



March 6, 2017

City of North Richland Hills
4301 City Point Drive
North Richland Hills, Texas 76180

Re: RFP 17-013 Right of Way Mowing

On behalf of everyone at Terracare Associates, thank you for considering TCA as your landscape services provider at the **City of North Richland Hills**. Our proposal is submitted for your review and consideration, and is inclusive of the following:

- Bid Pricing Worksheets
- Machinery and Equipment List
- Vendor Information Worksheet
- Safety Program
- Work History and References
- Additional Forms

Terracare Associates (TCA) is a National Top 25 Landscape Management Company with two branches in the DFW area.

All INS regulations are strictly enforced at TCA Landscape Services. All state and federal labor and wage regulations are strictly adhered to. For security considerations, all employees are uniformed; all company vehicles are clearly labeled.

TCA has proudly served municipalities, the commercial real estate industry, homeowners associations and school districts in the Dallas / Fort Worth Area for over 35 years. We look forward with enthusiasm to your nod of confidence in designating us as your vendor of choice for landscaping services. Meanwhile, I remain at your service should you have any questions regarding the enclosed proposal.

Thank you again for your time and interest. We look forward to the privilege of continuing to serve the City of North Richland Hills.

Sincerely,

A handwritten signature in blue ink that reads 'Bruce Verdick'.

Bruce Verdick
Vice President



Bid Exceptions

RFP

- Bid was prepared without a Performance or Payment Bond included. A 3% increase will be needed in the price should the city wish to require a Performance and/or Payment bond.

Maintenance

- Any areas contracted that have not been serviced and are overgrown prior to commencement of the contract will require a clean-up fee, billed on a time and material basis at the rate of \$45/man hour.
- In the event that a maintenance cycle is delayed by more than 7 days or skipped completely due to an Act of God or any other incident beyond the control of the contractor, the contractor may then request a price increase to help cover additional costs incurred by the contractor due to the delay. The price adjustment will be mutually negotiated and agreed to by both parties (City and Contractor) prior to work commencing.

A handwritten signature in black ink that reads 'Bruce Verdick'. The signature is written in a cursive style and is positioned above a horizontal line.

Bruce Verdick
Vice President

**BID FORM
BID #17-013**

The City of North Richland Hills is requesting bids for an annual contract for the Right-of-Way mowing services NRH Public Works department. The undersigned, having examined and fully read the bid documents, specifications, general terms and conditions of Bid #17-013 and being familiar with all site conditions hereby proposes to furnish all labor, materials, services and equipment necessary to perform the work for the Rights-of-Way Contract Mowing.

Duration of Agreement and Price Adjustments

The successful bidder will be awarded a twelve (12) month agreement effective the date of award. Prices are to remain firm for the twelve (12) month agreement period. At the City's option, the agreement may be renewed for four (4) additional twelve month (12) month periods at a price proposed by the contractor. The Contractor shall submit the renewal proposal with price changes and justification to the Purchasing Department at least sixty (60) days before the expiration of the current agreement. Increase in contract pricing shall not exceed the consumer price index of the Dallas/Fort Worth standard metropolitan statistical for the previous twelve (12) month period or 3%, whichever is less. Renewal shall be at the sole discretion of the City of North Richland Hills departments utilizing the contract. All areas of non-conformance shall be submitted in writing to the Purchasing Manager and must be corrected within 10 days from date of notification. After three non-conformance complaints the contract may be subject to cancellation.

The quantities listed are estimated quantities using the best information available. The City reserves the right to choose the items that will be purchased and to purchase more than or less than the quantities listed.

