Building a Restoration contractor Enterprise: A Detailed Sample Plan

Resolute Restoration Group, LLC (Texas LLC, founded January 2024) is a restoration contractor targeting $1.197M Year 1 revenue through emergency water/fire/mold services in Austin. Founder Marcus Thompson (12 years at ServiceMaster Restore, $4.2M territory revenue managed) secures jobs at $2,850 average value with 48.2% gross margin. Date: October 26, 2023.

SECTION 1: EXECUTIVE SUMMARY

2.3M Austin households face 47% more water damage claims since 2018 (Texas DOI), with 70% prioritizing sub-2-hour response (J.D. Power 2023). Resolute delivers median 68-minute response via 6 GPS-tracked vehicles and IICRC-certified technicians, capturing 0.44% of $480M Central Texas restoration market ($2.1M Year 1 SOM). We charge $250-$15,000/job based on Xactimate benchmarks, achieving 48.2% gross margin through $22-$28/hour technician wages (vs. industry $18-$24) and 85% insurance claim conversion.

We target homeowners (65% of jobs), property managers (25%), and commercial clients (10%) at $2,850 average job value. Fixed costs of $42,917/month require $89,000 revenue to break even (48% contribution margin). Profitability begins Month 14 with $99,750 average monthly revenue. Year 3 EBITDA margin reaches 22% at $2.688M revenue.

We seek $450,000: $300,000 SBA 7(a) loan (7.5%, 10-year), $100,000 founder equity, $50,000 angel investment (10% equity). Funds deploy to $142,000 equipment, $185,000 fleet, and $25,000 launch marketing. This enables 8% Austin market share by 2027, $283,800 Year 3 net profit, and 5.7x investor ROI by Year 5 ($2.8M valuation).

SECTION 2: COMPANY OVERVIEW

Resolute Restoration Group, LLC (Texas Secretary of State #805431207) operates as a single-member LLC with 10% advisory equity pool. Austin location selected for 2.3M-person MSA with 12 FEMA disasters since 2022 (highest in Texas) and $480M annual restoration demand. Lease at 12400 Research Blvd ($3,800/month) provides 3,200 sq. ft. industrial space compliant with Austin City Code Chapter 25-2.

Marcus Thompson (CEO) managed $4.2M/year ServiceMaster Restore Austin territory (2019-2023), achieving 92% customer satisfaction. Dr. Elena Ruiz (CSO) reduced mold recurrence to 1.8% at A+ Mold Solutions through EPA-registered protocols. James Carter (COO) coordinated 327 FEMA Harvey response units with 99.2% on-time completion.

Date	Milestone	Status	Next Steps
Jan 2024	Texas LLC formation	Complete	Secure SBA loan
Feb 2024	TDLR License #C123456	Complete	Hire 6 technicians
Mar 2024	ServiceTitan implementation	Complete	Onboard State Farm
Apr 2024	First revenue-generating job	Complete	Reach 35 jobs/month
Jun 2024	USAA preferred vendor status	Pending	Negotiate Farmers contract
Aug 2024	4.9 Google rating (127 reviews)	Target	Implement review system
Dec 2024	$99,750 monthly revenue	Target	Expand to Williamson County
Feb 2025	Break-even point	Target	Hire estimator

SECTION 3: MARKET ANALYSIS

TAM: $38.7B U.S. restoration services (IBISWorld 2023). SAM: $3.1B Texas market (1.1% annual growth). SOM: $480M Central Texas (Austin/San Antonio/Waco), calculated as 15.5% of Texas market based on population share (7.2M/47M). Resolute targets $2.1M Year 1 SOM (0.44% penetration) using Austin MSA data: 23,400 annual water/fire claims (Texas DOI) x 60% outsourced to contractors x $150 avg. claim value = $2.1M addressable.

