

# Sample Business Plan: Scaling a Foundation Repair in the American Market

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Foundation First Solutions, LLC (Texas LLC, S-Corp election) founded 2023 in Austin. Michael Reynolds (ex-Ram Jack Texas ops lead, scaled to \$22M revenue) and Angela Patel, PE (TX #128934) provide engineered foundation repairs to 15-40 year homes in \$300k-\$800k value range at \$12,500 avg. job value. Targeting \$1.8M Year 1 revenue with 50% gross margin. October 2023.

# 1. Executive Summary

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2.1 million US homes experience foundation damage annually (Texas A&M 2022), costing homeowners \$14,200 average repair (IBISWorld). Foundation First Solutions deploys licensed-engineer-supervised repairs using ground-penetrating radar diagnostics, reducing callbacks to 8% vs. industry 14% (IAFRC 2023). We charge \$395-\$650 for inspections (75% conversion to \$12,500 avg. repair jobs), generating \$1.8M Year 1 revenue at 50% gross margin. Achieve profitability at 77 jobs (Month 7) with \$480k fixed costs.

We seek \$1.2M growth capital: \$500k (42%) for San Antonio expansion (office lease \$3.2k/mo, 2 crews @ \$185k/crew setup), \$400k (33%) for DFW entry, \$150k (13%) for FoundationTrak SaaS (AWS costs \$8.5k/mo), \$100k (8%) for sales hires, \$50k (4%) contingency. Fund 35% EBITDA margin by Year 3 through 400 jobs at \$13,500 avg. value, capturing 8.2% Central Texas SOM (\$3.4M revenue share). Projected 3.2x ROI by Year 5 via \$12.4M cumulative EBITDA.

## 2. Company Overview

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Texas LLC formed 2023, electing S-Corp for payroll tax savings. Austin HQ selected for 62% homeownership rate (Census 2023) and 1 in 5 homes needing repairs (Texas A&M). Ownership: Reynolds 60% (funded \$480k founder equity), Patel 20% (sweat equity valued at \$160k), AcceITex 20% (\$160k angel round).

Reynolds scaled Ram Jack Texas to \$22M revenue in 5 years (2018-2023), managing 12 crews. Patel designed 347 foundation repairs at Freyermuth Engineering (2019-2023), reducing warranty claims 38%. Chen managed 280+ annual jobs at Foundation Supportworks (2020-2023).

Date	Milestone	Status	Next Steps
Mar 2023	TDLR License #16219F secured	Complete	N/A
May 2023	First revenue (\$42k from 4 jobs)	Complete	N/A
Aug 2023	Hired lead estimator (\$85k salary)	Complete	N/A
Oct 2023	Close \$1.2M growth round	Pending	Execute wire by 11/15
Jan 2024	San Antonio office launch	Planned	Lease 1,200 sq. ft. @ \$2.9k/mo
Apr 2024	DFW crew deployment	Planned	Hire 2 technicians @ \$68k/yr each
Jun 2024	FoundationTrak MVP launch	Planned	Integrate with Salesforce API
Dec 2024	260 jobs completed	Planned	Maintain 54% gross margin

### 3. Market Analysis

TAM: \$9.1B US foundation repair (IBISWorld 2023). SAM: \$1.3B Southern US (TX, OK, LA, AR) based on 14.2M homes aged 15-40 years (Census) x 1.8% annual repair rate x \$5,050 avg. repair (ENR). SOM: \$42M Central Texas (Austin MSA) = 582,000 homes x 1.8% repair rate x \$12,500 avg. job value. Capture 8.2% (\$3.4M) by Year 1 via digital marketing targeting ZIP codes with USDA "very high" clay content.

Target customers: Homeowners aged 45-65 (68% of leads), 72% married, 58% with college degrees (Experian). Budget \$8k-\$20k for repairs; 63% finance via GreenSky (90-day same-as-cash). 41% originate from realtor referrals during home sales (National Association of Realtors).

Climate-driven soil movement increasing: 2023 Texas drought-flood cycle caused 22% YoY foundation claim surge (Texas FAIR Plan). Home values up 18% in Austin (2022-2023), increasing repair investment. Pre-listing inspections growing at 12% CAGR (National Association of Home Inspectors).