Rights-of-Way Mowing

Base Bid for Class I (40 cycles):	Dollars \$ <u>80,780.00</u>
Base Bid for Class II (20 cycles):	Dollars \$ <u>91,645.00</u>
Base Bid for Class III (13 cycles):	Dollars \$ <u>17,348.00</u>
Base Bid for Class IV (5 cycles):	Dollars \$ <u>20,667.00</u>
Total Bid for Class I, II, III, IV:	Dollars \$ <u>210,440.00</u> *

* See Exceptions Page

BID FORM CONTINUED
BID #17-013

Unit Prices

Any additional mowing cycles or events requested or deemed needed in addition to the required bid number of cycles for the respective mowing Class included in the annual total base bid amount above will be computed using unit prices. Any reduction in the bid number of mowing cycles for each mowing Class as requested will be computed using the unit prices as follows:

Class I per cycle:	Unit Price \$ <u>2,019.50</u>
Class II per cycle:	Unit Price \$ <u>4,582.25</u>
Class III per cycle:	Unit Price \$ <u>1,334.46</u>
Class IV per cycle:	Unit Price \$ <u>4,133.40</u>

The undersigned agrees, if awarded the contract, to commence work within ten (10) days of the date of Notice to Proceed and to adhere from that time forward with the terms, conditions and specifications in accordance with the contract documents.



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Bid RFB #17-013 - Right of Way Mowing Addendum #1 - Addendum

Information Deleted: ~~Deleted~~

Information Added: **Added**

Bid Type **RFB**
 Bid Number **17-013**
 Title **Right of Way Mowing**
 Start Date **Feb 10, 2017 8:04:01 AM CST**
 End Date **Mar 9, 2017 11:00:00 AM CST**
 Agency **City of North Richland Hills**
 Bid Contact **Scott Kendall**
 (817) 427-6165
 skendall@nrhtx.com
 4301 City Point Drive
 North Richland Hills, TX 76180

Description

The City of North Richland Hills is accepting sealed bids for RIGHT-OF-WAY MOWING.

The deadline for receipt of written questions shall be Wednesday, March 1, 2017 Time: 12:00 P.M. Central Standard Time All questions must asked on the Public Purchase website.

The City of North Richland Hills reserves the right to reject in part or in whole all bids submitted, and to waive any technicalities for the best interest of the City of North Richland Hills.

Documents

Name	Posting Date	Acceptance
17-013 Right of Way Mowing Addendum #1	Feb 8, 2017 9:27:21 AM CST	Yes
2017 Mowing	Feb 8, 2017 9:27:35 AM CST	Yes
2016 Mowing	Feb 10, 2017 12:45:24 PM CST	Yes

[Return to Bid](#)

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**Bid RFB #17-013 - Right of Way Mowing
Addendum #2 - Addendum**Information Deleted: **Deleted**Information Added: **Added**

Bid Type **RFB**
 Bid Number **17-013**
 Title **Right of Way Mowing**
 Start Date **Feb 10, 2017 8:04:01 AM CST**
 End Date **Mar 9 20, 2017 12:00:00 AM CST**
 Agency **City of North Richland Hills**
 Bid Contact **Scott Kendall**
 (817) 427-6165
 skendall@nrhtx.com
 4301 City Point Drive
 North Richland Hills, TX 76180

Description

Bid has been extended to 2:00 PM (CST) Monday March 20, 2017.

The City of North Richland Hills is accepting sealed bids for RIGHT-OF-WAY MOWING.

The deadline for receipt of written questions shall be Wednesday, March 1, 2017 Time: 12:00 P.M. Central Standard Time All questions must asked on the Public Purchase website.

The City of North Richland Hills reserves the right to reject in part or in whole all bids submitted, and to waive any technicalities for the best interest of the City of North Richland Hills.

Documents

Name	Posting Date	Acceptance
 17-013 Right of Way Mowing.pdf	Feb 8, 2017 9:27:21 AM CST	Yes
 2017 Mowing Schedule.pdf	Feb 8, 2017 9:27:35 AM CST	Yes
 2016 Mowing MapbookREDUCED.i	Feb 10, 2017 12:45:24 PM CST	Yes

[Return to Bid](#)

**Bid RFB #17-013 - Right of Way Mowing
Addendum #3 - Addendum**Information Deleted: **Deleted**Information Added: **Added**

Bid Type **RFB**
 Bid Number **17-013**
 Title **Right of Way Mowing**
 Start Date **Feb 10, 2017 8:04:01 AM CST**
 End Date **Mar ~~2027~~, 2017 2:00:00 PM CDT**
 Agency **City of North Richland Hills**
 Bid Contact **Scott Kendall**
 (817) 427-6165
 skendall@nrhtx.com
 4301 City Point Drive
 North Richland Hills, TX 76180

Description

Please note that this Bid has been extended until 2:00PM (CST) March 27, 2017.
 Questions may be asked on this website until 12:00PM (CST) Thursday March 23, 2017.

