

Sample Business Plan: Scaling a Waterproofing Business in the American Market

AquaShield Solutions LLC (TX LLC, est. March 15, 2020) provides waterproofing services to residential/commercial clients at \$9,200 average job value. Generated \$1.85M revenue in 2023 with 48% gross margin. Targeting \$5.2M revenue by 2026. Plan dated October 26, 2023.

1. Executive Summary

12.4 million US properties suffer water damage annually (IBISWorld), costing \$41B in repairs (FEMA 2022). AquaShield solves this with proprietary moisture-mapping diagnostics and 15-year warranties, capturing \$1.85M revenue in 2023 at 48% gross margin. We charge \$8,500-\$25,000 per job across residential (60%), commercial (30%), and industrial (10%) segments.

Revenue model: 228 jobs in 2024 (\$2.1M), growing to 565 jobs (\$5.2M) by 2026 via 3 new market entries. COGS averages 52% (materials 33.8%, labor 18.2%). Fixed operating expenses: \$68,000/month. Break-even at 13 jobs/month (156/year). Projected net margin: 12.9% in 2024, scaling to 14.4% by 2026.

Seeking \$1.2M equity investment. Allocation: \$300k (25%) for market launches (Phoenix, Charlotte, Nashville), \$240k (20%) for digital marketing, \$180k (15%) fleet expansion, \$390k (32.5%) labor, \$90k (7.5%) technology. Funds enable \$5.2M revenue by 2026 with 5.3x EBITDA valuation (\$3.96M) by Year 7 exit.

2. Company Overview

Texas LLC formed March 15, 2020. Chose LLC structure for liability protection and pass-through taxation. Austin base selected for 8.2% annual housing growth (Census Bureau) and \$2.1B flood mitigation market (Texas Water Development Board). Ownership: Michael Reynolds (65%), Sarah Thompson (20% with 4-year vesting), Austin Capital Partners (15%).

Michael Reynolds (CEO): 18 years in waterproofing. Licensed TX contractor (TDLR #12987). Generated \$8.5M in contracted projects since 2020. Sarah Thompson (COO): Reduced scheduling errors 42% at DrySpace Technologies via CRM implementation. Dr. Elena Martinez (Materials Director): Holds 2 patents on nano-polymer sealants.

Date	Milestone	Status	Next Steps
Mar 2020	Company formation	Complete	N/A
Jun 2020	First revenue (\$48k)	Complete	N/A
Jan 2021	Break-even (148 jobs)	Complete	N/A
May 2022	\$120k angel round	Complete	N/A
Feb 2023	\$100k SBA 7(a) loan	Complete	N/A
Q3 2023	4.9 Google rating (187 reviews)	Complete	Maintain 4.8+ rating
Q4 2023	ISO 9001 certification	In progress	Complete audit by Dec 15
Q1 2024	Phoenix market launch	Planning	Secure warehouse by Jan 30

3. Market Analysis

TAM: \$12.4B (IBISWorld 2023). SAM: \$4.1B (Sun Belt residential/commercial waterproofing). SOM: \$82M (TX/AZ/NC/TN capture over 3 years). Calculation: 0.67% market share of SAM (\$4.1B x 0.67% = \$27.47M/year x 3 years).

Residential target: Homeowners in ZIP codes with >15% flood risk (FEMA Flood Maps). Median income \$95,000+. Willing to pay \$400-\$600 for diagnostics. Commercial clients: Property managers budgeting \$15k-\$50k annually for preventative maintenance. Industrial: Municipal contracts averaging \$120k/project.

Key trends: 40% increase in 100-year flood events since 2000 (NOAA), 22% rise in water damage insurance premiums (NAIC 2023), 15% YoY growth in basement finishing (NAHB). Sun Belt construction permits up 11.3% (Census Bureau Q2 2023).

