Building a Biohazard Cleanup Enterprise: A Detailed Sample Plan

BioShield Environmental Solutions, LLC (Denver, CO; founded March 15, 2024) is a biohazard remediation company serving Denver-Aurora-Lakewood MSA. Dr. Elena Ramirez (12 years CDC public health research, IICRC BTRA certified) and Marcus Thompson (15 years Denver Fire Department HAZMAT lead) founded the company to address 2,100 annual trauma scenes in Denver County (2023 Coroner data). We charge $4,200 average per job targeting $504,000 Year 1 revenue at 52% gross margin. Plan dated October 26, 2024.

1. Executive Summary

Denver County processes 1,700 unattended deaths and 400 crime scenes annually (2023 Coroner data), yet 68% of biohazard cleanup is handled by unlicensed operators risking $25,000 OSHA fines per violation (2023 EPA enforcement data). BioShield solves this with IICRC-certified technicians arriving within 90 minutes at $4,200 average job price. We capture 0.8% of Denver's $3.6M SOM by Year 3 through insurance partnerships and 24/7 dispatch.

Revenue comes from trauma scenes (55% of jobs at $4,500 avg), hoarding remediation (25% at $3,800), and meth decon (20% at $5,200). COGS averages $2,016/job (48%): $735 labor (3.5 hours x $42/hr + 20% payroll tax), $450 PPE/chemicals, $831 waste disposal (3.7 drums x $225/drum). Fixed costs are $27,000/month. We break even at 88 jobs/month by Month 18.

We seek $450,000: $150,000 owner equity, $200,000 SBA 7(a) loan (7.5% interest, 10-year term), $100,000 angel convertible note. Funds deploy as: $110,000 (2 vans), $60,000 (facility buildout), $45,000 (marketing), $185,000 (equipment/supplies), $50,000 (3-month operating reserve). This funds 12 months to 88 jobs/month break-even and $1.2M Year 3 revenue.

2. Company Overview

BioShield is a Colorado LLC (formed March 15, 2024) operating from 1,800 sq. ft. Class B industrial warehouse (zoned for hazardous materials) at 5430 E. Quincy Ave, Denver. We chose Denver due to 2.9M population density (1,900 people/sq. mile) and 12% annual growth in trauma scenes (Denver Public Health 2023). Ownership: Ramirez 60%, Thompson 30%, angel investor 10%.

Key personnel: Dr. Elena Ramirez (CEO; led CDC $2.1M opioid response grant in 2022, reduced pathogen exposure 37% in field trials), Marcus Thompson (COO; managed Denver Fire HAZMAT team handling 220 incidents/year, cut response time 22% 2020-2023). Jessica Lin (CFO; scaled environmental firm to $8.2M revenue, achieved 99.8% SBA loan compliance).

Date	Milestone	Status	Next Steps
Mar 15, 2024	LLC formation	Complete	Secure EIN
Apr 30, 2024	IICRC certification	Complete	Train 4 technicians
May 15, 2024	Facility lease signed	Complete	Build decon bay
Jun 30, 2024	4 technicians certified	In progress	Pass OSHA inspection
Aug 1, 2024	Website launch	Pending	Integrate Jobber CRM
Sep 15, 2024	First revenue job	Pending	Process insurance payment
Dec 31, 2024	5 jobs/month	Pending	Achieve 70% client retention
Jun 30, 2025	12 jobs/month	Pending	Negotiate State Farm contract

3. Market Analysis

TAM: $1.8B (US biohazard industry, IBISWorld 2023). SAM: $120M (Western US states with >500k population). SOM: $3.6M (Denver metro; calculated as 2,100 annual incidents x $1,715 avg revenue/incident based on ServPro franchisee data). We target 0.8% SOM ($28,800) in Year 1 via 7 jobs/month.

Target customers: Property owners (65% of jobs; 45-65yo, $75k+ household income), insurance adjusters (25%; State Farm handles 18% of CO property claims), coroner offices (10%; 120 annual referrals). Budgets: $1,500-$8,000/job; 78% covered by insurance (2023 NAIC data).

Market trends: 1) Opioid deaths up 14% annually (CDC 2023), driving 1,200+ trauma scenes/year in Denver; 2) Colorado HB23-1269 (effective 2024) mandates certified cleanup for meth contamination, creating $420k/year opportunity; 3) 62% of insurers now require IICRC certification (Insurance Journal 2023).

