

Business Practices

1. November Season opener, includes distribution of Safety Procedures to all employees. Equipment training with Shop Manager. All Foreman are handing a snow "bible" which includes scope of work, and a site map. The next week is spent with foreman and crew walking their site, to engrave into their minds. No matter how many years they have done it. At this time they stake their properties, take pictures of the site, and complete the site pre inspection form. All this is then sent to each client. This eliminates a lot of disputes over who is fixing what post storm.
2. Storm events, entire team meets ½ hour prior to first expected snow flake. All trucks are turned on, all equipment is test run. All foreman meet with crew, to lay out "attack" plan. Then all foreman meet with director of operations to confirm their crews understanding of the company's handling of the type of storm expected along with their confirmation that all their teams equipment has been checked and is good to go.
3. During events, two hour check ins with Director of operations, via 2 two radios that are installed in all checks. This gives us a chance to change our game plan, and assist anyone having issues.
4. Post storm meetings, Review of the storm. A group meeting to celebrate the MVP, along with a round table where ALL crew members voice whatever they want to say. Each foreman along with Director of operations outlines what went right, what went wrong. Then all team members brainstorm for solutions.
5. Winter season closing: A general celebration of the season, promoting team morale. It is here, that all crew submit their "wish" list of what position they want to be considered for, for the following winter crew.

Professional Relationships

██████████ care sponsors, ██████████ Little League. We also provide clay and fertilization service to the Jack Barry Little League field. We are a "second" chance employer through a local agency. As most companies are in this industry, we are a charity at home kind of organization. Helping our struggling staff (quietly), a mow to our elderly neighbor at the end of the day without charge. Sponsorship to the kid events/schools of our employees.

Our Director of Operations, is the guide to a lot of local small companies. Through her SIMA work. From simple advice, to an ear to equipment loans.

The biggest change we have had this year is an increase in communication. The production supervisor and Director of operations personally met with all our clients, and outlined everyone's expectations versus contract terms. This eliminated so many post storm calls, and "call backs". This is this first year a client posted to our Facebook site, a thank you for a plow job well done.

Employee morale is at an all-time high. With the creation of the documentation, they are clear of the expectations of them. With the creation of all hands staff meetings, they feel they are involved and have a

voice. They know they are appreciated and important. The culture is of true team and "no hats", we all work together no matter who we are in the chain.

Personal Experience

This winter we had 2 blizzards. The 2nd march blizzard, was 18.5 inches that came in less than 10 hours. It also was our biggest nightmare, as it was a daytime, rush hour traffic, work day storm. Our best handling, was that we knew it was coming, and we contacted all clients, the day before, and outlined their expectations of us. Our hardest struggle was with the shovelers. We learned through this storm, to have a better break/rotation schedule with them.

SIMA Affiliation

Our membership with SIMA, is a huge part of our success. The education we gain from it has given us a competitive edge. The other members we have met have also afforded us business alliances that continue to help us with our growth, from insurance, to attorneys, to fellow contractors. This year we had three of our staff obtain their ASM, not only did this provide them with knowledge, it gave them a sense of pride and accomplishment in themselves and their work.

Facebook post 1/8/17 from client

[\[REDACTED\] 3 new photos.](#)

Shout out to [\[REDACTED\]](#) for doing an awesome job on plowing our parking lot!





April 19, 2017

[REDACTED]

RE: [REDACTED]

[REDACTED]

Thank you for your time this morning to discuss the lawn mowing needed for the [REDACTED]. The addresses of record are:

Company 2: [REDACTED]

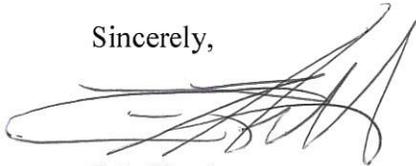
Company 3: [REDACTED]

Company 5: [REDACTED]

Headquarters/Company 1: [REDACTED]

As discussed and agreed upon, the referenced services will be donated to the [REDACTED] Fire Department for this season. Additionally, it is agreed upon that services will be performed at the end of your business day, typically 5:00pm. I thank you for generous donation of time and services to the [REDACTED] Fire Department.

Sincerely,



Eric Heath
Fire Chief