



Fire & Ice HVAC Services - Vivid Vision December 2028

Overview

Mission:

At Fire & Ice HVAC Services, we are on a mission to set a new standard in the HVAC industry. We are not just another service provider, we are the heartbeat of comfort in the homes of our community. Every day, we wake up driven to elevate lives: our team members, our customers, and the broader community we serve. Our purpose is clear and profound: to make people feel at home, both in their spaces and in their lives.

Values: *We put people F.I.R.S.T. in everything we do.*

- **Fun at Work:** A workplace should be enjoyable. By fostering a fun and engaging environment, our employees are more fulfilled, which translates to better service and happier customers.
- **Innovation in Action:** We stay at the forefront of technical excellence. By keeping current with the latest technology, we give our customers the best HVAC solutions available.
- **Results through Solutions:** Our commitment is to find the best solutions to optimize home comfort, ensuring every customer receives personalized, quality service tailored to their specific needs.
- **Strive for Continuous Growth:** We are relentless in our pursuit of growth and improvement, both as a company and as individuals. We strive to reach new heights, ensuring our team members and our business evolve with the changing times.
- **Team & People First:** Our people are at the heart of everything we do. We act in service of others, our employees, customers, and stakeholders, ensuring their needs and well-being are always our top priority.

Structure

Our leadership team is dynamic and driven, with a CEO who embodies the company's values and vision. The General Manager oversees daily operations, ensuring seamless collaboration across all departments. Our sales team, led by Graham, is dedicated to understanding and exceeding customer expectations, while our marketing team drives brand awareness and customer engagement through strategic campaigns and a strong online presence.

Our Production Manager leads the production team, ensuring every installation and service is performed to the highest standards. Our admin and finance team keeps operations running smoothly, handling everything from bookkeeping to customer service. Our Customer Service Representatives are the frontline of our customer experience. We have an efficient on-call rotation system that rewards after-hours work and ensures our customers receive timely support whenever they need it.

As this vision comes to fruition, we are positioning ourselves to implement an Employee Stock Ownership Plan (ESOP) where our people can become part owners in Fire & Ice HVAC Services. We see this as a key element in retaining top talent and creating long-term commitment from our team. This program allows our employees to have a true stake in the business by offering them ownership shares. The ESOP gives them the opportunity to own a business without taking on the typical financial risks of entrepreneurship. It is both a financial incentive and a way to build loyalty, pride, and a deeper connection to the success of Fire & Ice. When our people are invested as owners, they are more motivated to drive the business forward and share in its prosperity.

Success

For us, success is deeply personal. It is about the smiles on our team's faces, the excitement in their voices, and the sense of purpose that drives them. Success means having a team that is engaged and fully alive, with every person in the right role, achieving their personal dreams while helping build something extraordinary.

It means our clients are satisfied and delighted, becoming raving fans who tell everyone they know about the exceptional service they received. Success is having a calendar filled with appointments, driven by a steady stream of referrals and the strong impact of our online presence. It is about growing year after year, with healthy cash flow that allows us to invest back into the business, expanding our reach and our impact.

Success is being the employer of choice in our industry, attracting the best talent because people know that Fire & Ice is where they grow, thrive, and have the opportunity to reach their full potential. Above all, success is loving Mondays: waking up each week excited to be part of something that matters.

Branding

Fire & Ice HVAC Services is a brand and a promise. A promise of integrity, of technical excellence, and of unwavering commitment to our clients' needs. We are known for doing the right thing, even when it is difficult, because integrity is the foundation of trust. Our clients know that when they choose us, they are choosing peace of mind, knowing that we will always put their best interests first. We install HVAC systems and create comfort, security, and happiness in every home we touch.

People & Culture

Our people are the heartbeat of our company. They are the reason we exist and the reason we thrive. We are committed to their growth, health, and well-being. Our team members are like family. They are engaged, connected, and fully aligned with our mission. We provide them with mentors, continuous learning opportunities, and a clear path for growth. We believe in work-life integration, offering four weeks of paid vacation to start, flexible schedules, and compensation packages that go above and beyond industry standards.

We come together regularly, to work and to celebrate, to bond, and to have fun. Whether it is a summer BBQ at our retreat property, a festive Christmas celebration, or friendly competition in reaching sales goals, we make sure our team knows how much they are valued and appreciated.

Our clients feel like they are part of the family and feel well taken care of, knowing they do not have to worry about their HVAC systems or their home comfort. Our clients are loyal and are raving fans, happy to refer us to their friends and family. We celebrate our clients' birthdays, anniversaries, and any other notable date that shows we care about them. Handwritten notes go out to share a personal touch, and useful information is shared through a quarterly newsletter based on the season and what is relevant for them to know about maintaining their systems.

Our vendors are partners in our success. We are loyal and have built relationships with those who give us the best customer service and who buy into our mission to change the look of business in the HVAC industry.

Office Environment

Our office is a central hub of innovation and collaboration. Located with easy access from the highway, our bright and open space is designed for comfort and productivity. The office includes a well-organized workshop, a boardroom, private offices for anyone to use as needed, and a gym space complete with shower facilities. A stocked kitchenette offers healthy food options, supporting our team's health and well-being. Our office environment reflects our values, with visible displays of our mission, values, goals, and progress.

Training & Development

We are relentless in our commitment to continuous learning and development. Every week, we provide in-house training that supports both technical and leadership growth, ensuring our team is always at the forefront of industry advancements. Communication is clear and open, with every team member assigned a mentor and a manager to provide the guidance and support they need to thrive.

Systems

Our operational mantra is simple: The systems run the business, and the people run the systems. We have designed systems for every aspect of our business, complete with checklists and KPIs to ensure we operate with precision and consistency. Our Customer Relationship Management system is a vital part of our operations, tracking everything from client equipment to personal milestones, ensuring every customer experience is seamless and personalized.

Operations & Production

We have created a culture of excellence that is reflected in our operations and production. Our Standard Operating Procedures are the embodiment of the Fire & Ice Way. Every new team member is trained to uphold these standards, and they take pride in being part of a company that sets the bar high.

Our Comfort Club, with nearly 600 members, reflects our dedication to customer care. These members receive priority scheduling and proactive service reminders, giving them the peace of mind that comes with knowing their systems are in the best hands.

Financials & Profitability

Fire & Ice HVAC Services has achieved over \$10 million in annual revenue, with a gross profit margin of 55% and a net profit of 20%. We operate with 4 to 5 crews, including 8 installers, 2 service technicians, and 3 salespeople, all working together to drive our financial success and continued growth.

This vision for Fire & Ice HVAC Services reflects our commitment to excellence in every aspect of our business. We are building a company that leads the HVAC industry and makes a lasting impact on the lives of our employees, customers, and community.

We are Fire & Ice.

One home. One employee. At a time.



FIRE & ICE
HVAC Services