Bid has been extended to 2:00 PM (CST) Monday March 20, 2017.

The City of North Richland Hills is accepting sealed bids for RIGHT-OF-WAY MOWING.

The deadline for receipt of written questions shall be Wednesday, March 1, 2017 Time: 12:00 P.M. Central Standard Time All questions must asked on the Public Purchase website.

The City of North Richland Hills reserves the right to reject in part or in whole all bids submitted, and to waive any technicalities for the best interest of the City of North Richland Hills.

Documents

Name	Posting Date	Acceptance
 17-013 Right of Way Mowing.pdf	Feb 8, 2017 9:27:21 AM CST	Yes
 2017 Mowing Schedule.pdf	Feb 8, 2017 9:27:35 AM CST	Yes
 2016 Mowing MapbookREDUCED.l	Feb 10, 2017 12:45:24 PM CST	Yes

[Return to Bid](#)

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NON-COLLUSION AFFIDAVIT OF BIDDER

State of Texas County of Dallas

Andrew Lenz verifies that:
(Name)

(1) He/She is owner, partner, officer, representative, or agent of
Terracare Associates,LP, has submitted the attached
bid: (Company Name)

(2) He/She is fully informed in respect to the preparation, contents and circumstances in regard to attached bid;

(3) Neither said bidder nor any of its officers, partners, agents or employees has in any way colluded, conspired or agreed, directly or indirectly with any other bidder, firm or person to submit a collusive or sham bid in connection with attached bid and the price or prices quoted herein are fair and proper.

[Signature]
SIGNATURE

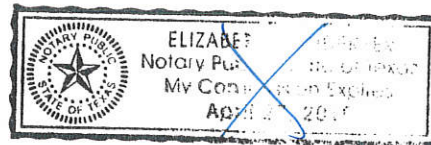
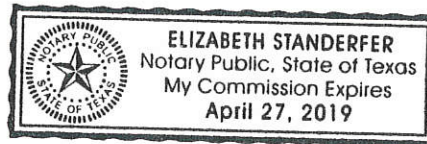
Andrew Lenz
PRINTED NAME

Subscribed and sworn to before me this
8th Day of March 2017.

[Signature]
NOTARY PUBLIC in and for

Dallas County, Texas.

My commission expires: 4/27/19



THIS FORM MUST BE COMPLETED, NOTARIZED AND SUBMITTED WITH BID

BID CERTIFICATION

The Undersigned, in submitting this bid, represents and certifies:

- a. He/she is fully informed regarding the preparation, contents and circumstances of the attached bid;
 - b. He/she proposes to furnish all equipment/service at the prices quoted herein and bid is in strict accordance with the conditions and specifications stated herein;
 - c. There will be at no time a misunderstanding as to the intent of the specifications or conditions to be overcome or pleaded after the bids are opened;
-
- d. He/she is an equal opportunity employer, and will not discriminate with regard to race, color, national origin, age or sex in the performance of this contract.
 - e. The undersigned hereby certifies that he/she has read, understands and agrees that acceptance by the City of North Richland Hills of the bidder's offer by issuance of a purchase order will create a binding contract. Further, he/she agrees to fully comply with documentary forms herewith made a part of this specific procurement.

