SNOW & ICE MANAGEMENT CLINIC

Session II

Finding the Business & Financial Balance for Snow Business Success

Presented by
Steven Cohen

Landscape-Snow Industry | Business Consultant-Coach | GreenMark Consulting Group

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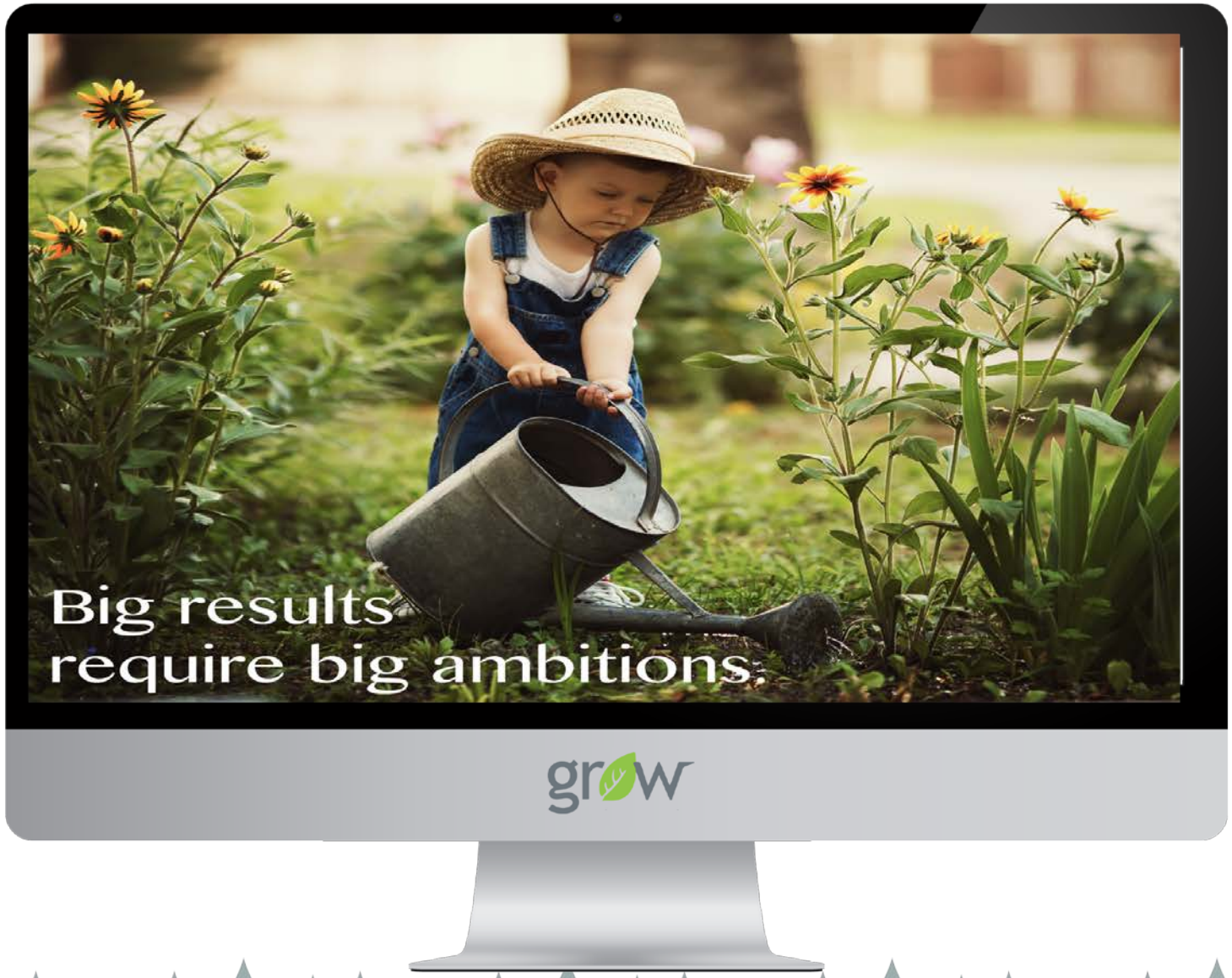
My story begins with one of my two mentor's….my former neighbor Manny Shemin, Founder of Shemin Nurseries.