Segment	Size (\$)	Growth Rate	Our Share Target	Rationale
Residential Repairs	34.2M	6.8%	8.2%	Core competency; 75% inspection conversion
Pre-Listing Inspections	3.8M	12.0%	15.0%	Realtor partnerships; \$395 avg. fee
Commercial (Under 5k sq. ft.)	2.1M	4.2%	5.0%	Limited capacity; higher complexity
Foundation Monitoring SaaS	1.9M	25.0%	10.0%	Year 2+ rollout; \$999/yr subscription

Category	Total Addressable	Serviceable Available	Serviceable Obtainable	Methodology
US Market	9.1B	1.3B	42.0M	IBISWorld x regional home count x repair rate

## 4. Competitive Analysis

Top competitors: Ram Jack Austin (\$4.2M revenue, 18% local share), Perma-Pier (\$2.8M, 12% share), Foundation Supportworks (\$3.1M, 15% share). Ram Jack charges \$18k avg. job but uses subcontractors (22% callback rate). Perma-Pier spends \$210k/year on Google Ads (SEMrush data) but lacks in-house engineers.

Competitive advantages: (1) Patel's on-site engineering reduces warranty costs to \$420/job vs. \$780 industry avg. (IAFRC); (2) Proprietary moisture mapping cuts diagnostic time to 1.2 hours vs. 2.5 industry avg.; (3) 25-year transferable warranty (vs. 10-15 years) increases conversion 18%; (4) FoundationTrak SaaS reduces callbacks 40% via real-time monitoring.

Competitor	Revenue Est.	Pricing	Key Strength	Key Weakness	Our Differentiation
Ram Jack Austin	4.2M	18,000	National brand	22% callback rate	40% lower callbacks via engineering oversight
Perma-Pier	2.8M	14,500	Digital ad spend	No in-house PE	Patel signs all engineering reports
Supportworks	3.1M	16,200	Franchise network	15-yr warranty	25-yr transferable warranty
DIY Products	1.2B	50-300	Low cost	Temporary fix	Permanent engineered solution
General Contractors	850M	6,000-10,000	Bundled services	High failure rate	Specialized foundation expertise

Strengths	Weaknesses	Opportunities	Threats
In-house PE (Patel)	Limited to 3 crews currently	DFW expansion (2.1M homes)	Ram Jack price cuts
25-yr warranty	No commercial experience	FoundationTrak SaaS	Recession reducing repairs
75% inspection conversion	Brand recognition low	Realtor partnerships	New licensing rules

50% gross margin	Dependent on clay soils	Climate change effects	Technician shortage
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## 5. Products & Services

Core service: 12-point diagnostic using GSSI GPR-1000 radar (\$18k unit) and moisture mapping. Delivers engineering report within 24 hours signed by Patel. Repairs include steel piers (Fortress Technologies anchors at \$1,200/point) and polyurethane foam injection (GeoPrize systems at \$45/linear ft). FoundationTrak SaaS uses IoT sensors (\$120/unit installed) with \$999/year subscription.

Pricing set 12% below Ram Jack but 8% above Perma-Pier based on engineering premium. \$395 inspection fee (waived with repair) funds diagnostics. Tiered pricing: 1-4 piers at \$1,800/point, 5-8 at \$1,650, 9+ at \$1,500. Achieves 50% gross margin via 5% volume discount from Fortress at 200+ jobs/year.

Tier	Price	Features	Target Customer	Expected % Rev	Gross Margin
Inspection	395	Radar scan, moisture map, report	All leads	4.2%	-15%
Steel Piering	8,000-18,000	Helical/push piers, engineering	Severe settlement	62.1%	53%
Slab Jacking	2,500-7,000	Poly foam injection	Minor settling	24.7%	48%
Drainage	800-6,000	French drains, grading	Water issues	9.0%	42%

Metric	Value	Calculation/Notes
Price per job	12,500	Weighted avg. of 144 jobs
COGS per job	6,250	Materials \$3,800 + labor \$2,450
Gross Profit	6,250	12,500 - 6,250
Gross Margin	50.0%	6,250 / 12,500
CAC	1,950	\$288k marketing / 148 customers
LTV	18,750	12,500 x 1.5 (upsell factor)

LTV:CAC	9.6	18,750 / 1,950
Payback	3.1 months	1,950 / (6,250 x 75% collection rate)

## 6. Marketing & Sales

Primary channel: Google Local Service Ads at \$68/lead (Google data). Target keywords: "foundation repair Austin" (1,900 searches/mo, \$4.20 CPC). Allocate \$15k/mo to PPC yielding 3,571 clicks at 3.2% CTR = 114 leads. SEO targets 12 high-intent keywords; \$36k/year agency fee projects 89 organic leads/month by Month 6. Real estate referrals: 2% commission on \$395 inspections (217 inspections from 108 agents).

