year (\$1.1M fixed costs / \$3,024 contribution margin).

Revenue model: 70% project-based (abatement), 20% recurring (compliance plans), 10% emergency. Growth drivers: 30% annual expansion into new markets, 22% repeat rate from property managers, 15% price increase in 2025. COGS composition: 32% labor, 18% disposal, 8% materials.

Cost structure: 65% variable (COGS), 35% fixed (OpEx). Salaries scale at 0.8x revenue growth. Disposal fees fixed at \$150/ton (US Ecology contract). Fleet maintenance at 3.5% of vehicle value. Scales efficiently: 30% revenue growth increases OpEx by only 22%.

Funding: \$1.5M for 18-month runway. \$500,000 offices (lease deposits, buildout), \$375,000 fleet (3 vans @ \$125,000), \$200,000 tech (portal enhancement), \$250,000 marketing (digital, trade shows), \$175,000 working capital. Milestones: 5 new markets, \$2.7M 2024 revenue, 35% EBITDA margin.

Category	Item	Cost	Notes
Legal/Formation	Delaware incorporation	1500	Completed 2022
Licenses/Permits	EPA, AHERA, state licenses	25000	CO, UT, WY, NM
Equipment	HEPA units (x4)	70000	Clean Air Products
Equipment	Abatement vacuums (x6)	8000	Nilfisk
Equipment	Decommissioning trailers (x2)	40000	Custom build
Fleet	Abatement vans (x4)	160000	2022 Ford Transit

Fleet	Pickup trucks (x2)	50000	2022 Ford F-150
Technology	Client portal MVP	65000	Custom dev
Initial Supplies	PPE containment	48000	3-month inventory
Marketing Launch	Website branding	45000	Completed 2022
Working Capital	6 months OpEx	80000	Pre-revenue runway
Insurance	Annual premium	55000	\$5M liability
Professional Fees	Legal & Accounting	32000	Startup costs
Facility Setup	Demo storage	65000	DH leasehold improvements
Contingency	10% buffer	68500	Applied to total
TOTAL		685000	

Category	T: Monthly Cost	Annual Cost	Notes
Rent	Fixed 8300	99600	DH 8,500 sq. ft. + SLC

Salaries	Fixed 67500	810000	18 FTEs; 30% of revenue
Benefits	Fixed 16500	162000	20% of payroll
Insurance	Fixed 6667	68000	\$5M liability + pollution
Software	Fixed 498	58776	Jobber, HubSpot, Samsara etc.
Utilities	Fixed 1400	14400	Electricity internet
Marketing	Fixed 10000	120000	Per budget table
Professional Services	Fixed 5583	55000	Legal, accounting
Fleet Maintenance	Variable 7917	95000	3.5% of \$2.725M fleet value
Materials	Variable 2667	320000	Grainger, 3M supplies
Disposal Fees	Variable 1500	180000	US Ecology @ \$150/ton
Travel	Variable 2500	30000	Field assessments
FIXED TOTAL	115655	1387860	
VARIABLE TOTAL	49184	589200	

COMBINED TOTAL		164839	1977060
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Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Year 1 Total
Revenue	225000	225000	225000	270000	270000	270000	315000	315000	315000	360000	360000	360000	3240000
COGS	130500	130500	130500	156600	156600	156600	182700	182700	182700	208800	208800	208800	1890000
Gross Profit	94500	94500	94500	113400	113400	113400	132300	132300	132300	151200	151200	151200	1350000
Marketing	8000	8000	8000	7800	7800	7800	10850	10850	10850	10400	10400	10400	110400
Salaries	67500	67500	67500	67500	67500	67500	67500	67500	67500	67500	67500	67500	810000
Rent	8300	8300	8300	8300	8300	8300	8300	8300	8300	8300	8300	8300	99600
Software	4898	4898	4898	4898	4898	4898	4898	4898	4898	4898	4898	4898	58776
Insurance	5667	5667	5667	5667	5667	5667	5667	5667	5667	5667	5667	5667	68000
Other OpEx	39290	39290	39290	38290	38290	38290	33740	33740	33740	33740	33740	33740	444904
Total OpEx	123655	123655	123655	122455	122455	122455	121055	121055	121055	120505	120505	120505	1441680
EBITDA	-29155	-29155	-29155	-9055	-9055	-9055	11245	11245	11245	30695	30695	30695	-91680
Depreciation	11333	11333	11333	11333	11333	11333	11333	11333	11333	11333	11333	11333	136000
EBIT	-40488	-40488	-40488	-20388	-20388	-20388	-98	-98	-98	19362	19362	19362	-227680
Interest	0	0	0	0	0	0	0	0	0	0	0	0	0
Taxes	0	0	0	0	0	0	0	0	0	4841	4841	4841	14522
Net Income	-40488	-40488	-40488	-20388	-20388	-20388	-98	-98	-98	14522	14522	14522	-242202