Primary customers: Homeowners aged 45-65 (65% of jobs) with $75k-$200k homes; property managers of 50+ unit complexes (25%); commercial clients with <$50k damage incidents (10%). Budgets: $1,200-$3,500 for residential water damage; $5k-$15k for commercial fire. 89% require IICRC certification per insurer mandates (Texas DOI Bulletin B-0013-22).

Trends: 1) Extreme weather: 12 Texas FEMA disasters since 2022 (vs. 5/year avg.); 2) Insurance consolidation: Top 5 carriers control 68% Texas market (2023); 3) Certification demand: 89% of insurers require IICRC (vs. 72% in 2020); 4) Commercial growth: Austin added 12.7M sq. ft. office space (2023), increasing fire restoration demand.

Segment	Size ($)	Growth Rate	Our Share Target	Rationale
Residential Water	288M	3.2%	0.55%	68-min response beats competitors' 192-min avg
Residential Mold	96M	4.1%	0.35%	CSO's EPA-validated protocols
Commercial Water	67M	5.0%	0.25%	Targeting new office developments
Fire/Smoke	29M	2.8%	0.40%	OSHA 30-certified fire crews

Category	Total Addressable	Serviceable Available	Serviceable Obtainable	Methodology
U.S. Restoration	38.7B	3.1B	480M	IBISWorld x Texas population share
Austin MSA	N/A	145M	2.1M	23,400 claims x 60% outsourced x $150
San Antonio	N/A	210M	0	Year 3 expansion target
Waco	N/A	25M	0	Year 3 expansion target

SECTION 4: COMPETITIVE ANALYSIS

Austin has 17 licensed restoration firms. ServiceMaster Restore (Austin) leads with $4.2M revenue but averages 3.2-hour response (per 2023 BBB complaints). AdvantaClean (franchise) focuses on mold ($1.8M revenue) but lacks 24/7 availability. 1-800 WATER DAMAGE (franchise) has broad reach but 2.1-star Google rating from inconsistent quality. Unlicensed "storm chasers" capture 18% of post-hurricane work but lose 92% of customers to certified firms (Texas DOI).

Resolute's advantages: 1) 68-minute median response (vs. 192-min local avg.) verified by Samsara GPS; 2) 100% IICRC-certified technicians (WRT/ASD/FSRT/LST) vs. 63% industry average; 3) Direct Xactimate integration reducing claim approval from 14 to 7 days (USAA data); 4) Bilingual support capturing 32% Spanish-speaking market (vs. 12% competitors).

Competitor	Revenue Est.	Pricing	Key Strength	Key Weakness	Our Differentiation
ServiceMaster	4.2M	22% premium	Insurance relationships	3.2-hr response avg.	68-min response + same pricing
AdvantaClean	1.8M	15% premium	Mold expertise	No 24/7 service	24/7 + full-service restoration
1-800 WATER DAMAGE	3.1M	Market rate	Brand recognition	2.1-star rating	4.9 Google rating (target)
Local GCs	0.5M	30% discount	Low cost	No IICRC certification	Insurance-compliant work
Unlicensed Chasers	1.2M	40% discount	Immediate availability	78% customer complaints	State-certified technicians

Strengths	Weaknesses	Opportunities	Threats
68-min response time (GPS-verified)	Limited fleet (6 vehicles)	Commercial office growth (+5.0%/yr)	ServiceMaster price war
100% IICRC-certified crew	No San Antonio presence	USAA preferred vendor status	FEMA disaster decline
Xactimate direct integration	New brand (no reviews)	Waco market entry	Insurance reimbursement cuts

Bilingual staff (32% market)	$450k startup capital need	Preventive maintenance contracts	Technician wage inflation

SECTION 5: PRODUCTS & SERVICES

We provide emergency water damage restoration (42% of jobs) with 24/7 response, truck-mounted extraction, thermal imaging verification, and EPA-registered disinfectants. Fire/smoke restoration (23% of jobs) includes hydroxyl treatment, content pack-out, and rebuild coordination. Mold remediation (20% of jobs) features third-party lab testing, HEPA containment, and post-remediation clearance. Storm damage (10%) covers tarping and debris removal. Biohazard services (5%) use OSHA-compliant protocols via licensed subcontractor.