Sales cycle: Lead capture (72-hour response SLA) -> inspection booking (68% rate) -> on-site diagnostic (same-day 82% rate) -> proposal (24hr delivery) -> financing presentation (GreenSky approval rate 89%) -> close (7-day avg. cycle). Conversion rates: lead to inspection 68%, inspection to repair 75%, repair close 92%.

Retention: \$500 referral bonus (28% redemption rate). Free annual inspections (cost \$185/job). Customer portal with repair history. Target 4.2% annual churn (vs. 7.1% industry) via 94+ CSAT score.

Channel	Monthly Budget	Expected CAC	Expected Leads	Conversion Rate	Expected Customers	ROI
Google LSA	8,000	72.73	110	18.2%	20	16.2x
Google PPC	15,000	58.60	256	14.5%	37	12.7x
SEO	3,000	33.71	89	15.7%	14	18.6x
Realtor Referrals	2,500	11.49	217	1.0%	2	21.8x
Social Ads	5,000	89.29	56	10.7%	6	7.1x

Month	Google Ads	Social Media	Content/SEO	Events	Other	Total	Expected Leads	Expected Customers
1	8,000	5,000	3,000	1,500	1,000	18,500	472	59
2	8,000	5,000	3,000	1,500	1,000	18,500	501	63
3	8,000	5,000	3,000	1,500	1,000	18,500	532	67
4	8,500	5,500	3,000	1,500	1,000	19,500	565	71
5	8,500	5,500	3,000	1,500	1,000	19,500	599	75
6	8,500	5,500	3,000	1,500	1,000	19,500	635	80
7	9,000	6,000	3,000	1,500	1,000	20,500	673	85
8	9,000	6,000	3,000	1,500	1,000	20,500	713	90
9	9,000	6,000	3,000	1,500	1,000	20,500	756	95
10	9,500	6,500	3,000	1,500	1,000	21,500	801	101
11	9,500	6,500	3,000	1,500	1,000	21,500	849	107
12	9,500	6,500	3,000	1,500	1,000	21,500	900	113

## 7. Operations

Daily workflow: Lead enters Salesforce -> scheduler books inspection within 24hrs -> technician performs GPR scan -> Patel reviews data -> proposal generated in Buildertrend -> project manager dispatches crew. Crew capacity: 1.8 jobs/day/crew (22 jobs/mo at 90% utilization). Warehouse holds 45 days of pier anchors (120 units) and foam (1,800 lbs).

Key vendors: Fortress Technologies (piering systems, \$1,200/anchor, 5% discount >200 jobs), GeoPrize (foam equipment lease \$1,850/mo), GreenSky (financing fee 4.5% per transaction). Technology: Salesforce (\$125/user/mo x 8 users), Buildertrend (\$300/mo), QuickBooks Online (\$80/mo).

Vendor/Supplier	Service	Monthly Cost	Contract Terms	Backup Option
Fortress Technologies	Steel piers	18,500	12-mo, 5% volume discount	Helical Solutions Inc.
GeoPrize	Foam equipment	1,850	24-mo lease w/ service	Lift Right Equipment
GreenSky	Financing	1,350	Month-to-month	Hearth Finance
Salesforce	CRM	1,000	Annual commitment	HubSpot
Buildertrend	Project mgmt	300	Annual commitment	CoConstruct

Tool	Purpose	Monthly Cost	Users	Alternatives Considered
Salesforce Service Cloud	Lead tracking	1,000	8	Zendesk
Buildertrend	Estimating, client comms	300	6	Procore
GSSI GPR-1000	Ground-penetrating radar	1,500	3	SensorScan
QuickBooks Online	Accounting	80	2	Xero
FoundationTrak (dev)	Monitoring SaaS	8,500	4	N/A

## 8. Management Team

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8-person team: Reynolds (CEO, \$140k salary), Patel (CPE, \$125k + 5% profit share), Chen (Ops, \$95k), Lopez (Marketing, \$90k), 1 estimator (\$85k), 3 technicians (\$62k avg.). Salaries set at 75th percentile for Austin construction (BLS 2023). No equity grants beyond founders.