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Beginning Cash	175000	149208	123416	97624	84676	71728	58780	70025	81270	92515	107037	121559
Cash In (Revenue)	180000	180000	180000	216000	216000	216000	252000	252000	252000	288000	288000	288000
Cash In (Funding)	1500000	0	0	0	0	0	0	0	0	0	0	0
Total Cash In	1680000	180000	180000	216000	216000	216000	252000	252000	252000	288000	288000	288000

Cash Out (COGS)	130500	130500	130500	156600	156600	156600	182700	182700	182700	208800	208800	208800
Cash Out (OpEx)	123655	123655	123655	122455	122455	122455	121055	121055	121055	120505	120505	120505
Cash Out (CapEx)	0	0	0	0	0	0	0	0	0	0	0	0
Cash Out (Debt)	0	0	0	0	0	0	0	0	0	0	0	0
Cash Out (Taxes)	0	0	0	0	0	0	0	0	0	4841	4841	4841
Total Cash Out	254155	254155	254155	279055	279055	279055	303755	303755	303755	334146	334146	334146
Net Cash Flow	1425896	-74155	-74155	-63055	-63055	-63055	-51755	-51755	-51755	-46146	-46146	-46146
Ending Cash	149208	123416	97624	84676	71728	58780	70025	81270	92515	107037	121559	136081

Metric	Y1	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Total
Revenue	3240000	810000	810000	810000	810000	1125000	1125000	1125000	1125000	4500000
COGS	1890000	472500	472500	472500	472500	656250	656250	656250	656250	2625000
Gross Profit	1350000	337500	337500	337500	337500	468750	468750	468750	468750	1875000
OpEx	1441680	360420	360420	360420	360420	450525	450525	450525	450525	1802100
EBITDA	-91680	-22920	-22920	-22920	-22920	18225	18225	18225	18225	72900
Net Income	-242202	-60552	-60552	-60552	-60552	4789	4789	4789	4789	19155
Ending Cash	136081	67324	-752	-78830	-149908	-114683	-79458	-44233	-8998	26237

Metric	Value	Calculation
Monthly Fixed Costs	115655	From OpEx table
Variable Cost per Job	4176	\$7,200 x 58%
Price per Job	7200	2023 average

Contribution Margin per Job	3024	\$7,200 - \$4,176
Contribution Margin %	42%	\$3,024 / \$7,200
Break-Even Units per Month	38.3	\$115,655 / \$3,024
Break-Even Revenue per Month	275,760	38.3 units x \$7,200
Expected Break-Even Month	Month 7	Per P&L projection
Safety Margin	12.3%	(\$315,000 - \$275,760) / \$315,000

Metric	Y1	Y2	Y3	Industry Benchmark
Gross Margin %	41.7%	41.7%	41.7%	35-40%
Operating Margin %	-4.5%	-2.8%	1.6%	5-8%
Net Profit Margin %	-7.5%	-2.8%	0.4%	3-5%
Current Ratio	1.8	2.1	2.5	1.5-2.0
Quick Ratio	1.2	1.5	1.8	1.0-1.5
CAC Payback	2.0 months	1.8 months	1.6 months	6-18 months
LTV:CAC	6.0	6.7	7.5	3.0
Monthly Burn Rate	20183	0	0	N/A
Runway (months)	8.6	24.0	24.0	N/A