Pricing aligns with Xactimate benchmarks: Water jobs at $3.20/sq. ft. (vs. industry $3.50), fire at $12.50/sq. ft. (vs. $14.20), mold at $18.75/sq. ft. (vs. $20.50). Tiered packages: Basic (water extraction only, $250-$1,200), Premium (water + mold prevention, $1,500-$3,500), Platinum (full structural drying, $3,000-$6,500). Commercial jobs priced at $75/hour labor + materials. Margins: 52% for water, 48% for fire, 55% for mold.

Tier	Price	Features	Target Customer	% Revenue	Gross Margin
Basic Water	250-1200	Extraction, air movers	Homeowners	28%	52%
Premium Water	1500-3500	+ Mold prevention	Property managers	14%	58%
Platinum Water	3000-6500	+ Structural drying	Commercial	5%	62%
Fire Basic	1500-4000	Soot removal	Homeowners	15%	45%
Fire Premium	4000-8000	+ Content pack-out	Commercial	8%	50%

Metric	Value	Calculation/Notes
Price per job	2850	Weighted avg. of 420 Year 1 jobs
COGS per job	1476	Labor ($1,022) + Materials ($385) + Subs ($69)
Gross Profit/job	1374	2850 - 1476
Gross Margin	48.2%	1374 / 2850
CAC	100	$42k marketing / 420 jobs

LTV	3420	2850 x 1.2 (1.2 jobs/customer)
LTV:CAC	34.2	3420 / 100
Payback Period	0.7 months	100 CAC / 1374 GP per job

SECTION 6: MARKETING & SALES

Digital channels capture 68% of leads: Google Ads ($3,500/month) targets "water damage restoration Austin" (8,200 searches/month) at $4.85 CPC (SEMrush Austin data), yielding 722 clicks and 30 leads/day at 4.1% CTR. SEO focuses on 12 high-intent keywords (e.g., "mold removal near me") with 12,500 monthly searches. Insurance partnerships provide 22% of jobs: State Farm referrals pay $0 CAC with 85% conversion. Referral network (plumbers/roofters) pays 10% fee ($285/job) for 10% of jobs.

Sales cycle: 1) Lead (24/7 call center + online form, 18 leads/day); 2) Triage (technician dispatched in 60 min); 3) Assessment (digital estimate via Xactimate iPad app); 4) Insurance coordination (in-house estimator submits claim); 5) Authorization (85% conversion rate); 6) Execution (1-5 days); 7) Follow-up (satisfaction survey + referral request). Average cycle: 2.1 days from lead to job start.

Retention: 2-year "Peace of Mind" guarantee reduces recurrence by 37% (per IICRC data). Loyalty program offers $100 credit for referrals (18% uptake). Automated email sequence sends maintenance tips at 7/30/90 days post-service. Annual inspections target 25% of past clients at $150 fee (42% conversion).

Channel	Monthly Budget	CAC	Leads/Mo	Conversion Rate	Customers/Mo	ROI
Google Ads	3500	97	900	3.3%	30	14.1x
Insurance Partners	0	0	0	85%	15	Infinite
Referral Network	855	285	3	100%	3	3.8x
Community Events	500	167	3	10%	0.3	0.7x

Month	Google Ads	Social Media	Content/SEO	Events	Other	Total	Leads	Customers
1	3500	0	2000	500	0	6000	105	3.5
2	3500	500	2000	500	0	6500	115	3.8
3	3500	500	2000	500	0	6500	120	4.0
4	3500	500	1500	500	0	6000	125	4.2
5	3500	500	1500	500	0	6000	130	4.3
6	3500	500	1500	500	0	6000	135	4.5
7	3500	500	1500	500	0	6000	140	4.7
8	3500	500	1500	500	0	6000	145	4.8
9	3500	500	1500	500	0	6000	150	5.0
10	3500	500	1500	500	0	6000	155	5.2
11	3500	500	1500	500	0	6000	160	5.3
12	3500	500	1500	500	0	6000	165	5.5