Segment	Size ($)	Growth Rate	Our Share Target	Rationale
Unattended Deaths	1,700 x $4,500 = $7.65M	12%	0.5%	Coroner office partnerships
Crime Scenes	400 x $5,200 = $2.08M	8%	1.0%	Police department MOU in negotiation
Meth Decon	300 x $5,500 = $1.65M	22%	2.0%	New HB23-1269 compliance requirement
Hoarding	200 x $3,800 = $760k	15%	1.5%	Denver Housing Authority contract pending

Category	Total Addressable	Serviceable Available	Serviceable Obtainable	Methodology
US Market	$1.8B	$120M	$0	IBISWorld 2023; SAM = Western states w/ >500k pop
Denver Metro	$3.6M	$3.6M	$28,800	2,100 incidents x $1,715 avg rev; SOM = 0.8% Year 1 capture

4. Competitive Analysis

Direct competitors: Aftermath (national; $12,500 avg job, 2.1% Denver market share), ServPro Denver (franchise; $6,800 avg, 1.4% share), Colorado Bio Recovery (local; $4,900 avg, 0.7% share). Aftermath's 97-minute average response time (per Mystery Shopper 2023) creates 42% customer dissatisfaction (J.D. Power 2023).

Our advantages: 1) 90-minute response (vs. 127-minute market avg) via 24/7 Denver-based technicians; 2) $225/drum waste disposal (vs. $275 industry avg) through Stericycle volume contract; 3) 100% IICRC-certified techs (vs. 63% industry avg per IICRC 2023); 4) Insurance payment in 14 days (vs. 31-day industry avg) via direct billing portal.

Competitor	Revenue Est.	Pricing	Key Strength	Key Weakness	Our Differentiation
Aftermath	$8.2M CO	$5k-$15k	National brand	127-min response	90-min local response
ServPro Denver	$1.1M	$3k-$10k	Brand recognition	Part-time biohazard staff	Full-time certified techs
Colorado Bio Rec	$250k	$1.8k-$6k	Local owner	No 24/7 service	24/7 dispatch center
Jan-Pro Cleaning	$0 biohazard	$800-$2k	Low price	No certification	OSHA compliance guarantee
Craigslist "Cleaners"	Unreported	$500-$1.5k	Cash payments	Illegal operations	Licensed & insured

Strengths	Weaknesses	Opportunities	Threats
IICRC-certified techs (100%)	Brand new (0 recognition)	CO HB23-1269 meth law	Aftermath price war
$225/drum waste cost	Limited service vehicles (2)	State Farm CO partnership	New EPA disposal rules
90-min response time	No insurance contracts	Denver Housing Authority RFP	Recession reducing jobs
Direct billing portal	Unproven retention	Hoarding task force referral	OSHA fine for error

5. Products & Services

We provide 5 services: 1) Trauma cleanup (blood/tissue removal using Oxivir TB + HEPA filtration; 4-24hr completion), 2) Hoarding remediation (partnering with Denver Mental Health; 1-3 day jobs), 3) Meth decon (EPA Method 846 testing; $300 pre-test), 4) Disease decon (CDC-approved protocols), 5) Animal biohazards (zoonotic disease mitigation). All include digital photo logs, chain-of-custody docs, and insurance forms.

Pricing is flat-rate per job after assessment: Trauma ($2,500-$8,000; $4,500 avg), Hoarding ($1,800-$6,000; $3,800 avg), Meth ($3,000-$7,500; $5,500 avg). We price 12% below Aftermath but 8% above unlicensed operators, justified by 37% faster EPA clearance testing and $5M pollution liability coverage.

Tier	Price	Features	Target Customer	% Revenue	Gross Margin
Trauma Basic	$2,500	1 room, <50 sq ft	Homeowners	30%	55%
Trauma Premium	$6,500	Multi-room, odor removal	Property managers	25%	50%
Hoarding Standard	$3,800	1-bedroom, mental health coord	Housing Authority	25%	48%
Meth Decon	$5,500	Testing + full remediation	Landlords	20%	52%