Manny inspired me with his wisdom, humility and dedication for excellence.

My Humble Beginning …

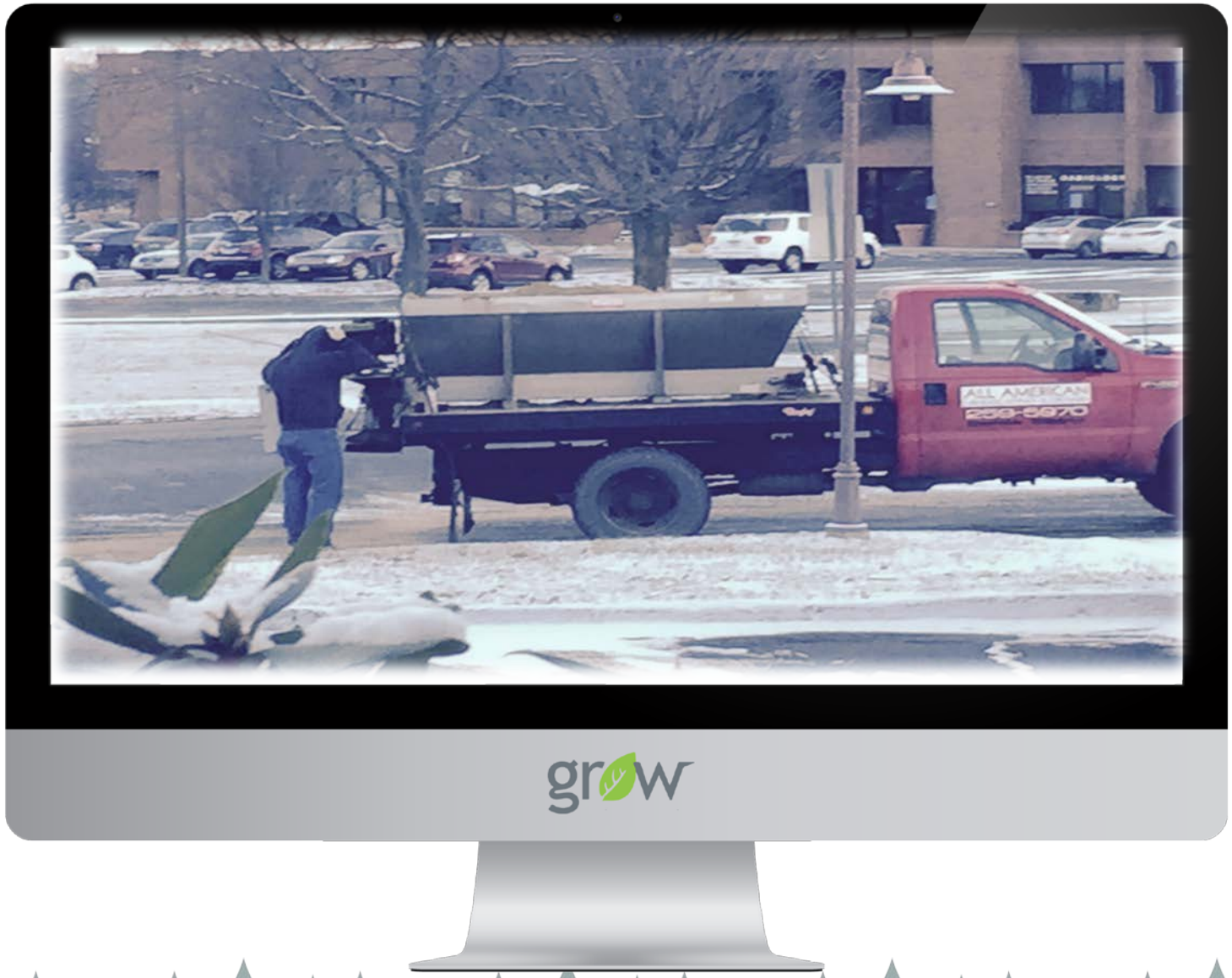
Someday, I want to plant big trees just like him…and I did!

My first job was small, but my ambitions were big.