SECTION 10: RISK ANALYSIS

Top risks: 1) Unlicensed operator growth (probability 4/5, impact 5/5) - 200+ unlicensed firms in Western states undercut prices by 25%, risking client safety; 2) Waste disposal cost inflation (prob 3/5, impact 4/5) - US Ecology increased fees 12% in 2023; 3) Economic downturn (prob 3/5, impact 4/5) - 2008 recession reduced abatement jobs by 35%.

Mitigation: For unlicensed operators, we allocate \$15,000/year to EPA compliance task force partnerships and client education campaigns. For disposal costs, we secured 12-month US Ecology contract with 5% annual cap. For downturns, we target 65% compliance-driven (non-discretionary) revenue via school contracts.

Risk	Probability	Impact	Risk Score	Mitigation Strategy	Contingency Plan	Owner
Unlicensed operators	4	5	20	EPA task force partnership; client education	Price match guarantee for certified jobs	CEO
Disposal cost inflation	3	4	12	12-month US Ecology contract w/ 5% cap	Switch to Clean Harbors (10% higher base)	COO
Economic downturn	3	4	12	Target 65% compliance-driven revenue	Reduce fleet by 2 vans (20% cost cut)	CFO
Workforce shortage	4	3	12	In-house training program w/ CMC	Temp agency contracts (25% wage premium)	COO
OSHA violation	2	5	10	Quarterly third-party audits	Emergency fund for fines (\$50k)	COO
Fleet failure	3	3	9	Samsara monitoring; 15% spare capacity	Rental agreements w/ Enterprise	COO
Client data breach	2	4	8	SOC 2 compliance; encrypted portal	Cyber insurance (\$1M coverage)	CFO
Regulatory change	3	3	9	NATEF membership; regulatory counsel	Lobbying via ASSE	CEO

SECTION 11: IMPLEMENTATION TIMELINE

Critical path: Albuquerque office launch (Month 4) enables \$500k municipal contracts. Client portal upgrade (Month 6) reduces sales cycle by 15 days. ISO 14001 certification (Month 10) unlocks federal bidding. Dependencies: SBA loan approval (Month 2) for office leases, US Ecology contract renewal (Month 3) for disposal continuity.

Month	Milestone	Deliverables	Resources Needed	Success Metric	Owner
1	Funding close	\$1.5M in account	Term sheet signed	Wire confirmation	CFO
1	Hire sales rep	Offer accepted	\$50k salary budget	Start date confirmed	CEO
2	SBA loan approval	Commitment letter	Financials package	45-day approval	CFO
3	US Ecology renewal	Contract extension	Negotiation leverage	5% annual cap	COO
4	Albuquerque launch	Lease signed, team hired	\$166k office budget	First job by 4/30	COO
5	Denver Public Schools contract	Signed agreement	RFP submission	\$185k value	CEO
6	Client portal upgrade	Real-time air monitoring	\$25k dev budget	20% fewer support tickets	COO
7	First emergency job	4-hour response	Mobile unit ready	Client NPS 85+	Field Manager
8	Break-even achieved	Positive EBITDA	38+ jobs/month	\$11k+ EBITDA	CFO
9	Phoenix office launch	Lease signed	\$166k office budget	First job by 9/30	COO
10	ISO 14001 certification	Certification issued	Audit completion	Zero non-conformities	COO
12	\$2.7M revenue hit	Annual financials	225 jobs/month	42% gross margin	CFO

SECTION 12: APPENDIX

Available documentation: EPA AHERA certification (#AC-2207), US Ecology disposal contracts, 2023 audited financials, Denver Public Schools RFP response, OSHA 30 training records. All financial assumptions validated against EPA abatement cost benchmarks and SIC 4953 industry data. Market size sourced from Grand View Research (2023), U.S. Census (2022), and GAO reports.