SECTION 7: OPERATIONS

Daily operations: 24/7 dispatch center staffed by 2 agents per shift using ServiceTitan CRM. 6 field crews (2 per shift) respond via GPS-tracked vehicles. Technicians complete digital work orders with thermal imaging verification. Daily huddles via Microsoft Teams review response time (target <75 min), claims approval rate (target >92%), and customer satisfaction (target >92%). Capacity: 22 jobs/day (6 crews x 3.7 jobs/crew).

Key vendors: Restoration Supplies USA (consumables, $1,200/month), Dri-Eaz (equipment, 2% discount for $50k/year), Texas Fleet Services (maintenance, $850/month/vehicle). Technology: ServiceTitan ($299/month for 15 users), Samsara ($150/month), Xactimate ($149/month), Google Workspace ($180/month).

Vendor/Supplier	Service	Monthly Cost	Contract Terms	Backup Option
Restoration Supplies USA	Disinfectants, HEPA filters	1200	Net 30, 2% discount >$5k	Phoenix Restoration Equipment
Texas Fleet Services	Maintenance, repairs	5100	12-month, 10% prepay discount	AAMCO Austin
ServiceTitan	CRM, dispatch, invoicing	299	Month-to-month	Jobber
Samsara	Fleet GPS tracking	150	Annual, 5% discount	Verizon Connect

Tool	Purpose	Monthly Cost	Users	Alternatives Considered
ServiceTitan	Job management	299	15	Jobber ($199), Housecall Pro ($249)
Samsara	Fleet tracking	150	8	Verizon Connect ($180), Fleetio ($120)
Xactimate	Insurance estimates	149	2	Simsol ($99), ClaimXperience ($229)
Google Workspace	Email, docs	180	15	Microsoft 365 ($20/user)

SECTION 8: MANAGEMENT TEAM

15-person team: 12 technicians ($22-$28/hour), 2 dispatchers ($18/hour), 1 estimator ($25/hour). Salaries benchmarked to BLS Occupational Employment Statistics (May 2022): Restoration techs at 90th percentile ($28.50/hr vs. $24.10 avg). No bonuses until Year 2; 3% revenue share for COO/CSO at $2M revenue.

Advisory board: Robert Chen (ex-ServiceMaster VP, 0.5% equity), Maria Lopez (insurance adjuster, $150/hr retainer). Board meets quarterly to review KPIs: response time, claims approval rate, customer satisfaction.

Month	Role	Salary	Priority	Source	Onboarding Time
1	6 Technicians	22-28/hr	Critical	Indeed, referrals	2 weeks
1	2 Dispatchers	18/hr	Critical	Craigslist	1 week
3	Estimator	25/hr	High	LinkedIn	3 weeks
6	Marketing Specialist	20/hr	Medium	Upwork	2 weeks
9	2 Additional Techs	22-28/hr	Medium	Indeed	2 weeks

SECTION 9: FINANCIAL PLAN

Key assumptions: 1) 35 jobs/month in Month 1, growing 3.5% monthly to 55 jobs/month by Year 1 end; 2) $2,850 average job value (65% residential, 25% property management, 10% commercial); 3) 8% monthly churn for direct customers (vs. 2% for insurance-referred); 4) COGS at 51.8% of revenue (labor 35.9%, materials 13.5%, subs 2.4%); 5) Fixed OpEx at $38,417/month (payroll $31,667, lease $3,800, insurance $2,142).

Revenue model: 85% from insurance-referred jobs (lower churn, 85% conversion), 15% direct-to-consumer (higher CAC). Growth drivers: 1) Insurance partnerships (targeting 5 carriers by Year 1 end); 2) Digital marketing scaling to 165 leads/month; 3) Commercial expansion (targeting 10% of jobs by Year 1 end).

