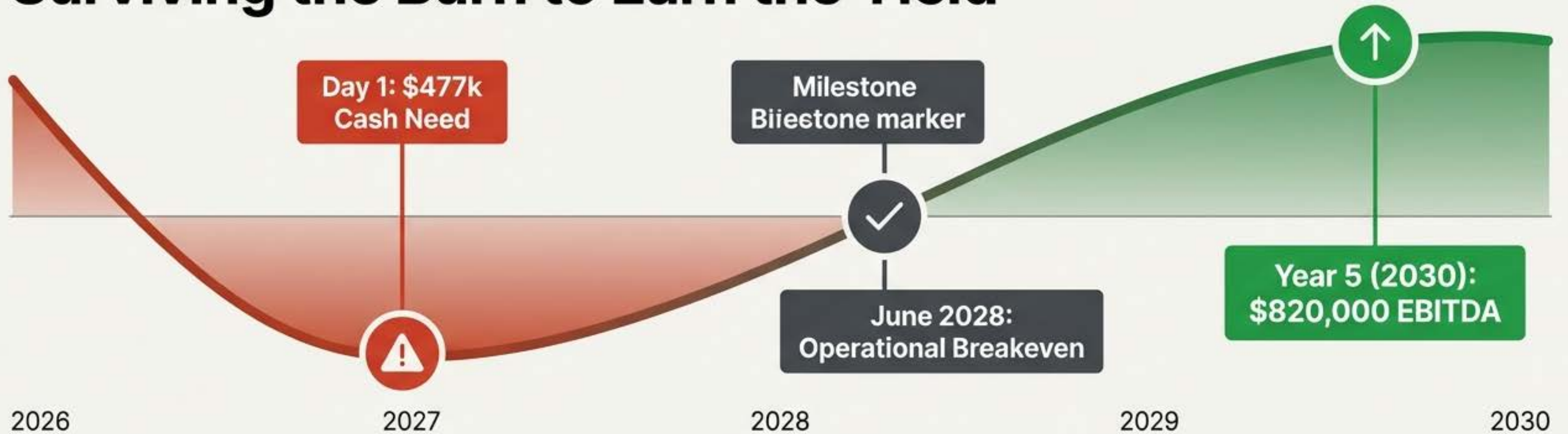


Scaling a Gutter Cleaning Business to \$820k EBITDA

Financial Strategy & Scaling Roadmap

Surviving the Burn to Earn the Yield



51

Month Payback

Substantial 30-month runway required to cover capital-intensive early losses.

7

Critical Levers

Success relies entirely on executing targeted operational shifts across pricing, scaling, and cost control.

\$820k

Destination

A lucrative, stable backend secured through recurring subscriptions and high-ticket attachments.

Securing the Initial Capital Foundation



\$477,000 Minimum Cash Reserve

Required to survive the 51-month payback period.

\$95,000 Initial CAPEX

Baseline physical assets (trucks, specialized ladders, vacuum systems).

Action Checklist

- Secure firm quotes for all essential day-one physical assets.
- Lease equipment and vehicles instead of outright purchasing to defer initial CAPEX.
- Negotiate extended payment terms to manage the \$18k monthly burn.
- Prioritize non-dilutive debt over equity if possible.

Aligning Owner Compensation with Operational Reality

2026 to Mid-2028



The \$80,000 Reality

- Owner salary is fixed at \$80,000 annually.
- This is an operational expense, not a reflection of business performance.
- Debt service and cash flow reinvestment strictly precede any profit sharing.

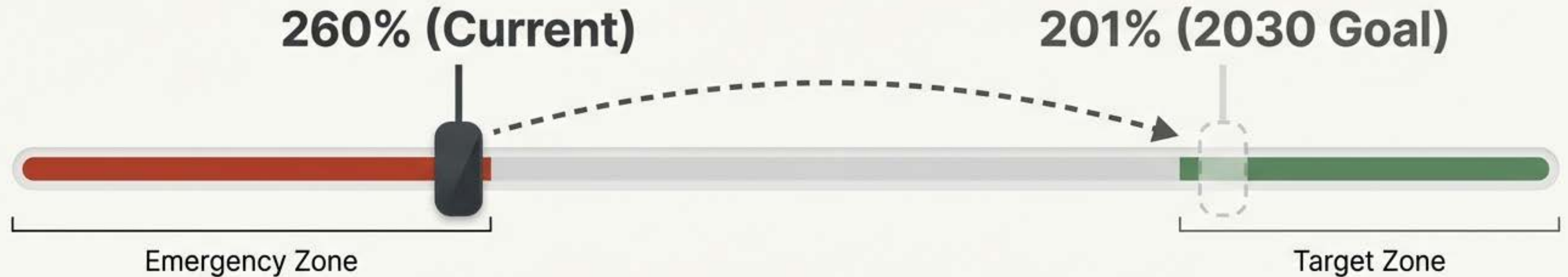
Year 3+ (June 2028)



The Profit Trigger

- Distributions remain at absolute zero until operational breakeven in June 2028.
- Actual income growth unlocks only when EBITDA turns positive (projected at \$66,000 in Year 3).