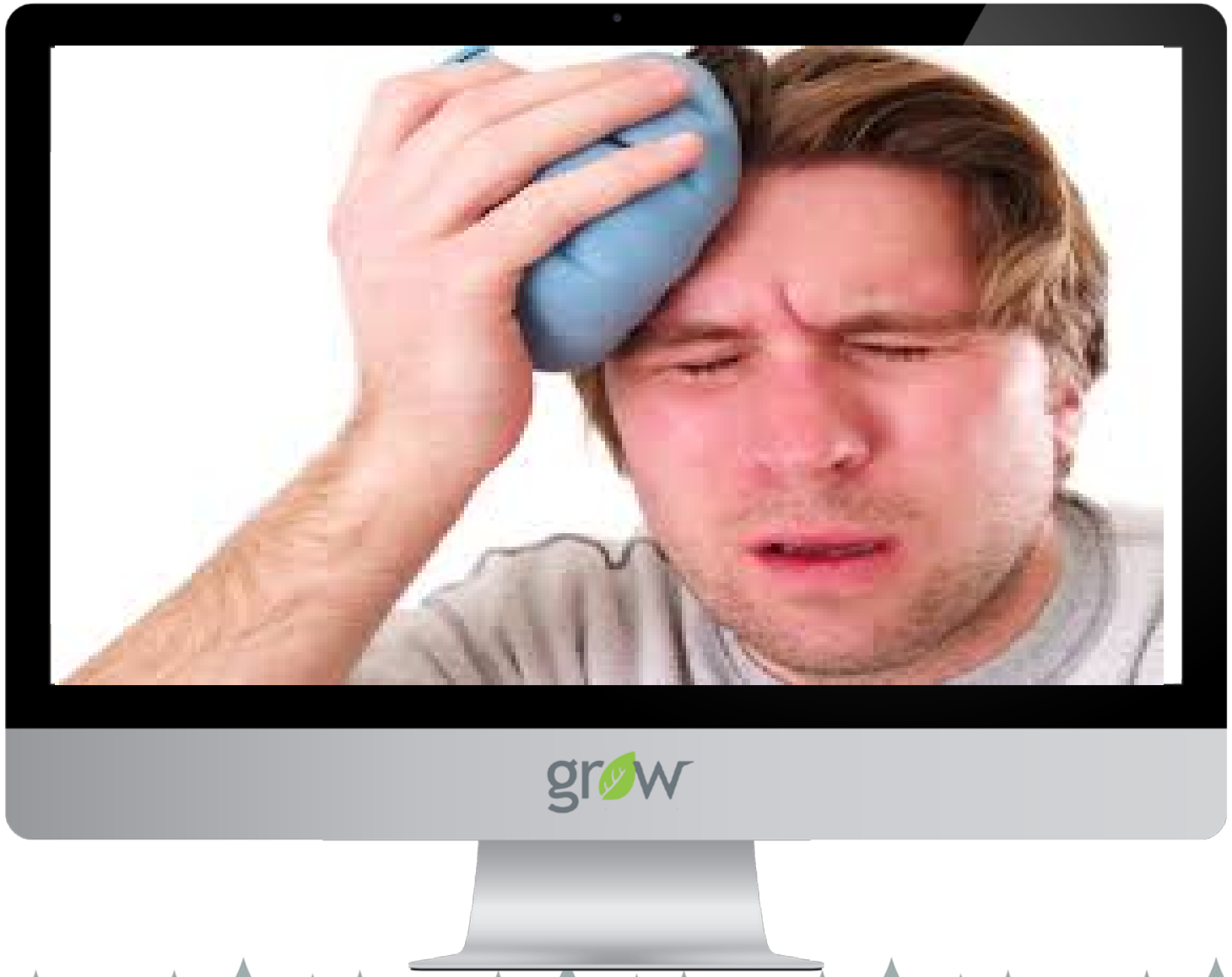
My First Plow Truck in 1977

My Second Plow Truck
in 1980



My third plow truck in 1988

Each step of growth
the headaches grew…



But also in each step of the way, I have learned from my experiences…

good and bad.