Segment	Size (\$)	Growth Rate	Our Share Target	Rationale
Residential (TX)	1.2B	7.1%	0.85%	Current 0.62% share in Central TX
Commercial (TX)	420M	6.3%	1.2%	18 contractor partnerships in place
Residential (AZ/NC/TN)	1.85B	8.9%	0.3%	New markets; 0.1% Year 1 target
Municipal	630M	5.2%	0.15%	GSA Schedule application in process

Category	Total Addressable	Serviceable Available	Serviceable Obtainable	Methodology
Residential	8.7B	2.9B	24.65M	IBISWorld x Sun Belt population growth
Commercial	3.1B	1.0B	10.2M	IBISWorld x commercial construction permits
Industrial	620M	210M	1.47M	FEMA infrastructure funding allocations
Total	12.4B	4.1B	36.32M	Sum of segments

4. Competitive Analysis

Top 5 competitors: DrySpace USA (\$42M revenue est., franchise model), Foundation Repair Experts (\$18M revenue, Austin-based), Lancer Waterproofing (\$9.5M revenue, Houston), The Basement Guys (\$28M revenue, 40+ franchises), Dry Basement Co. (\$6.2M revenue, Dallas). All offer 5-10 year warranties; none provide moisture-mapping diagnostics.

Competitive advantages: 1) 15-year warranty (vs 5-10 industry standard) costing 2.3% of revenue in reserves (vs 1.1% for competitors), 2) Proprietary moisture mapping reduces callbacks by 31% (internal data), 3) EPA Safer Choice sealants command 12% price premium, 4) Digital job tracking cuts sales cycle by 22 hours.

Competitor	Revenue Est.	Pricing	Key Strength	Key Weakness	Our Differentiation
DrySpace USA	42M	15% premium	National brand	37% negative online reviews	Lower CAC (\$58.60 vs \$82)
Foundation Repair Exp.	18M	Market rate	Local trust	5-year warranty	15-year warranty + diagnostics
Lancer	9.5M	10% discount	Industrial focus	Weak residential presence	Full residential coverage
The Basement Guys	28M	Market rate	Digital marketing	High technician turnover (34%)	42% lower turnover (19.8%)
Dry Basement Co.	6.2M	12% discount	Low prices	No warranty >5 years	15-year warranty

Strengths	Weaknesses	Opportunities	Threats
4.9 Google rating (187 reviews)	Limited brand recognition outside TX	Sun Belt construction boom (11.3% permit growth)	National franchises entering TX (DrySpace opened 3 AZ locations in 2023)
Proprietary moisture mapping	No in-house technicians in new markets	FEMA flood mitigation grants (\$1.2B in 2023)	OSHA trenching regulation changes (proposed 2024)
15-year transferable warranty	Dependent on 3 key suppliers	Insurance partnerships (State Farm pilot in progress)	Material cost volatility (sealants +22% since 2021)

72% sales close rate	Manual scheduling for new markets	Municipal contracts (avg. \$120k/project)	Economic downturn reducing home renovations
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5. Products & Services

Core offerings: 1) Foundation waterproofing (\$8,500-\$15,000/job): Exterior drainage, French drains, crack injection. 2) Basement encapsulation (\$4,200-\$9,800): 20-mil vapor barriers, dehumidifier integration. 3) Balcony waterproofing (\$12k-\$25k): Spray-applied membranes. 4) Maintenance contracts (\$399-\$1,200/year): Annual inspections with 15% repair discount. 5) Emergency response (\$199 service fee): 2-hour guarantee.

Pricing based on square footage and complexity tiers. Example: 1,200 sq. ft. basement encapsulation = \$6,800 (base) + \$1,200 (mold remediation) = \$8,000. 12% above DrySpace USA's \$7,140 average due to 15-year warranty. Gross margin: 52% (vs 47% industry average) through bulk material discounts and efficient crew scheduling.

Tier	Price	Features	Target Customer	% Revenue	Gross Margin
Basic Foundation	8,500	Drainage + crack repair	Homeowners	32%	49%
Premium Encapsulation	9,800	Vapor barrier + dehumidifier	Homeowners	28%	54%
Commercial Balcony	22,500	Membrane + expansion joints	Property managers	25%	56%
Maintenance Contract	399-1,200	Annual inspection + discount	All segments	10%	78%
Emergency Response	199	2-hour service call	Urgent cases	5%	35%

Metric	Value	Calculation/Notes
Price per job	9,200	2023 actual: \$1.85M / 201 jobs
COGS per job	4,416	Materials \$3,098 (33.7%), Labor \$1,318 (18.2%)
Gross Profit per job	4,784	9,200 - 4,416
Gross Margin %	52.0%	4,784 / 9,200
CAC	58.60	Marketing spend \$12,000 / 205 leads * 1.0 (conversion)

LTV	3,680	$9,200 * 0.4$ (repurchase rate) / 0.1 (churn)
LTV:CAC	62.8x	3,680 / 58.60
Payback Period	0.6 months	CAC / (Gross Profit per job * repurchase rate)

6. Marketing & Sales

Primary channel: Digital marketing (60% of leads). Google Ads budget: \$12,000/month targeting "basement leak repair [city]" (CPC \$2.40, CTR 3.2%). Expected output: 5,000 clicks, 205 leads, 14.8 customers/month at \$58.60 CAC. Secondary: Contractor referrals (25% of leads) with 8% commission (\$736/job). Tertiary: Local outreach (15%) via targeted mailers to high-flood-risk ZIP codes (\$0.22/lead).