Cost structure: 78% fixed costs ($38,417/month: payroll, lease, insurance), 22% variable (materials, fuel, commissions). Payroll scales at 1 tech per 12 jobs. Variable costs: $385/job materials, $82/job fuel, $28.50/job commissions.

Funding: $450,000 covers $300k SBA loan (7.5%, 10-year), $100k founder equity, $50k angel investment. Provides 14 months runway to Month 14 break-even. Milestones: 8% Austin market share by 2027, San Antonio expansion at $2M revenue.

Category	Ite	Cost	Notes
Equipment	6 Truck-mounted extractors	150000	Dri-Eaz 2000 series, $25k each
Equipment	12 LGR dehumidifiers	21600	Dri-Eaz LGR 7000, $1,800 each
Equipment	24 Air movers	12000	Dri-Eaz CFM 750, $500 each
Fleet	2 Ford Transit vans	84000	$42k each, fleet discount

Fleet	2 Chevrolet Silverado 2500	92000	$46k each with trailers
Fleet	2 SUVs (management)	9000	Used, $4.5k each
Facility	Buildout (decon zone)	32000	Permittin HEPA filtration
Facility	Security deposit	16000	4 months lease ($3,800/
Technology	ServiceTitan setup	3500	One-time impleme
Technology	Xactimate license	1788	Annual prepay discount
Marketing	Website development	8500	WordPre + SEO optimiza
Marketing	Google Ads launch	15000	3 months prepaid
Insurance	General liability ($2M)	7200	Annual premium
Insurance	Workers compensation	18500	Based on 15 employe

Contingency	10% buffer	45000		For equipme overruns
Total		450000		

Category	T	Monthly Cost	Annual Cost	Notes
Rent	Fixed	3800	45600	3,200 sq. ft. industrial
Salaries	Fixed	31667	380000	15 staff, avg. $21.11/hr
Benefits	Fixed	6333	76000	20% of payroll
Insurance	Fixed	2142	25700	GL + Workers' Comp
Software	Fixed	620	7440	ServiceT Samsara Xactimat
Utilities	Fixed	708	8500	Electricity water, internet
Marketing	Fixed	3500	42000	Google Ads base budget
Fleet Fuel	Variable	3500	42000	6 vehicles, 1,500 miles/mo @ $3.90/gal
Materials	Variable	161350	193620	$385/job x 420 jobs

Subcontractors	Variable	28980	34776	$69/job x 420 jobs
Commissions	Variable	11970	14364	4.2% referral fee x $1.197M
Maintenance	Variable	5100	61200	$850/veh x 6
Fixed Total		47170	566040	
Variable Total		217400	260880	
Combined Total		264570	826920	

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Year 1 Total
Revenue	9975	10324	10684	11539	11943	12360	12789	13230	13683	14149	14628	15120	149700
COGS	5167	5348	5536	5990	6200	6418	6643	6870	7104	7347	7597	7852	77000
Gross Profit	4808	4976	5148	5549	5743	5942	6146	6360	6579	6802	7031	7268	72700
Marketing	6000	6500	6500	6000	6000	6000	6000	6000	6000	6000	6000	6000	72000
Salaries	31667	31667	31667	31667	31667	31667	31667	31667	31667	31667	31667	31667	380000
Rent	3800	3800	3800	3800	3800	3800	3800	3800	3800	3800	3800	3800	45600
Software	620	620	620	620	620	620	620	620	620	620	620	620	7440
Insurance	2142	2142	2142	2142	2142	2142	2142	2142	2142	2142	2142	2142	25700
Other OpEx	3281	3281	3281	3281	3281	3281	3281	3281	3281	3281	3281	3281	39372
Total OpEx	47510	48010	48010	47510	47510	47510	47510	47510	47510	47510	47510	47510	570112
EBITDA	-42702	-43034	-42862	-41961	-41767	-41568	-41364	-41150	-40931	-40708	-40479	-40242	-497412
Depreciation	11917	11917	11917	11917	11917	11917	11917	11917	11917	11917	11917	11917	143000
EBIT	-54619	-54951	-54779	-53878	-53684	-53485	-53281	-53067	-52848	-52625	-52396	-52159	-640412
Interest	1875	1875	1875	1875	1875	1875	1875	1875	1875	1875	1875	1875	22500
Taxes	0	0	0	0	0	0	0	0	0	0	0	0	0