Then I asked myself, what If I thought about snow **prior to snow season?**

My Seasonal change over, green to white…such as;

- My equipment preparation or equipment needs?
- My customer renewals or seeking news clients?
- My SOP's, how will I run/manage my business
- My people, do I have enough, do I have who I need?
- My 'cash-flow' needs to support my business…

What I learned was planning was critical, **even when I could not control certain things.**

While your crews are hard at work performing end of summer maintenance; still mowing grass, doing landscaping and pruning, ownership and leadership must lead transition into ‘thinking snow’.

Snow is a ‘Proactive’ Service,
Not a ‘Reactive’ Service

The #1 killer of client relationships and frustrated employees **is lack of preparation!**

The biggest mistake we make in snow operations is waiting until the last minute to get into the proper mindset.

Your capacity as a company ultimately determines the outputs and the **success of your service delivery.**

1. How Much Revenue Can You Handle
2. Do you have adequate Systems & Processes
3. People, People, People, do you have the right staffing capabilities
4. Do you have the trucks-equipment- loaders
5. Do you have the material availability
6. Can you meet the contract requirements & exceed your customer's expectations

Set Your Team Up For Success Using The Following

Operational & Management Structure…

- You must have sound leadership- Clear vision & priorities, your TEAM must be aligned and work in a cohesive manner.
- You need a defined management structure- Clearly defined roles, accountable decision makers.
- People- An array of talent is necessary for success. Put people in the right positions to succeed.
- You must have well-defined operational systems and processes- External for superior service delivery, internal for effective support for all facets of the operations and client interactions.
- You have flexibility- Snow operations take place in an ever-changing environment, you must have flexibility to adapt to the conditions before you.

Photo Credit: Schill Landscaping

Snow Planning & Snow Operations Are Both Strategic

A strategic plan is a document used to communicate with the organization the goals, the actions needed to achieve those goals and all of the other critical elements developed during the planning exercise.