Metric	Value	Calculation/Notes
Price per job	$4,200	Weighted avg: (30%x$2.5k)+(25%x$6.5k)+(25%x$3.8k)+(20%x$
COGS per job	$2,016	Labor $735 (3.5hrs x $42/hr x 1.2), Materials $450, Waste $831 (3.7 drums x $225)
Gross Profit/job	$2,184	$4,200 - $2,016
Gross Margin	52%	$2,184 / $4,200
CAC	$159	$19,200 annual marketing spend / 120 Year 1 jobs

LTV	$1,260	1.5 jobs x $4,200 x 20% margin / 10% churn rate
LTV:CAC	7.9	$1,260 / $159
Payback Period	1.8 months	CAC / (Gross Profit/job x jobs/month) = $159 / ($2,184 x 10/30)

6. Marketing & Sales

Primary channel: Google Local Service Ads (LSA) targeting "biohazard cleanup Denver" (1,300 monthly searches, $45 avg CPC). Secondary: SEO for "crime scene cleanup Colorado" (880 searches) and coroner office referrals. We allocate $5,500/month: $3,000 Google LSA (66 clicks, 18 conversions at 27% rate), $1,500 SEO (32 organic leads), $1,000 partnership development.

Sales cycle: 1) Emergency call (avg 2.1 minutes), 2) Dispatch within 15 minutes (98% on-time), 3) Onsite assessment within 90 minutes (85% conversion), 4) Insurance coordination (72-hour avg payment), 5) Post-job survey (92% target satisfaction). Close rate: 68% of assessments.

Retention: 10% discount for repeat clients (12% of jobs), $150 referral credit (23% new jobs from referrals), annual "Peace of Mind" contract ($1,200 for 2 emergency jobs). Target churn: 8% monthly.

Channel	Monthly Budget	CAC	Leads/Mo	Conv. Rate	Customers/Mo	ROI
Google LSA	$3,000	$167	66	27%	18	1,200%
SEO/Content	$1,500	$47	32	22%	7	3,500%
Coroner Referrals	$500	$0	15	65%	10	Unlimited
Insurance Partners	$500	$0	8	75%	6	Unlimited

Month	Google Ads	Social Media	Content/SEO	Events	Other	Total	Leads	Customers
1	1,000	0	500	0	500	2,000	28	5
2	1,500	0	750	0	500	2,750	41	7
3	2,000	0	1,000	0	500	3,500	54	9
4	2,500	0	1,250	0	500	4,250	67	11
5	2,750	0	1,375	0	500	4,625	73	12
6	3,000	0	1,500	0	500	5,000	79	13
7	3,000	0	1,500	0	500	5,000	79	13
8	3,000	0	1,500	0	500	5,000	79	13
9	3,000	0	1,500	0	500	5,000	79	13
10	3,000	0	1,500	0	500	5,000	79	13
11	3,000	0	1,500	0	500	5,000	79	13
12	3,000	0	1,500	0	500	5,000	79	13

7. Operations

Daily workflow: 1) Call received via 24/7 hotline (average 2.1 rings), 2) Dispatch within 15 minutes using Jobber (98% on-time), 3) Technician arrives in 90 minutes (avg 27 miles), 4) Digital assessment with photo logs, 5) Cleanup using EPA-registered chemicals, 6) Waste sealed in Stericycle drums, 7) Digital invoice to insurance. Capacity: 4 technicians handle 16 jobs/week (4 jobs/tech).

Key suppliers: Stericycle (medical waste; $225/drum, 30-day terms, backup: Clean Harbors), Ansell (PPE; $45/job, 2% discount at $10k/month), Ecolab (chemicals; $60/job, $0.50/liter discount at 500L/month). Technology: Jobber ($129/user/month), Salesforce ($25/user/month), Samsara ($35/vehicle/month).

Vendor/Supplier	Service	Monthly Cost	Contract Terms	Backup Option
Stericycle	Medical waste disposal	$1,800	12-month, 30-day cancel	Clean Harbors ($245/drum)
Ansell	PPE bulk supply	$1,350	Net 30, 2% discount	3M ($48/job)
Ecolab	Decon chemicals	$1,800	Annual, 5% growth	Kaivac ($65/job)
Samsara	Vehicle GPS	$70	Month-to-month	Verizon Connect ($85)

Tool	Purpose	Monthly Cost	Users	Alternatives Considered
Jobber	Dispatch & invoicing	$516	6	Housecall Pro ($552)
Salesforce	CRM & compliance docs	$150	2	HubSpot ($199)
QuickBooks Online	Accounting	$50	1	Xero ($35)
Samsara	Fleet tracking	$70	2 vehicles	Geotab ($65)

8. Management Team

Structure: CEO (field ops), COO (technician management), part-time CFO. Salaries: CEO $95,000 (Year 1), COO $85,000, technicians $55,000 + $5k bonus. Compensation philosophy: Base at 75th percentile for CO environmental services (BLS 2023), 10% profit-sharing after $500k revenue.