Advisory board: Mark Jennings (ex-CEO Ram Jack, 0.5% equity), Dr. Linda Wu (UT Austin Geotech, \$150/hr consulting). Compensation: Jennings \$10k/year retainer, Wu project-based.

Month	Role	Salary	Priority	Source	Onboarding Time
1	Realtor Liaison	55,000	High	Internal	30 days
3	2nd Technician	62,000	High	Trade school	45 days
4	Sales Manager	88,000	Medium	LinkedIn	60 days
6	3rd Technician	62,000	High	Trade school	45 days
7	San Antonio Estimator	85,000	High	Internal	30 days
8	DFW Technician	62,000	High	Trade school	45 days

## 9. Financial Plan

Key assumptions: 12 jobs/month Year 1 (144 total), growing to 33/month by Year 3. Avg. job value \$12,500 Year 1, \$13,500 Year 3 via upselling drainage solutions. Monthly churn 0.35% (4.2% annual). COGS 50% Year 1, improving to 43% Year 3 via Fortress volume discount and crew efficiency. CAC \$1,950 Year 1, declining to \$1,600 Year 3.

Revenue model: 91% from repair jobs, 5% inspections, 4% SaaS. Growth drivers: San Antonio launch (Q1 2024) adding 8 jobs/month, DFW entry (Q2 2024) adding 10 jobs/month, FoundationTrak rollout (Q3 2024) targeting 5% of customers at \$999/yr.

Cost structure: 65% variable (materials, labor), 35% fixed (salaries, rent, software). Fixed costs grow 8% annually for inflation. Variable costs scale linearly with jobs but improve 0.5% quarterly via operational efficiencies.

Funding: \$1.2M for 18 months runway. Covers \$500k San Antonio expansion (1,200 sq. ft. office @ \$3.2k/mo, 2 crews @ \$92.5k each), \$400k DFW entry, \$150k FoundationTrak dev (AWS \$8.5k/mo, 2 devs @ \$140k/yr), \$100k sales hires, \$50k contingency. Milestones: 260 jobs Year 2, 400 jobs Year 3, 35% EBITDA margin.

Category	Item	Cost	Notes
Legal/Formation	Texas LLC filing	\$300	State fee
Licenses/Permits	TDLR License #16219F	\$200	Biennial renewal
Equipment	2 Ford F-350 trucks	112,000	\$56k each
Equipment	2 rigs	210,000	2 units @ \$105k
Equipment	GPR radar	8,000	Ground-penetrating radar
Technology	Sales setup	5,000	Customer acquisition

Technology	Build out 2500 setup	Template configura
Initial Marketing	Google Ads seed 15,000	3-month budget
Initial Marketing	Website development 3,500	WordPress + CRM integrati
Working Capital	6 months ops 200,000	Pre-reve runway
Insurance	General liability (\$2M) 12,000	Annual premium
Insurance	Work comp 8,000	Annual premium
Professional Fees	Legal (formation) 1,500	LLC docs, S-Corp election
Professional Fees	Accounting setup 3,000	QuickBo configura
Contingency	10% buffer 80,000	Applied to total
Total	800,000	

Category	T. Monthly Cost	Annual Cost	Notes
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Rent	Fixed 3,500	42,000	1,800 sq. ft. office
Salaries	Fixed 32,500	390,000	5 FTEs @ avg. \$65k
Benefits	Fixed 6,500	78,000	20% of payroll
Insurance	Fixed 4,667	20,000	Liability + workers' comp
Software	Fixed 4,430	17,160	Salesforce, Buildertrend, etc.
Utilities	Fixed 450	5,400	Electric, internet, phone
Marketing	Variable 24,000	288,000	70% of revenue target
Materials	Variable 45,000	540,000	50% of \$100k rev/mo
Technician Labor	Variable 24,500	294,000	3 crews @ \$8.17k/mo
Vehicle Ops	Variable 2,800	33,600	Fuel, maintenance, insurance
Professional Services	Fixed 2,000	24,000	Legal, accounting
Other	Variable 1,500	18,000	Office supplies, travel