Taming the Variable Cost Emergency



The Problem

130% Direct Labor

130% Other Variable Costs

Total variable costs sit at an unsustainable **260%**. Direct labor alone (wages, benefits, taxes) consumes 130% of revenue, guaranteeing a loss on every service sold.

Operational Actions to Hit 201%

- Optimize technician routing daily to achieve route density.
- Eliminate idle time and squeeze more jobs into each 8-hour shift.
- Bundle services to immediately raise Average Order Value (AOV).

Absorbing Fixed Costs Through Technician Scaling



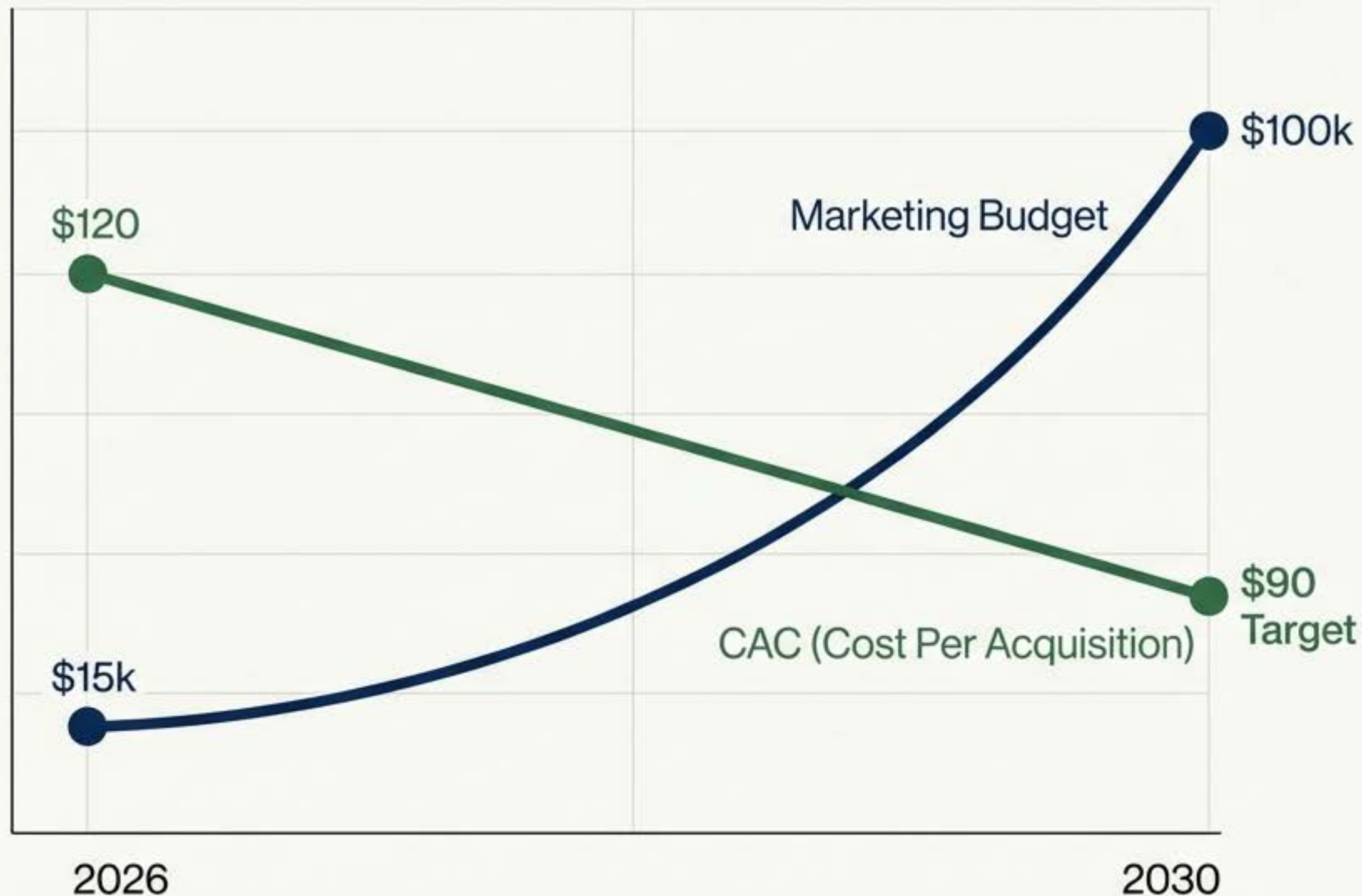
Baseline Overhead **\$3,050 / Month**

Covers software licenses, insurance premiums, and basic admin support in 2026.