Strategic Planning Cycle

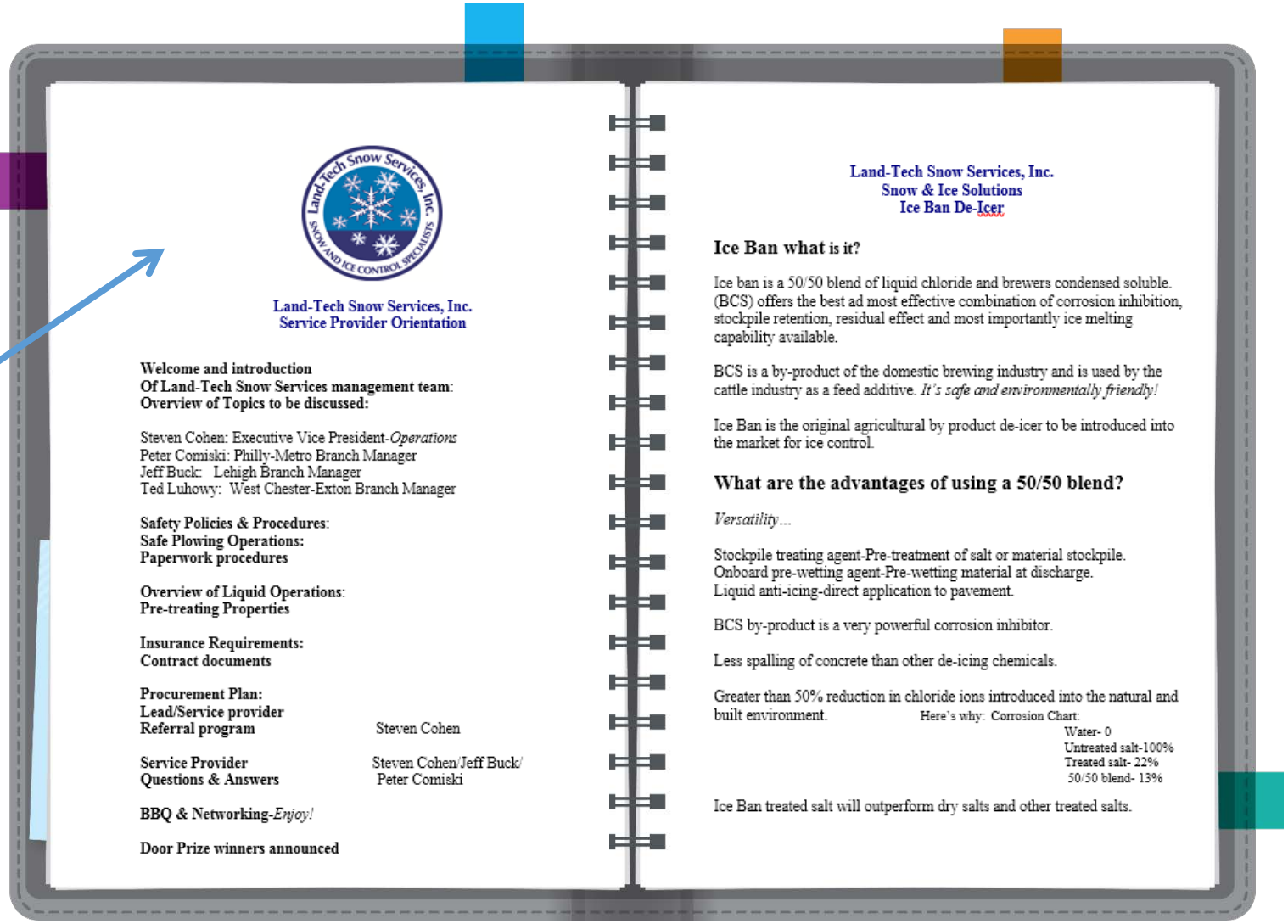
6

Goal:

Exceed Clients Expectations!!!

Educate your Service providers on your Vision- Mission & Values -

Create A Service Provider Pre-Season Meeting Guide



Land-Tech Snow Services, Inc.
Service Provider Orientation

Welcome and introduction
Of Land-Tech Snow Services management team:
Overview of Topics to be discussed:

Steven Cohen: Executive Vice President-*Operations*
Peter Comiski: Philly-Metro Branch Manager
Jeff Buck: Lehigh Branch Manager
Ted Luhowy: West Chester-Exton Branch Manager

Safety Policies & Procedures:
Safe Plowing Operations:
Paperwork procedures

Overview of Liquid Operations:
Pre-treating Properties

Insurance Requirements:
Contract documents

Procurement Plan:
Lead/Service provider
Referral program — Steven Cohen

Service Provider
Questions & Answers — Steven Cohen/Jeff Buck/ Peter Comiski

BBQ & Networking-*Enjoy!*

Door Prize winners announced

Land-Tech Snow Services, Inc.
Snow & Ice Solutions
Ice Ban De-Icer

Ice Ban what is it?

Ice ban is a 50/50 blend of liquid chloride and brewers condensed soluble. (BCS) offers the best ad most effective combination of corrosion inhibition, stockpile retention, residual effect and most importantly ice melting capability available.

BCS is a by-product of the domestic brewing industry and is used by the cattle industry as a feed additive. *It's safe and environmentally friendly!*

Ice Ban is the original agricultural by product de-icer to be introduced into the market for ice control.

What are the advantages of using a 50/50 blend?

Versatility…

Stockpile treating agent-Pre-treatment of salt or material stockpile.
Onboard pre-wetting agent-Pre-wetting material at discharge.
Liquid anti-icing-direct application to pavement.

BCS by-product is a very powerful corrosion inhibitor.

Less spalling of concrete than other de-icing chemicals.

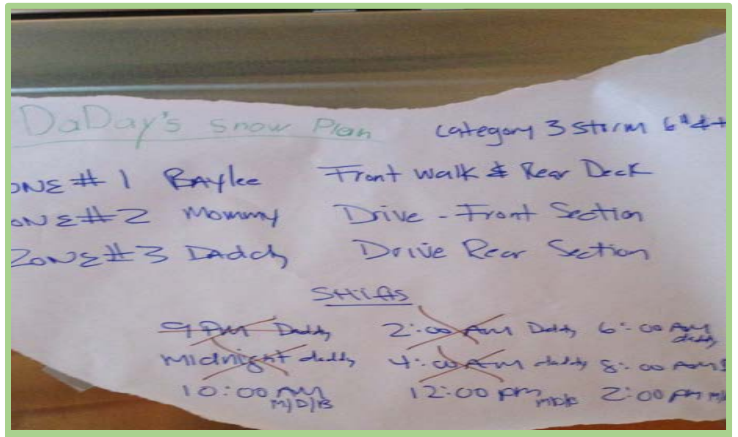
Greater than 50% reduction in chloride ions introduced into the natural and built environment. Here's why: Corrosion Chart:
Water- 0
Untreated salt-100%
Treated salt- 22%
50/50 blend- 13%

Ice Ban treated salt will outperform dry salts and other treated salts.