Fixed Total		46,547	558,560
Variable Total		97,800	1,173,600
Combined Total		144,347	1,732,160

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Year 1
Revenue	80,000	87,500	95,000	102,500	110,000	117,500	125,000	132,500	140,000	147,500	155,000	162,500	1,440,000
COGS	40,000	43,750	47,500	51,250	55,000	58,750	62,500	66,250	70,000	73,750	77,500	81,250	720,000
Gross Profit	40,000	43,750	47,500	51,250	55,000	58,750	62,500	66,250	70,000	73,750	77,500	81,250	720,000
Marketing	18,500	18,500	18,500	19,500	19,500	19,500	20,500	20,500	20,500	21,500	21,500	21,500	238,000
Salaries	26,000	26,000	26,000	26,000	26,000	26,000	32,500	32,500	32,500	32,500	32,500	32,500	351,000
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	1,000	1,000	1,000	1,000	1,000	1,000	1,430	1,430	1,430	1,430	1,430	1,430	14,720
Insurance	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	20,000
Other OpEx	5,000	5,000	5,000	5,500	5,500	5,500	6,000	6,000	6,000	6,500	6,500	6,500	67,600
Total OpEx	55,667	55,667	55,667	57,167	57,167	57,167	65,597	65,597	65,597	67,097	67,097	67,097	733,320
EBITDA	-15,667	-11,917	-8,167	-5,917	-2,167	1,583	-3,097	653	4,403	6,653	10,403	14,153	-13,320
Depreciation	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	84,000
EBIT	-22,667	-18,917	-15,167	-12,917	-9,167	-5,417	-10,097	-6,347	-2,597	-347	3,403	7,153	-97,320
Taxes	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Income	-22,667	-18,917	-15,167	-12,917	-9,167	-5,417	-10,097	-6,347	-2,597	-347	3,403	7,153	-97,320

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Beginning Cash	200,000	177,333	158,416	143,249	130,332	121,165	115,748	105,651	99,304	96,707	96,360	99,763
Cash In	64,000	70,000	76,000	82,000	88,000	94,000	100,000	106,000	112,000	118,000	124,000	130,000
Total Cash In	64,000	70,000	76,000	82,000	88,000	94,000	100,000	106,000	112,000	118,000	124,000	130,000
Cash Out	86,667	88,917	91,167	94,917	97,167	99,417	110,097	112,347	114,597	118,347	120,597	122,847

Total Cash Out	86,667	88,917	91,167	94,917	97,167	99,417	110,097	112,347	114,597	118,347	120,597	122,847
Net Cash Flow	-22,667	-18,917	-15,167	-12,917	-9,167	-5,417	-10,097	-6,347	-2,597	-347	3,403	7,153
Ending Cash	177,333	158,416	143,249	130,332	121,165	115,748	105,651	99,304	96,707	96,360	99,763	106,916

Metric	Y1	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Total
Revenue	1,440,000	950,000	1,050,000	1,150,000	1,230,000	1,400,000	1,500,000	1,600,000	1,900,000	6,400,000
COGS	720,000	437,000	483,000	529,000	565,800	644,000	690,000	736,000	874,000	2,944,000
Gross Profit	720,000	513,000	567,000	621,000	664,200	756,000	810,000	864,000	1,026,000	3,456,000
OpEx	733,320	435,000	445,000	455,000	465,000	500,000	510,000	520,000	530,000	2,060,000
EBITDA	-13,320	78,000	122,000	166,000	199,200	256,000	300,000	344,000	496,000	1,396,000
Net Income	-97,320	38,220	71,980	109,580	142,432	181,760	219,000	257,440	367,040	996,800
Ending Cash	106,916	185,136	307,116	476,696	679,128	935,888	1,254,888	1,612,328	2,129,368	

Metric	Value	Calculation
Monthly Fixed Costs	46,547	From OpEx table
Variable Cost per Job	5,417	COGS \$6,250 x 86.7% variable
Price per Job	12,500	Year 1 average
Contribution Margin	7,083	12,500 - 5,417
Contribution Margin %	56.7%	7,083 / 12,500
Break-Even Units	6.6	46,547 / 7,083
Break-Even Revenue	82,500	6.6 x 12,500

Expected Break-Even	Month 7	Per cash flow table
Safety Margin	88.5%	(12 - 6.6) / 12 jobs

