



December 6<sup>th</sup>, 2006

Dear Snow Removal Client,

As you can imagine, we have had quite a week here at Highland Outdoor. One week ago today it was 70 degrees outside, then we began servicing one of the largest ice and snow events Kansas City has seen since I started in the snow removal business ten years ago.

Our crews worked around the clock, starting at 2pm on Wednesday. We finished our last property on Saturday afternoon.

**The storm summary is as follows:**

- Wednesday 2pm – Thursday 2pm – Ice accumulations up to 1” citywide. Multiple applications of de-icing materials for parking lots, walkways, driveways and superstructures were necessary. In most instances, one application of de-icing materials broke up the ice, and then we need to scrape or plow (or even chip away) to create a safe driving and walking environment.
- Thursday 2pm – Friday 6am – Snow event that had accumulations from 6-12” of snow in our service area. The storm, due to cold temperatures, demands on our employees and equipment, and drifting, was incredibly difficult to treat. Often, multiple plow or removal efforts ensued, with de-icing materials in-between to increase safety.

Your snow and ice removal invoices are enclosed. Factors determine complexity and frequency of removal, as well as number of de-ice applications, or quantity of de-ice materials. If you have any questions, please contact our office at 913.782.3700.

As always, due to the significant short term operational demands, and expense to the company, all snow removal invoices are due upon receipt. Please assist us in timely payment for these services. (You can always call in a credit card to the office for even quicker payment).

We're grateful for our relationship, and thankful for the opportunity to serve you in all of our segments of business.

Sincerely,

Jason K. Cupp, CLP  
President and CEO