Sales cycle: 45 leads/month. 78% show rate for diagnostics (35 appointments). 72% close rate on proposals = 25 jobs/month. Cycle time: 7.2 days (lead to job start). Key metric: \$1,058 revenue per lead (9,200 0.72 0.78 / 45).

Retention: Maintenance contracts target 40% of customers. \$50 gift card for post-job survey increases referral rate by 27%. Loyalty program: \$200 discount after 3 years drives 22% repurchase rate. Target churn: 1.0% monthly for contract customers.

Channel	Monthly Budget	CAC	Leads/Mo	Conv. Rate	Customers/Mo	ROI
Google Ads	12,000	58.60	205	7.2%	14.8	1,058 rev/lead
Contractor Referrals	0	736	113	8.8%	9.9	8% commission
Facebook Ads	3,500	68.20	51	6.9%	3.5	920 rev/lead
Direct Mail	1,800	36.00	50	4.0%	2.0	\$0.22/lead
Total	17,300	58.60	419	6.7%	30.2	1,058 rev/lead

Month	Google Ads	Social Media	Content/SEO	Events	Other	Total	Leads	Customers
1	12,000	3,500	2,000	1,500	500	19,500	472	31.9
2	12,000	3,500	2,000	1,500	500	19,500	472	31.9
3	12,000	3,500	2,000	1,500	500	19,500	472	31.9
4	13,200	3,850	2,200	1,650	550	21,450	519	35.1
5	13,200	3,850	2,200	1,650	550	21,450	519	35.1
6	13,200	3,850	2,200	1,650	550	21,450	519	35.1
7	14,520	4,235	2,420	1,815	605	23,595	571	38.6
8	14,520	4,235	2,420	1,815	605	23,595	571	38.6
9	14,520	4,235	2,420	1,815	605	23,595	571	38.6
10	15,972	4,659	2,662	1,997	666	25,956	628	42.5
11	15,972	4,659	2,662	1,997	666	25,956	628	42.5
12	15,972	4,659	2,662	1,997	666	25,956	628	42.5

7. Operations

Daily workflow: 7:00 AM crew briefing (12 technicians across 6 crews). 8:00 AM-5:00 PM field work (2.3 jobs/crew/day). 5:30 PM report submission via FieldEdge. 6:00 PM customer follow-up. Capacity: 138 jobs/month (6 crews 2.3 jobs 10 days). Material staging: 72-hour pre-job inventory allocation.

Key suppliers: Sika Corporation (sealants, \$0.82/sq. ft. at 10k gal volume), NDS Inc. (drainage, 12% discount at \$42k/year), Ferguson Enterprises (pumps, net 30 terms). Technology: FieldEdge (\$125/user/month), QuickBooks Online (\$40/month), Buildertrend (\$99/project/month).

Vendor/Supplier	Service	Monthly Cost	Contract Terms	Backup Option
Sika Corporation	Elastomeric sealants	8,200	12% discount at \$98k/year	Tremco
NDS Inc.	Drainage channels	3,500	Net 30, 12% volume discount	Advanced Drainage
Ferguson Enterprises	Sump pumps	2,100	Net 30	Plumbing Supply Co.
Grainger	Safety gear	850	Net 15	Home Depot Pro
FieldEdge	CRM	750	Month-to-month	Jobber

Tool	Purpose	Monthly Cost	Users	Alternatives
FieldEdge	Field service management	750	18	Jobber (\$65/user)
QuickBooks Online	Accounting	40	3	Xero (\$30)
Buildertrend	Project management	330	4	CoConstruct (\$299)
HubSpot	Marketing automation	800	2	Mailchimp (\$299)
Flir E8	Thermal imaging	125 (lease)	6	FLUKE (\$150)

8. Management Team

Structure: CEO, COO, Part-time CFO, Director of Materials. Field technicians: \$28.50/hour + 10% bonus. Project managers: \$68,000/year. Sales reps: \$55,000 base + 5% commission. Compensation philosophy: 85th percentile for technical roles, 75th for admin.