Metric	Y1	Y2	Y3	Industry Benchmark
Gross Margin %	50.0%	54.0%	54.0%	45-55% (ENR)
Operating Margin %	-5.1%	12.2%	25.1%	8-15% (SBA)
Net Profit Margin %	-6.8%	8.9%	15.6%	5-10% (SBA)
Current Ratio	1.8	2.3	3.1	1.5+ (healthy)
CAC Payback	3.1 mo	2.8 mo	2.5 mo	6-18 mo (SaaS Mag)
LTV:CAC	9.6	10.7	11.9	3:1+ (good)
Monthly Burn	8,110	-	-	
Runway (Y1)	13.1 mo	-	-	

## 10. Risk Analysis

Top risks: (1) Economic downturn (Probability 3/5, Impact 4/5) - 2008 data shows 32% repair volume drop in recessions. (2) Technician shortage (P4/5, I4/5) - Texas construction labor gap at 47,000 workers (BLS). (3) Warranty claims (P3/5, I5/5) - industry average 14% callback rate costs \$780/claim.

Mitigation: Diversify into pre-listing inspections (grew 12% in 2020 recession). Partner with Austin Community College for technician training (guaranteed 12 graduates/year). Patel's engineering oversight reduces callbacks to 8% (IAFRC data). Maintain \$200k warranty reserve fund.

Risk	Probability	Impact	Risk Score	Mitigation Strategy	Contingency Plan	Owner
Economic Downturn	3	4	12	Expand realtor partnerships; offer payment plans	Reduce marketing spend 25%	Reynolds
Technician Shortage	4	4	16	ACC partnership; \$5k signing bonus	Temp agency contracts	Chen
Warranty Claims	3	5	15	Patel sign-off on all repairs; 3rd-party audits	Reallocate \$200k reserve	Patel
Regulatory Change	2	5	10	TFRCA membership; legal retainer	Lobby via TFRCA	Reynolds
Competition Price War	3	3	9	Emphasize 25-yr warranty; SaaS value-add	Target commercial segment	Lopez
FoundationTrak Failure	2	4	8	Agile development; pilot testing	License 3rd-party SaaS	Chen
Weather Disruption	4	2	8	Dynamic scheduling; 15% capacity buffer	Mobile crews from other regions	Chen
Financing Platform Failure	1	3	3	Dual partnerships (GreenSky + Hearth)	Offer 5% cash discount	Lopez

## 11. Implementation Timeline

Critical path: San Antonio launch requires TDLR license transfer (60-day processing). FoundationTrak MVP must integrate with Salesforce before DFW expansion. Real estate referral program needs 108 agent contracts signed by Month 6 to hit lead targets. Contingency: Delay DFW entry if San Antonio fails to hit 8 jobs/month by Month 4.

Month	Milestone	Deliverables	Resources Needed	Success Metric	Owner
1	Close growth round	Wire transfer, docs signed	\$1.2M capital	Funds in account by 11/15	Reynolds
2	San Antonio lease signed	1,200 sq. ft. office lease	\$10k security deposit	Lease executed	Chen
3	Hire SA estimator	Job offer accepted	\$85k salary	Start date confirmed	Reynolds
4	SA crew deployment	2 technicians trained	2 trucks, equipment	First SA job completed	Chen
5	108 realtor contracts	Agent agreements signed	Realtor liaison	2% commission paid	Lopez
6	FoundationTrak MVP	Dashboard prototype	\$50k dev budget	10 beta customers	Chen
7	DFW market research	Competitor analysis	\$5k research budget	Entry strategy doc	Lopez
8	DFW technician hire	Job offer accepted	\$62k salary	Background check clear	Chen
9	First DFW job	Inspection completed	Marketing campaign	\$395 revenue	Lopez
10	260 jobs completed	Year 2 target	3 crews operational	54% gross margin	Chen
11	FoundationTrak revenue	\$999 subscription	5 customers	\$4,995 MRR	Patel
12	35% EBITDA margin	Financial statement	400 jobs	\$1.358M EBITDA	Reynolds

## 12. Appendix

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Supporting documents: TDLR License #16219F, Fortress Technologies volume discount letter, IAFRC warranty claims report, Texas A&M foundation study excerpts. All financial assumptions documented in Appendix A with source citations. Customer survey data showing 94.3 CSAT from 127 clients available upon request.