Advisors: Dr. Alan Chen (ex-EPA regional director; environmental compliance; $200/hour retainer), Lisa Rodriguez (insurance billing expert; former State Farm claims mgr; 5% revenue share on insurance contracts).

Month	Role	Salary	Priority	Source	Onboarding Time
1	Customer Service Manager	$48,000	High	Indeed	30 days
2	Biohazard Technician	$55,000	High	Trade schools	45 days
3	Biohazard Technician	$55,000	High	Trade schools	45 days
4	Logistics Coordinator	$42,000	Medium	Internal promo	15 days
6	Biohazard Technician	$55,000	Medium	Trade schools	45 days
6	Biohazard Technician	$55,000	Medium	Trade schools	45 days

9. Financial Plan

Key assumptions: Jobs/month start at 5 (Month 1), grow to 15 (Month 12) at 10% monthly increase. Avg revenue/job: $4,200 Year 1, $4,300 Year 2, $4,350 Year 3. COGS: 48% of revenue. Monthly churn: 8%. CAC: $159. Fixed costs: $27,000/month Year 1.

Revenue model: 70% from insurance (State Farm, Liberty Mutual), 25% from property owners, 5% from government. Growth drivers: Insurance contract conversion (target 3 carriers by Year 2 adding 40 jobs/month), meth decon demand (22% growth from HB23-1269).

Cost structure: 55% variable (labor, materials, waste), 45% fixed (salaries, rent, software). Variable costs scale linearly with jobs. Fixed costs grow 8% annually for salary increases.

Funding: $450,000 provides 12 months runway to 15 jobs/month. Milestones: Month 6 (5 jobs/month), Month 12 (15 jobs/month), Month 18 (break-even).

Category	Item	Cost	Notes
Legal/Formation	LLC filing	500	Colorado SOS fee
Licenses/Permits	IICRC certification	3,000	4 technicians x $750
Licenses/Permits	HAZWOPER training	3,200	4 techs x $800
Equipment	2024 Ford Transit vans	110,000	$55k x 2; 5-year loan
Equipment	HEPA vacuums (x2)	16,000	$8k x 2
Equipment	Foggers (x4)	12,000	$3k x 4

Technology	Jobber setup	1,500	Annual license
Initial Supplies	PPE inventory	15,000	3-month supply
Initial Supplies	Chemicals	12,000	500L Ecolab concentr
Marketing Launch	Website development	8,000	WordPre + LSA integratio
Marketing Launch	Google Ads deposit	3,000	Prepaid 3 months
Working Capital	3-month operating reserve	81,000	$27k x 3
Insurance	Annual premium	35,000	$5M liability + pollution
Professional Fees	Legal retainer	10,000	EPA complian counsel
Contingency	10% buffer	45,000	Required by SBA
	TOTAL	450,000	

C	Type	Monthly Cost	Annual Cost	Notes

Rent	Fixed	3,500	42,000	1,800 sq. ft. @ $1.94/sq. ft.
Salaries	Fixed	15,000	180,000	CEO $7,917 + COO $7,083
Benefits	Fixed	2,130	25,560	14.2% of payroll
Insurance	Fixed	2,917	35,000	General liability + pollution
Software	Fixed	786	9,432	Jobber, Salesforc QuickBoo
Vehicle Lease	Fixed	2,000	24,000	2 vans x $1,000
Marketing	Variable	1,600	19,200	$159 CAC x 10 jobs
Labor	Variable	7,350	88,200	3.5 hrs x $42/hr x 10 jobs x 1.2
Materials	Variable	4,500	54,000	$450 x 10 jobs

Waste Disposal	Variable	8,310	99,720		3.7 drums x $225 x 10 jobs
Training	Fixed	833	10,000		Annual certificati renewals
Admin/Legal	Fixed	667	8,000		Complian retainer
	Fixed Total	27,000	324,000		
	Variable Total	20,160	241,920		Per 10 jobs
	COMBINED	47,160	565,920		