Net Income	-56494	-56826	-56654	-55753	-55559	-55360	-55156	-54942	-54723	-54500	-54271	-54034	-662912

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Beginning Cash	450000	393506	336680	280026	224273	168714	113354	58198	3256	-51467	-105967	-160238
Cash In	0	9975	10324	11539	11943	12360	12789	13230	13683	14149	14628	15120
Funding	450000	0	0	0	0	0	0	0	0	0	0	0
Total Cash In	450000	9975	10324	11539	11943	12360	12789	13230	13683	14149	14628	15120
Cash Out	56494	56826	56654	55753	55559	55360	55156	54942	54723	54500	54271	54034
Total Cash Out	56494	56826	56654	55753	55559	55360	55156	54942	54723	54500	54271	54034
Net Cash Flow	-56494	-46851	-46330	-44214	-43616	-43000	-42367	-41712	-41040	-40351	-39643	-38914
Ending Cash	393506	336680	280026	224273	168714	113354	58198	3256	-51467	-105967	-160238	-214272

Metric	Y1	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Total
Revenue	1197000	551250	567788	584821	602366	620437	639050	658222	677968	2687800
COGS	620000	275625	283894	292411	301183	310219	319525	329111	338984	1344000
Gross Profit	577000	275625	283894	292411	301183	310219	319525	329111	338984	1343800
OpEx	515000	218750	225313	232072	239034	246205	253591	261200	269036	1060000
EBITDA	62000	56875	58581	60339	62149	64014	65934	67911	69948	283800
Net Income	62000	28438	29291	30170	31075	32007	32967	33956	34974	283800
Ending Cash	-214272	-105967	13533	143026	282523	432037	591971	761927	941875	941875

Metric	Value	Calculation
Monthly Fixed Costs	47170	From OpEx table

Variable Cost per Job	518	COGS $1476 - Labor $958 (fixed portion)
Price per Job	2850	Weighted average
Contribution Margin per Job	2332	2850 - 518
Contribution Margin %	81.8%	2332 / 2850
Break-Even Jobs per Month	20.2	47170 / 2332
Break-Even Revenue per Month	57,570	20.2 x 2850
Expected Break-Even Month	14	Per cash flow projection
Safety Margin	58.5%	(99,750 - 57,570) / 99,750

Metric	Y1	Y2	Y3	Industry Benchmark
Gross Margin %	48.2%	50.0%	49.9%	45-50% (Restoration)
Operating Margin %	5.2%	6.4%	10.6%	5-8% (Year 1)
Net Profit Margin %	5.2%	6.4%	10.6%	3-7% (Year 1)
Current Ratio	0.8	1.5	2.1	1.2+ (Healthy)
Quick Ratio	0.6	1.1	1.7	1.0+ (Healthy)
CAC Payback Period	0.7 months	0.6 months	0.5 months	6-18 months (Services)
LTV:CAC Ratio	34.2	36.7	39.5	3:1+ (Strong)
Monthly Burn Rate (Y1)	55243	-	-	-
Runway (months)	8.1	-	-	-

SECTION 10: RISK ANALYSIS

Top risks: 1) Insurance reimbursement delays (Probability 4, Impact 5): 73% of contractors report >30-day delays (Texas DOI), risking $18,500/month cash flow gap. 2) Technician turnover (Probability 3, Impact 4): Industry average 32% annual turnover (BLS), increasing training costs by $12,000/year. 3) Hurricane season volatility (Probability 4, Impact 3): Q3 jobs fluctuate +/-22% (2023 data), creating 18% revenue variance.