Advisory board: Robert Chen (ex-CFO, ServiceMaster), construction finance expertise. Compensation: \$1,500/meeting + 0.25% equity. Maria Lopez (Texas Water Development Board, retired), regulatory guidance. Compensation: \$1,200/meeting.

Month	Role	Salary	Priority	Source	Onboarding
1	Phoenix Sales Rep	55,000	High	LinkedIn	30 days
1	Charlotte Sales Rep	55,000	High	LinkedIn	30 days
2	4 Field Technicians	68,400	High	Trade schools	14 days
3	Nashville Sales Rep	55,000	High	LinkedIn	30 days
4	2 Project Managers	136,000	Medium	Indeed	21 days
5	4 Field Technicians	68,400	Medium	Trade schools	14 days
6	Marketing Specialist	62,000	Low	Upwork	14 days

9. Financial Plan

Key assumptions: 19 jobs/month in Q1 2024 (228/year), growing to 47 jobs/month by Q4 2026 (565/year). Average job value: \$9,200 + 12% annual price increase. COGS: 52% (materials 33.8%, labor 18.2%). Monthly churn: 1.0% for contract customers. CAC payback: 0.6 months. Fixed operating expenses: \$68,000/month.

Revenue drivers: 1) Market expansion (3 new cities), 2) Contractor referral program (targeting 25% of leads), 3) Maintenance contracts (10% of revenue by Year 2). Growth trajectory: 14.5% MoM in new markets (based on DrySpace USA launch data).

Cost structure: 52% COGS (variable), 35% operating expenses (70% fixed). Fixed costs: \$47,600 (salaries), \$8,500 (rent), \$3,200 (software), \$8,700 (insurance). Variable costs: 33.8% materials, 18.2% labor, 6.7% marketing.

Funding: \$1.2M for 18-month runway. Breakdown: \$300k market launches (permits, deposits, local marketing), \$240k digital ads, \$180k fleet (4 vans @ \$45k), \$390k labor (6 crews + 2 sales), \$90k technology (CRM upgrade, AI chatbot). Milestones: \$3.4M revenue in 2025, ISO 9001 certification, GSA Schedule application.

Category	Item	Cost	Notes
Legal/Formation	TX LLC filing	300	Paid 2020
Licenses/Permits	TDLR contractor license	200	Renewal 2024
Equipment	6 service vans	180,000	\$30k each
Equipment	Diagnostic tools	25,000	Flir cameras, moisture meters
Technology	CRM setup	5,000	FieldEdge implementation
Initial Inventory	Sealant (5k gal)	4,000	Sika bulk order

Initial Inventory	Drainage materials	10,000	NDS channels
Marketing Launch	Brand	10,000	Paid 2020
Working Capital	3 months operating	204,000	\$68k x 3
Insurance	Annual premium	1,500	Travelers policy
Professional Fees	Legal	1,000	Operating agreement
Professional Fees	Accounting	6,000	Setup
Website	Development	12,000	Paid 2020
Office/Facility	Warehouse deposit	6,500	3,200 sq. ft. @ \$2.03/sq. ft.
Contingency	10% buffer	33,250	10% of total
Total		332,500	

Category	Monthly Cost	Annual Cost	Notes
Rent	Fixed 6,500	78,000	3,200 sq. ft. warehouse

Salaries	Fixed 47,600	571,200	12 FTEs @ avg. \$3,967
Benefits	Fixed 8,568	102,816	18% of payroll
Insurance	Fixed 8,700	104,400	Liability, workers' comp, auto
Software	Fixed 8,200	38,400	CRM, accounting, project mgmt
Utilities	Fixed 4,200	14,400	Electric, internet, phone
Marketing	Variable 17,800	207,600	See Section 6 table
Professional Services	Fixed 4,500	18,000	CFO, legal, accounting
Supplies	Variable 2,400	25,200	Office, safety gear
Travel	Variable 900	10,800	Site assessments
Loan Payments	Fixed 4,150	13,800	SBA 7(a) at 6.5%
Other	Variable 1,500	18,000	Training, permits
Fixed Total	76,068	912,816	
Variable Total	22,000	264,000	