Every process has a phase, Establish your snow phases…

- **Seasonal Preparation:** Seasonal preparation is critical to the success of your Snow and Ice Control Program.
- **Readiness Phase:** The initial phase of operations are readied ahead of time.
- **Alert Phase:** Depending on the weather forecast and current conditions, your snow ops TEAM is placed into operation with required staffing. Ops TEAM is mobilized and positioned strategically.
- **Operations Phase:** When snowfall accumulations reach the established threshold, parking lot plowing and/or snow shoveling / blowing operations will commence.
- **Suspended Operations Phase:** In the event a storm reaches an intensity that the continuation of operations would prove ineffective or would pose an undue safety risk to those you serve or your employees.
- **Recovery Phase:** Phasing down operations, final clean-up is being done, sites are being double checked, spot salting continues, equipment is getting fueled, stockpiles being tarped and so on.
- **Post-Storm Phase:** All facets of snow ops are preparing for next storm. Crews preparing for 'ice watch services'. Ops TEAM leaders are performing an evaluation and assessment of storm related operational decisions/issues.

Snow Plans are **imperative** no matter how basic!



My Daughters Snow Plan

The Effective Result

Sample Snow Planning Operations Timeline

August 1st - equipment and sales talks

1.Key employees involved

a. Ownership
b. Team Leaders
c. Fleet management
d. Strategic partners

2. Topics

a. Sales; existing clients - new growth potential
b. Fleet equipment preparations
c. Purchasing of new equipment to meet needs & growth
d. How many employees will be needed to fill growth
e. How will leadership support key employees in this process
f. What did we learn from last year?

August 15th

1. Pre-Snow Meeting 1

a. Ownership
b. Team Leaders
c. Fleet management

2. Topics

a. Realistic sales expectations
b. Pre-routing, equipment/material staging
c. Equipment updates:
Pre-inspections status
Pusher-box service, repairs & painting
Plow service, repairs & painting

Sample Snow Planning Operations Timeline

September 1st

1. Pre-Snow Meeting 2
- a. Ownership
- b. Team Leaders
- c. Route Leaders
- d. Site Managers
- e. Fleet management

2. Topics
- a. Routes discussed based on current sales
- b. Anticipated routes based on new sales
- c. Equipment updates
- d. Initial route and site assignments
- e. Initial route and site equipment and labor allocation
- f. Discuss seasonal snow labor needs
- g. Discuss hiring needs: drivers & operators

September 15th

1. Pre-Snow Meeting 3
- a. Ownership
- b. Team Leaders
- c. Route Leaders
- d. Site Managers
- e. Fleet management

2. Topics
- a. Route planning continues
- b. Production/Operations overview
- c. Equipment update status
- d. Hiring updates/needs
- e. What is missing and how do we fill the gaps

Sample Snow Planning Operations Timeline

October 1st

1. Pre-Snow Meeting 4

a. Ownership
b. Team Leaders
c. Route Leaders
d. Route Managers
e. Site Managers
f. Fleet Management
g. Sales Department

2. Topics

a. Final sales projection
b. Equipment updates
c. Routes are finalized (pending new sales)
d. Crew member needs are addressed & resolved
e. Operations plan ratified
f. Site staging discussed
g. What is missing & how do we fill the gaps?