The Scaling Mandate

- Grow from 2 FTEs to 10 FTEs by 2030.
- This volume is non-negotiable to absorb management payroll and structural costs efficiently.
- Tie new hiring strictly to secured recurring revenue.
- Delay adding non-essential salaried management until Year 3.

Driving Customer Acquisition Cost Down to \$90



The Math

- Budget Scale: Marketing spend balloons from \$15,000 to \$100,000 annually.
- CAC Target: Must reduce acquisition costs by 25% (from \$120 to \$90). Saving \$30 per subscriber accelerates the marketing payback period.

Execution Tactics

- Boost Lifetime Value (LTV) by locking in annual recurring revenue.
- Deploy aggressive referral programs to bypass ad spend.
- Track cost-per-lead meticulously to optimize digital channel ROI.

Forcing the Shift from Basic to Premium Tiers



The Current Risk

Recurring maintenance anchors 60% of the 2026 revenue mix. However, at 260% variable cost, the \$45 Basic plan barely covers direct labor.

The Pricing Lever

- Aggressively push adoption of \$75 and \$110 Premium plans.
- Moving away from the entry-level tier directly boosts Average Recurring Revenue (ARR).
- Higher average transaction values are required to absorb the \$120 initial CAC.

Offsetting Acquisition Costs with High-Ticket Installs

**100 Jobs × 15% Attach Rate ×
\$1,200 = \$18,000 Monthly Lift**



Subject to high economic volatility

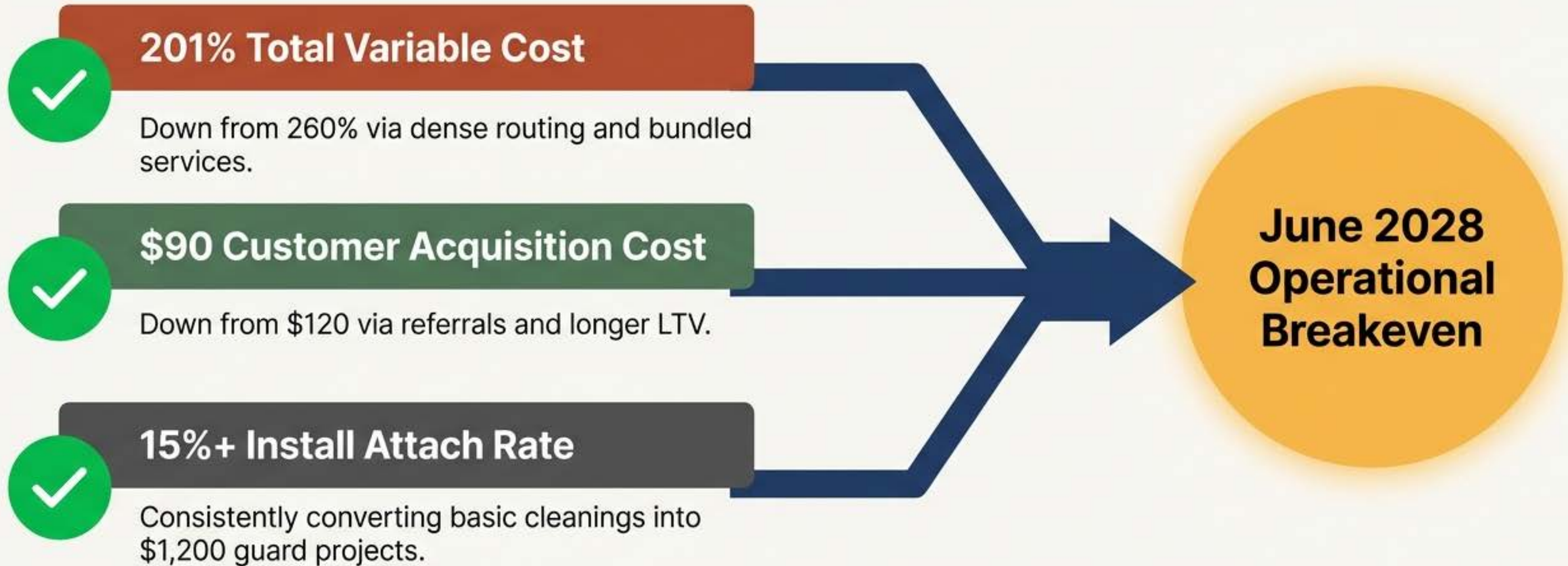
The Impact

- Attaching \$1,200 Gutter Guard Installations at a 15% rate fundamentally changes the margin profile.
- Goal: Optimize technician upselling and scripting to push the attach rate to 20% (adding an extra \$6,000 per 100 jobs).

The Volatility Trade-off

- These high-ticket upgrades are highly sensitive to economic downturns and consumer confidence dips.
- Q4 installations can be unreliable due to seasonality.

The 2030 Destination: Metrics for Profitability



Hitting these precise metrics ensures the 51-month payback period stays on track, triggering operational breakeven by June 2028 and unlocking owner distributions.