



**SIMA**  
**28TH**  
ANNUAL

# SNOW & ICE SYMPOSIUM

# Waste Elimination – You’re Bleeding and You Don’t Even Know It!

Jeff Heller – The Green Executive

# Jeff Heller

- Founder & CEO of Innovative Maintenance Solutions since 2012
- Consultant at The Green Executive® since 2023
- Certified Profit First Professional
- Certified Snow Professional
- SIMA Board Member and SIMA Foundation Board Member

# Group Exercise

# My List

- Underbidding Jobs**
- Unpredictable Weather**
- Not paying attention to rising costs**
- Labor inefficiencies**
- Lack of/poor documentation**
- Poor Client fit**
- Poor Contract structure**
- Overdue invoicing/incorrect billing**
- Misusing credit**
- Competition/Market saturation**
- Failure to monitor cash flow**

- Equipment Downtime**
- Poor route planning**
- Crews wasting time**
- Utilizing technology**
- Poor site engineering**

SIMA  
28TH  
ANNUAL

# SNOW & ICE SYMPOSIUM

**A SMART PERSON**  
LEARNS FROM THEIR MISTAKES.

**A WISE PERSON**  
LEARNS FROM OTHER'S MISTAKES.  
#NEVERSTOPTRAINING

# **Lack of Documentation**

## Liability

- It's a hidden risk until an accident happens, then it becomes a margin killer
  - No time logs or photos = No defense in court

## Billing Disputes

- Need to provide proof of service and sometimes that isn't even enough
  - Dot the "i's" and cross the "t's" with contract verbage

## Missed Extra Revenue

- Without documentation, you may forget to bill for:
  - Return visits
  - Events outside of contract scope
  - Additional services, such as hauling

## Crew Mismanagement

- How long are crews at each site?
- Did crews follow the assigned, pre-planned route?
- Was there efficient use of equipment and materials?

# Contract Compliance Issues

- Do clients require contractor to provide detailed service and weather information?
  - Is contractor breaching contract terms if not providing this information?
  - AGAIN.....Dot the “i’s” and cross the “t’s” with contract verbiage

# **Poor Contract Structure**

(I am not an attorney)

SIMA  
28TH  
ANNUAL

# SNOW & ICE SYMPOSIUM



But..... I played one on the 1980's Hit TV Series "LA Law"

# Unclear Scope of Work

Who can define the term “Scope Creep”?

## Scope Creep

- The uncontrolled growth of the scope of work without adjusting budget, time and resources.

## No Weather Thresholds or Triggers

- Leaves you on the hook for nuisance snow, flurries or black ice thereby burning labor and salt on low value visits.
  - Is stating “service begins at 2” of accumulation” enough?

## **No Weather Thresholds or Triggers**

- Add “Ice management triggered at temps below 32 degrees Fahrenheit and precipitation expected.

## **No Provisions for Equipment or Material Escalations**

- Costs spike midseason = vanishing margins
- If you don't think this will happen, then you haven't been paying attention to the one word that is dominating today's news cycle

# TARIFFS

## Uncapped Visits in Seasonal Contracts

- No caps = Massive cost overruns during heavy snow years
- SIMA Foundation Economic Survey
  - Original survey done in 2022 and updated this year
  - FREE to all SIMA members
  - One question that was asked concerned caps on seasonal contracts.
    - What percentage of respondents replied that they had no caps?

## **No Time-Based Service Expectations**

- Client assumption will always = Immediate response
- Set fixed response windows in your contract and CHARGE for those wanting immediate response times

## **Improper Risk Transfer or Liability**

- Unclear contract = Legal fees, lost time and skyrocketing insurance rates
- Include strong liability clauses and hold harmless language

# **Increasing Revenue per Employee Hour**

## Route Optimization

- More jobs per event = More revenue per hour worked

## Tiered or Value Based Pricing

- Flat pricing undervalues larger/more complex jobs
- Charge more for high risk or priority sites
- Offer premium SLA's (Service Level Agreements) for faster service

## **Pre-Season and Multi-Year Contracts**

- Secures revenue, protects revenue and improves scheduling

## **Proper Equipment Paired with Workers Who Are the Best Fit to Each Machine**

## **Train for Speed and Safety**

- Reward teams for hitting time and quality goals

## **Upsell and Cross Sell Services**

- Anti and de-icing services, sidewalk services, 24/7 site monitoring
- Bundle services into premium packages

## **Automate Billing and Payment**

- Use automated invoicing and credit card payments (NOTE – charge for the additional fees that come with using credit card payment services).

## **Track Performance Metrics**

- Who said, “What gets measured, gets managed”?
- Identify and reward high performers.

# **Job Velocity**

## **Or put another way.....**

# Operational Efficiency

# Job Velocity Defined:

- Sites cleared per hour/day
- Number of properties cleared per shift
- Square footage cleared per hour
  
- Higher velocity means more jobs are completed in less time.
- Lower per job cost = more competitive pricing and higher margins.

# Why Does Job Velocity Matter?

- Scheduling – Results in better route planning and team allocation.
- Tracking Metrics – Improves both equipment and crew efficiency.
- Profitability – More work completed = Higher Revenue. More work completed efficiently = Higher Margins
- Improved Customer Satisfaction

# **Velocity = Flexibility = Growth**

- Flexibility to reallocate crews and equipment.
- Resilience in back-to-back or long duration storms.
- Scalability to grow revenue linearly without sacrificing quality or control.

**SIMA**  
**28TH**  
ANNUAL

# SNOW & ICE SYMPOSIUM