October 1st-15th

1. Companywide snow meeting & Training Day

a. All leadership |b. Full time employees |c. Seasonal employees

2. Topics

Split between outdoor shop and indoor area

a. Address VP Operations
b. Review Co. Mission Statement, goals & objectives
c. Team introductions and roles
d. Introduction of new equipment
e. Training on all equipment
f. On-Vehicle testing of all plows and spreaders
g. Safety talks and snow-prep procedures
h. Walkthrough of pre-storm & post-storm procedures
i. Route assignments & distribution of production maps
j. Review of all operational SOP's, budgeting/billing procedures, and HR items

Sample Snow Planning Operations Timeline

October 1st - 15th

1. Service Provider Luncheon

a. Service provider 'Welcome'
b. Company SOP's are reviewed
c. Timesheets/technology & site policies
d. Billing procedures reviewed
e. Routes are assigned, site maps provided
f. Service provider agreements are executed
g. Service provider meets route manager(s)
f. Q&A

October 15th until completed (target November 1st)

We are now in snow operations mode

1. We are ready for snow and have a 'think snow' mindset
2. 75% of snow equipment ready for switch-over if needed
3. Site staging taking place for equipment
4. Bulk and bagged materials staged
5. Site inspections are conducted
6. Site staking is completed
7. Route manager/site managers/drivers/operators and `Sidewalk crew leaders are all working together to familiarize themselves with sites
8. Loose ends are being addressed!

Target goals for snow operations are region specific and all companies need to plan for worst case scenarios. For the Mid-West companies I suggest by October 1st-15th. Mid-Atlantic companies I suggest November 1st-15th.

Philadelphia - Snow & Ice Control Routes

PM-1 Crew Leader: Adam Porter Route Manager: Dale Tucholski	PM-2 Crew Leader: Adam Porter Route Manager: Dale Tucholski	PM-3 Crew Leader: Louis Pur Route Manager: Dale Tucholski	PM-4 Crew Leader: Route Manager: Dale Tucholski	PM-5 Crew Leader: Route Manager: Dale Tucholski	PM-6 Crew Leader: Gabe Fox Route Manager: Dale Tucholski
Sites **1,2,3,4 Greenwood** **Crew Members** Adam Porter – Driver CL Mike McL – Driver Harris – Driver Harris – Driver Harris – Operator Harris – Operator Jose Soriano – Operator	**Sites** **Belmont Station** **Crew Members** Adam Porter - Driver	**Sites** **Berkshire** **Cricket Court** **Crew Members** Louie Pur – Driver Open - Driver Rob's Son – Operator	**Sites** **Executive House** **Sprague** **Krantz** **Venice Lofts** **Left Bank** **Locust o.t. Park** **Victor Lofts** **Crew Members**	**Sites** **Henry on the Park** **Crew Members** -Driver -Driver -Operator -Operator	**Sites** **Keystone II** **Keystone Common** **Crew Members** Gabe Fox – Driver Fox – Driver Fox - Operator
Sub-Contractors – Harris Paving (215)-493-4527 Richie **Equipment** T-42 B/S T-24 B/S SL-38 Harris – Truck Harris – Truck Harris – BH Harris – SL SPB – 8 8' SB – 37 SB – 32	**Sub-Contractors-. None** **Equipment** T-42 B/S SL-38 from Greenwood	**Sub-Contractors-none** **Equipment** T – 102 m/s T – 101 m/s SL - 55 SL - Plow	**Sub-Contractors- None** **Equipment** T – 56 m/s Poly Blade T- Toyota SB - 9	**Sub-Contractors- None** **Equipment** Pickup M/S T-26 B/S SL SL SPB SL-Blade SB SB SB	**Sub-Contractors- Fox Snowplowing** Gabe Fox Fox – Truck B/S Fox – Truck Fox – BH SBP – 1

Build Effective Snow Routes Paper or Technology

Snow Response Plan Example (SRP)

---------Sample Property Survey---------
Snow Binder

Site: 10160 Bustleton Avenue

Location: 10160 Bustleton Avenue
Philadelphia, PA 19116

Equipment: 1- Truck with 8' Plow and Salter
Per Push Account
Production Time: _____ Hrs.
Salting Post Storm Only ½ Ton PA

Crew Size: 1 Laborer
Per Walkway Service
Production Time: _____Hrs.
Calcium Only: 3 Bags Per Appl.