Combined Total		98,068	1,176,816
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Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Y1 Total
Revenue	174,800	174,800	174,800	192,280	192,280	192,280	211,508	211,508	211,508	232,659	232,659	232,659	2,400,000
COGS	90,896	90,896	90,896	99,986	99,986	99,986	110,000	110,000	110,000	121,000	121,000	121,000	1,248,000
Gross Profit	83,904	83,904	83,904	92,294	92,294	92,294	101,508	101,508	101,508	111,659	111,659	111,659	1,152,000
Marketing	19,500	19,500	19,500	21,450	21,450	21,450	23,595	23,595	23,595	25,955	25,955	25,955	263,550
Salaries	47,600	47,600	47,600	47,600	47,600	47,600	52,360	52,360	52,360	52,360	52,360	52,360	602,800
Rent	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	78,000
Software	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	38,400
Insurance	8,700	8,700	8,700	8,700	8,700	8,700	8,700	8,700	8,700	8,700	8,700	8,700	104,400
Other OpEx	12,568	12,568	12,568	13,825	13,825	13,825	15,208	15,208	15,208	16,729	16,729	16,729	176,816
Total OpEx	98,068	98,068	98,068	101,275	101,275	101,275	109,563	109,563	109,563	123,444	123,444	123,444	1,285,966
EBITDA	-14,164	-14,164	-14,164	-8,981	-8,981	-8,981	-8,055	-8,055	-8,055	-11,785	-11,785	-11,785	-133,966
Depreciation	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	36,000
EBIT	-17,164	-17,164	-17,164	-11,981	-11,981	-11,981	-11,055	-11,055	-11,055	-14,785	-14,785	-14,785	-169,966
Interest	542	542	542	542	542	542	542	542	542	542	542	542	6,500
Taxes	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Income	-17,706	-17,706	-17,706	-12,523	-12,523	-12,523	-11,597	-11,597	-11,597	-15,327	-15,327	-15,327	-176,466

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Beginning Cash	185,000	167,294	149,588	131,882	121,967	111,552	101,137	91,248	81,359	71,470	58,751	46,032
Cash In (Revenue)	174,800	174,800	174,800	192,280	192,280	192,280	211,508	211,508	211,508	232,659	232,659	232,659
Other Income	0	0	0	0	0	0	0	0	0	0	0	0
Total Cash In	174,800	174,800	174,800	192,280	192,280	192,280	211,508	211,508	211,508	232,659	232,659	232,659
Cash Out (COGS)	90,896	90,896	90,896	99,986	99,986	99,986	110,000	110,000	110,000	121,000	121,000	121,000

OpEx Payments	98,068	98,068	98,068	101,275	101,275	101,275	109,563	109,563	109,563	123,444	123,444	123,444
CapEx	0	0	0	0	0	0	0	0	0	0	0	0
Debt Service	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150
Taxes	0	0	0	0	0	0	0	0	0	0	0	0
Total Cash Out	190,114	190,114	190,114	202,411	202,411	202,411	220,713	220,713	220,713	245,594	245,594	245,594
Net Cash Flow	-15,314	-15,314	-15,314	-10,131	-10,131	-10,131	-9,205	-9,205	-9,205	-12,935	-12,935	-12,935
Ending Cash	169,686	154,372	139,058	128,927	118,796	108,665	99,460	90,255	81,050	68,115	55,180	42,245

Metric	Y1	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Total
Revenue	2,400,000	930,000	1,023,000	1,125,300	1,237,830	1,361,613	1,497,774	1,647,551	1,812,306	5,200,000
COGS	1,248,000	483,600	531,960	585,156	643,672	708,039	778,842	856,727	942,399	2,600,000
Gross Profit	1,152,000	446,400	491,040	540,144	594,158	653,574	718,932	790,824	869,907	2,600,000
OpEx	1,285,966	310,000	305,000	295,000	285,000	275,000	265,000	255,000	245,000	1,850,000
EBITDA	-133,966	136,400	186,040	245,144	309,158	378,574	453,932	535,824	624,907	750,000
Net Income	-176,466	85,000	125,000	175,000	225,000	275,000	325,000	375,000	425,000	750,000
Ending Cash	42,245	150,000	275,000	450,000	675,000	950,000	1,275,000	1,650,000	2,075,000	2,075,000

Metric	Value	Calculation
Monthly Fixed Costs	68,000	Salaries, rent, software, insurance
Variable Cost per Job	4,416	Materials \$3,098 + Labor \$1,318
Price per Job	9,200	2023 average
Contribution Margin per Job	4,784	9,200 - 4,416
Contribution Margin %	52.0%	4,784 / 9,200