Line Item	**M1**	**M2**	**M3**	**M4**	**M5**	**M6**	**M7**	**M8**	**M9**	**M10**	**M11**	**M12**	**Year 1**
Revenue	10,500	12,600	15,120	18,144	21,773	26,127	31,353	37,623	45,148	54,177	65,013	78,015	504,000
COGS	5,040	6,048	7,258	8,709	10,451	12,541	15,049	18,059	21,671	26,005	31,206	37,447	241,920
Gross Profit	5,460	6,552	7,862	9,435	11,322	13,586	16,304	19,564	23,477	28,172	33,807	40,568	262,080
Marketing	2,000	2,750	3,500	4,250	4,625	5,000	5,000	5,000	5,000	5,000	5,000	5,000	54,000
Salaries	15,000	15,000	15,000	15,000	15,000	17,500	17,500	17,500	17,500	17,500	17,500	17,500	202,500
Rent	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	42,000
Software	786	786	786	786	786	786	786	786	786	786	786	786	9,432
Insurance	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	35,000
Vehicle	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000
Training	833	833	833	833	833	833	833	833	833	833	833	833	10,000
Admin/Legal	667	667	667	667	667	667	667	667	667	667	667	667	8,000
Total OpEx	27,703	28,453	29,203	29,953	30,329	32,203	32,203	32,203	32,203	32,203	32,203	32,203	370,932
EBITDA	(22,243)	(21,901)	(21,341)	(20,518)	(19,007)	(18,617)	(15,899)	(12,639)	(8,726)	(4,031)	1,604	8,365	(108,852)
Depreciation	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	45,000
EBIT	(25,993)	(25,651)	(25,091)	(24,268)	(22,757)	(22,367)	(19,649)	(16,389)	(12,476)	(7,781)	(2,146)	4,615	(153,852)

Interest	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000	
Taxes	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Income	(27,243)	(26,901)	(26,341)	(25,518)	(24,007)	(23,617)	(20,899)	(17,639)	(13,726)	(9,031)	(3,396)	3,365	(168,852)	

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Beginning Cash	450,000	422,757	395,856	369,515	343,997	319,990	296,373	275,474	257,835	244,109	235,078	231,682
Cash In	0	10,500	12,600	15,120	18,144	21,773	26,127	31,353	37,623	45,148	54,177	65,013
Funding	450,000	0	0	0	0	0	0	0	0	0	0	0
Total Cash In	450,000	10,500	12,600	15,120	18,144	21,773	26,127	31,353	37,623	45,148	54,177	65,013
Cash Out	450,000	37,743	36,844	35,585	34,147	33,000	33,000	33,000	33,000	33,000	33,000	33,000
Total Cash Out	450,000	37,743	36,844	35,585	34,147	33,000	33,000	33,000	33,000	33,000	33,000	33,000
Net Cash Flow	0	(27,243)	(24,244)	(20,465)	(16,003)	(11,227)	(6,873)	(1,647)	4,623	12,148	21,177	32,013
Ending Cash	450,000	422,757	395,856	369,515	343,997	319,990	296,373	275,474	257,835	244,109	235,078	231,682

Metric	Y1	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Total
Revenue	504,000	238,000	265,000	297,000	333,000	373,000	418,000	468,000	524,000	1,218,000
COGS	241,920	114,240	127,200	142,560	159,840	179,040	200,640	224,640	251,520	585,840
Gross Profit	262,080	123,760	137,800	154,440	173,160	193,960	217,360	243,360	272,480	632,160
OpEx	370,932	85,000	85,000	85,000	85,000	105,000	105,000	105,000	105,000	420,000
EBITDA	(108,852)	38,760	52,800	69,440	88,160	88,960	112,360	138,360	167,480	212,160
Net Income	(168,852)	(29,400)	(14,700)	5,880	28,812	48,308	71,708	97,708	126,828	145,548
Ending Cash	231,682	202,282	187,582	193,462	222,274	270,582	342,290	439,998	566,826	566,826

Metric	Value	Calculation
Monthly Fixed Costs	27,000	From OpEx table

Variable Cost per Job	2,016	COGS/job
Price per Job	4,200	Weighted average
Contribution Margin/job	2,184	$4,200 - $2,016
Contribution Margin %	52%	$2,184 / $4,200
Break-Even Units	12.4	$27,000 / $2,184
Break-Even Revenue	52,080	12.4 x $4,200
Expected Break-Even Month	Month 18	Per cash flow projection
Safety Margin	19.4%	(15 jobs - 12.4) / 15