SITE NOTES

- 0 Tolerance Medical Location
- Service trigger is 0.01"
- Pre-Salting is Approved
- Site must be cleaned and salted by 5:30am
- Weekend Hours
- Snow Must be placed at allocation piles noted on site plan
- Dumpsters on site – Must remain clear
- 80%+ Calcium Chloride Blend ONLY on all walkways
- Ice Checks are pre-approved and must be completed by 5:30am
- Stacking and Relocation services must have Empire approval
- Before and After Photo Documentation Required
- No Client Sign Off Required
- Suite A is a 24/7 location
- No Smoking permitted onsite
- Personnel are required to wear safety vests at all times
- Equipment and Material is NOT permitted to be stored onsite

Client Name: Jones Management Group
Phone #: 610.906.5666 Office
Property Manager: Marsha Smith
Phone #: 610.906.5666 x 12
After Hours Emergency # 610.454.3244

Effective Systems & Processes = **Predictable Outcomes**

Three record blizzards hit the Philadelphia-Metropolitan area on December 19-20, 2009 February 5-6, 2010 and February 9-10, 2010.

Snowfall amounts range from 10"- 24" in the region…

How did one of the regions largest self-performing Snow Services Company perform?

Quality snow and ice control is not paid in price … it is paid in unparalleled service!

Winter 2009-2010 Over 70” of snow fell in the Philadelphia region.

Took me 2 years to build every facet of the snow operations to perform at maximum efficiency. Our success as a company and that of our TEAM was based on extensive planning, operational execution, managing every facet of the operations and holding people accountable.

- Revenues exceeded 5 million dollars between 4 branches with GP 48%-55%
- Employed over 200+ drivers/operators/laborers
- Fleet department with 6 mechanics running 3 shifts
- Self-Performed 75% of our work
- Serviced well over 5 million square feet of pavement and sidewalks
- Operated over 75 company owned trucks
- Operated over 25 company owned Skid-Steers
- Operated over 15 company owned loaders
- Rented over 25 pieces of equipment

The Definitive Guide to Snow Removal Personality Types…
Understand the type of people you need!

THE PROCRASTINATOR: The procrastinator believes, despite the weather forecast calling for a deep-freeze after the snowstorm, that maybe the sun will come out just enough to melt all the snow.

THE MEDIOCRE SHOVELER: The mediocre shoveler understands the need for shoveling. He doesn't procrastinate. But he also doesn't do a great job.

THE LIBERTARIAN: There are no rules for the libertarian.

THE INCREMENTALIST: The incrementalist is outside every two hours, shoveling as the storm rages on because "that's easier than doing it all at the end of the storm.''

THE PERFECTIONIST: Not a single flake of visible snow is left on the ground by the perfectionist.

THE BOXER: If you ask 'The Boxer,' snow plow drivers have one mission, and one mission only.

THE ANGRY SNOW PLOWER: You know the angry snow plower. He's been plowing for the last 15 hours so he'll make sure you aren't happy either.

THE SNOW ANGEL: The winter lover who can't control himself when it snows.

THE CHILD LABORER: Good Cheap Labor, you can often bribe or threaten to do what you want.

Seasonal Snow Labor:

One of the biggest challenges facing snow contractors is lack of quality employees.

You will find that if you build a good employee base, take care of your people, treat them as you would want to be treated they will return year after year.

Some Helpful Hiring Tips…

1. Recruitment must start early- as early as August
2. Easiest way to recruit- through existing employee base
3. Recruit outside industry, service, construction, manufacturing…
4. Offer incentives for recruitment.
5. Offer incentives for tenure and performance
6. Offer incentives for shift differentials
4. You must keep pay competitive
5. Showcase what you have to offer. Steady work, equipment, winter gear

Delivering Excellence

Process Quality is how you build the solution promised to the customer during the sales-procurement process.

Delivered Quality is the customers experience from the beginning through the completed service delivery cycle.

Beware of 'Gaps'

Examples are…

Insufficient customer knowledge

Leadership-management

Work performance

Creating expectations

Customer experience

Thank You For Your Time

GreenMark Consulting Group is a Landscape-Snow Industry Consultancy-Coaching firm with more than 25 years of experience.

To learn more **about managing cross-functional business operations, business strategy and market growth projects**, we encourage you to visit us on our Websites. Sign up for our **Green to White Best Business Practices Handbook.**

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