Break-Even Units per Month	14.2	68,000 / 4,784
Break-Even Revenue per Month	130,640	14.2 jobs * \$9,200
Expected Break-Even Month	Month 3	19 jobs/month achieved
Safety Margin	33.2%	(19 - 14.2) / 19

Metric	Y1	Y2	Y3	Industry Benchmark
Gross Margin %	48.0%	50.5%	52.0%	45-55%
Operating Margin %	-5.3%	11.2%	14.4%	5-15%
Net Profit Margin %	-7.4%	10.5%	14.4%	3-12%
Current Ratio	1.2	1.8	2.5	1.5+
Quick Ratio	0.9	1.4	2.1	1.0+
CAC Payback	0.6	0.5	0.4	6-18 months
LTV:CAC	62.8x	75.4x	88.0x	3x+
Monthly Burn Rate	14,706	0	0	N/A
Runway (months)	2.9	18	18	12+

10. Risk Analysis

Top risks: 1) Labor shortage (70% probability, 40% impact): TX technician vacancy rate at 12% (BLS). 2) Material cost volatility (60% probability, 35% impact): Sealant prices rose 22% since 2021. 3) Insurance claim delays (45% probability, 30% impact): Avg. 22-day processing (NAIC). 4) Economic downturn (30% probability, 50% impact): Housing starts down 18% in 2008 recession.

Mitigation: 1) Partner with Austin Trade Academy for technician pipeline (50 trainees/year). 2) Lock 12-month material contracts with Sika (12% discount). 3) Integrate with State Farm API for instant claim approvals (pilot Q1 2024). 4) Target municipal contracts (35% of 2023 revenue from insurance-repair jobs).

Risk	Probability	Impact	Risk Score	Mitigation Strategy	Contingency Plan	Owner
Labor shortage	4	4	16	Trade school partnerships	Outsource to certified contractors	COO
Material cost volatility	4	3	12	12-month bulk contracts	Pass 50% cost increase to customers	CFO
Insurance claim delays	3	3	9	State Farm API integration	Offer 10% discount for upfront payment	CEO
Economic downturn	3	4	12	Shift to municipal contracts	Reduce marketing spend 30%	CEO
OSHA violations	2	5	10	Quarterly safety audits	\$500k additional insurance	COO
Warranty claims	3	3	9	2.3% revenue reserve fund	Require third-party inspection	CFO
Competitor price war	2	3	6	Emphasize 15-year warranty	Bundle maintenance contracts	CEO
Flood capacity overload	3	2	6	Pre-position materials in high-risk zones	Hire temporary crews	COO

11. Implementation Timeline

Priority 1: Phoenix launch (warehouse, permits, local team). Priority 2: ISO 9001 certification. Priority 3: State Farm API integration. Critical path: Warehouse lease execution (Month 1), technician hiring (Month 2), certification audit (Month 3). Dependencies: SBA loan approval (Month 1), vendor contracts (Month 1).

Month	Milestone	Deliverables	Resources Needed	Success Metric	Owner
1	Phoenix market launch	Warehouse lease, local marketing	\$100k launch budget	Lease signed, \$20k marketing spend	CEO
1	SBA loan drawdown	Funds transfer	Loan docs	\$100k received	CFO
2	Hire 4 technicians	Completed hires	\$15k recruitment budget	4 hires trained	COO
2	Google Guaranteed badge	Badge approval	Documentation	Badge displayed	Marketing
3	ISO 9001 audit	Audit completion	\$8k consultant	Certificate issued	COO
3	State Farm API pilot	Integration live	Dev resources	10 claims processed	CEO
4	Charlotte launch	Warehouse secured	\$100k launch budget	Lease executed	CEO
5	AI chatbot deployment	Chatbot live	\$15k dev cost	30% lead capture increase	CTO
6	First municipal contract	Contract signed	Bid team	\$120k contract value	Sales
7	Nashville launch	Local team hired	\$100k launch budget	3 sales reps hired	CEO
8	GSA Schedule app	Application submitted	\$5k fee	Receipt confirmation	COO
12	\$3.4M revenue	Financial close	Monthly reporting	Actual \$3.4M+ revenue	CFO

12. Appendix

Supporting documents: 2020-2023 financials, SBA loan agreement, contractor license (TDLR #12987), insurance certificates, customer testimonials. Assumptions validated against IBISWorld, NAHB, and NOAA data. Full market research available upon request.