Mitigation: 1) Pre-authorized work orders reduce approval time to 14 days (per USAA partnership); $150k CIT Bank factoring line covers 45-day gaps. 2) $28/hour wages (vs. $24 industry avg.) and $500 referral bonus cut turnover to 15%. 3) Commercial contracts (25% of jobs by Year 2) stabilize revenue; preventive maintenance agreements target 10% of clients.

Risk	Probability	Impact	Risk Score	Mitigation Strategy	Contingency Plan	Owner
Insurance reimbursement delays	4	5	20	Pre-authorized work orders + CIT factoring line	Shift to direct-pay model for >$5k jobs	Thompson
Technician turnover	3	4	12	$28/hr wages + $500 referral bonus	Partner with ACC restoration program	Carter
Hurricane season volatility	4	3	12	Commercial contracts (25% of jobs)	San Antonio expansion (Year 3)	Thompson
ServiceMaster price war	2	4	8	Focus on 68-min response (vs. 192-min avg)	Target commercial segment (50% gross margin)	Ruiz
Equipment failure	3	3	9	Redundant fleet units + 24/7 maintenance	Rent equipment from Dri-Eaz Houston	Carter
Regulatory non-compliance	2	5	10	Monthly internal audits + legal retainer	Halt operations until compliant	Mendez
Low review ratings	3	2	6	24-hour complaint resolution	Offer 20% discount for review update	Mendez
FEMA disaster decline	2	3	6	Diversify into preventive maintenance	Expand to Waco market	Thompson

SECTION 11: IMPLEMENTATION TIMELINE

Priority 1: Achieve 35 jobs/month by Month 3 through Google Ads scaling and State Farm onboarding. Priority 2: Reach $57,570 monthly revenue (break-even) by Month 14 via 20.2 jobs/month at $2,850/job. Critical path: Insurance partnerships (Month 6) and technician hiring (Month 1) directly impact revenue ramp. Dependencies: Samsara GPS integration (Month 2) enables response time tracking required for USAA contract (Month 6).

Month	Milestone	Deliverables	Resources Needed	Success Metric	Owner
1	Team hiring complete	8 staff hired, trained	$35k payroll, training materials	100% IICRC certification	Carter
2	Samsara GPS integration	6 vehicles tracked	$150 software, 8 hours IT	100% response time logging	Carter
3	35 jobs/month achieved	105 total jobs	Full marketing budget	35 jobs at $2,850 avg.	Mendez
4	State Farm onboarding	Contract signed	Claims data sharing setup	5+ referrals/week	Mendez
5	4.5 Google rating	50+ reviews	Review management system	4.5/5 stars from 50 reviews	Mendez
6	USAA preferred vendor	Contract executed	Performance reports	10+ referrals/week	Thompson
7	$75k monthly revenue	26.3 jobs	Marketing optimization	$75,000 revenue	Mendez
8	Estimator hired	Claims processed in <24h	$45k salary, Xactimate	92% claim approval rate	Thompson
9	Commercial contracts signed	5 clients	Sales outreach	10% commercial jobs	Ruiz
10	$85k monthly revenue	29.8 jobs	Expanded service radius	$85,000 revenue	Mendez
11	Preventive maintenance launch	20 clients	Marketing materials	25% uptake from past clients	Ruiz
12	Break-even preparation	20.2 jobs/month	Cost optimization	$57,570 revenue	Thompson

SECTION 12: APPENDIX

Available documentation: 1) Equipment quotes from Dri-Eaz and Restoration Supplies USA; 2) Austin MSA claim data (Texas DOI 2023); 3) ServiceTitan ROI case study (22% productivity gain); 4) IICRC certification requirements; 5) SBA 7(a) term sheet. All financial assumptions benchmarked to RIEA 2023 Restoration Industry Report and BLS Occupational Employment Statistics.