Metric	Y1	Y2	Y3	Industry Benchmark
Gross Margin %	52%	54%	52%	50-60% (IBISWorld)
Operating Margin %	(73%)	(3%)	35%	15-25% (established)
Net Profit Margin %	(34%)	(3%)	12%	10-15%
Current Ratio	1.2	1.8	2.5	1.5+
Quick Ratio	0.9	1.5	2.1	1.0+
CAC Payback	1.8 mo	1.5 mo	1.2 mo	6-18 mo
LTV:CAC	7.9	9.2	10.5	3:1+
Monthly Burn Rate	14,071	2,450	0	N/A
Runway (months)	16.5	8.2	Infinite	6+ for startups

10. Risk Analysis

Top risks: 1) Regulatory violation (30% probability; $50k fine impact) - mitigated by quarterly OSHA audits and $5M insurance; 2) Cash flow shortfall (25% probability; 3-month shutdown impact) - mitigated by $81k reserve and SBA loan grace period; 3) Technician injury (20% probability; $250k workers' comp claim) - mitigated by mandatory PPE and biometric monitoring; 4) Aftermath price war (15% probability; 15% revenue loss) - mitigated by insurance contracts locking rates.

Mitigation specifics: OSHA audits cost $2,500/quarter with Chen Environmental Consulting. Cash flow buffer covers 3 months at $27k/month. Biometric monitors ($150/tech) detect heat stress before injury. Insurance contracts require 90-day notice for rate changes.

Risk	Probability	Impact	Risk Score	Mitigation Strategy	Contingency Plan	Owner
OSHA violation	3	4	12	Quarterly audits; $5M insurance	Immediate process correction	COO
Cash flow shortfall	3	5	15	$81k reserve; SBA grace period	Angel note conversion	CFO
Technician injury	2	5	10	PPE enforcement; biometric monitors	Backup tech pool	COO
Price war	2	3	6	Insurance contract lock-in	Cost reduction to $1,900/job	CEO
Reputation damage	4	4	16	HIPAA-aligned comms; PR retainer	CEO media response	CEO
Waste disposal failure	1	5	5	Dual Stericycle/Clean Harbors contract	Emergency storage protocol	Logistics
Insurance non-payment	3	3	9	Pre-authorization portal	Client payment plan	CFO
Regulatory change	2	4	8	Monthly compliance newsletter review	Lobbying via IICRC	CEO

11. Implementation Timeline

Critical path: Technician certification (45 days), facility buildout (60 days), insurance contracts (90 days). Month 1-3 priorities: Achieve IICRC certification, secure 5 jobs, validate cash flow model. Month 4-6: Negotiate State Farm contract, hire 2 additional techs. Month 7-9: Implement pre-billing portal, target 10 jobs/month. Month 10-12: Achieve 15 jobs/month, positive EBITDA.

Month	Milestone	Deliverables	Resources Needed	Success Metric	Owner
1	Facility buildout complete	Decon bay operational	$60k budget; contractor	Pass OSHA inspection	COO
1	Website launch	Google LSA integration	$8k budget; developer	50 organic visits/day	CFO
2	First revenue job	Completed trauma cleanup	Certified tech; van	$4,200 revenue	COO
3	5 jobs completed	5 client invoices	2 techs; dispatch system	70% insurance payment rate	CFO
4	State Farm contract draft	MOU signed	CEO time; legal review	40 jobs/year commitment	CEO
5	8 jobs/month	8 completed jobs	3 techs; marketing	$33,600 revenue	COO
6	Technician certification	4 IICRC certs	$3,200 training budget	100% certification pass	COO
7	Pre-billing portal live	Insurance pre-auth system	$5k dev budget	Reduce payment time to 14 days	CFO
8	10 jobs/month	10 completed jobs	4 techs; marketing	$42,000 revenue	COO
9	Positive gross profit	Monthly gross profit >0	10 jobs; cost control	$4,623 gross profit	CFO
10	12 jobs/month	12 completed jobs	4 techs; referrals	$50,400 revenue	COO
12	15 jobs/month	15 completed jobs	4 techs; insurance contracts	$63,000 revenue	CEO