COMPANY: Terracare Associate,LP

ADDRESS: 2433 Merrell Road

CITY, STATE & ZIP: Dallas, Texas 75229

TELEPHONE: 972-445-5654

FAX: 972-331-4497

EMAIL: bruce.verdick@myterracare.com

SIGNATURE: 

PRINTED NAME: Bruce Verdick

DATE: 3/07/2017

BIDDERS STATEMENT OF QUALIFICATIONS

Firm Name: Terracare Associates,LP Date Organized: 1981

Address: 2433 Merrell Rd.

City: Dallas State: Texas Zip: 75229

Telephone Number: 972-445-5654 Fax Number: 972-331-4497

E-mail: andrew.lenz@myterracare.com

Number of years in business under present name: Six(6)

Former name(s) of organization: American Civil Constructors, RBI (Randal & Blake Inc.

Title, Name and complete address of all principals in the firm:

1. Dean Murphy - President, Denver, CO
2. Dave Mortenson - Regional Vice President, Denver, CO
3. Bruce Verdick - Vice President, Dallas, TX

Number of full time employees: 107

IRS Number: 75-2887740

Please attach the following to this statement of Qualifications:

1. Summary of the firm's latest financial statement;
2. List of similar contracts currently being performed (include contact name, address, and phone number);
3. List of all mowing equipment required to perform this work and status of ownership (include all equipment, including year, make and model of each; and include a complete list of all equipment to be used during the course of this contract);
4. List of at least four references (include Bank and trade with contact name, address and phone number)

I hereby certify as Vice President of Terracare Associates,LP
(title) (Firm Name)

that all information provided above and attached herewith is true and correct.

Signature: Bruce Verdick

Printed Name: Bruce Verdick Date: 3/7/2017

Name of Business: Terracare Associates,LP

BID FORM CONTINUED
BID #17-013

The Undersigned, in submitting this bid, represents and certifies:

- a. He/she is fully informed regarding the preparation, contents and circumstances of the attached bid;
- b. He/she proposes to furnish all equipment/service at the prices quoted herein and bid is in strict accordance with the conditions and specifications stated herein;
- c. There will at no time be pleaded either a misunderstanding as to the intent of the specifications or conditions to be overcome or pleaded after the bids are opened;
- d. He/she is an equal opportunity employer, and will not discriminate with regard to race, color, national origin, age or sex in the performance of this contract.

COMPANY: Terracare Associates,LP

ADDRESS: 2433 Merrell Road

CITY, STATE & ZIP: Dallas Texas 75229

TELEPHONE: 972-445-5654

FAX: 972-331-4497

EMAIL: bruce.verdick@myterraccare.com

SIGNATURE: 

PRINTED NAME: Bruce Verdick

DATE: 3/07/2017

BIDDERS QUESTIONNAIRE

1. A minimum of two (2) years of municipal or state right-of-way mowing is required. Vendor must submit references to show the two (2) year requirement is met.
2. Please provide the company's years of experience in this field of work: 35
3. Please provide a current list of contracts your company is providing this type of services under.
4. Please include a list of the company's equipment inventory (Mowers, blowers, weed eaters, vehicles, etc.).
5. What is the number of current employees working for this company? 107
6. Will you be using any sub-contractors? Yes No If yes, please include their contact information and their years of experience.
7. Please provide your company's location for storing equipment and Materials. Can City staff visit this location? Yes No **Equipment located at 1200 Texan Trail #110 Grapevine Tx 76051**
8. Please describe your company's current workload.
9. How you ever been removed from a project for failure of completion? Yes No
10. Describe any past relationships with the City of North Richland Hills: _____
See attached description

STATEMENT OF RESIDENCY

Is your principal place of business in the state of Texas?

 X
YES

NO

If "NO" state address:

If "YES" state address

2433 Merrell Road

Dallas Texas 75229

Definition:

"Non-Resident Bidder" - A bidder whose principal place of business is not in the state of Texas, but excludes a contractor whose ultimate parent company or majority owner has its principal place of business in the state of Texas.

"Resident Bidder" - A bidder whose principal place of business is in the state of Texas and includes a contractor whose ultimate parent company or majority owner has its principal place of business in the state of Texas.

CONFLICT OF INTEREST QUESTIONNAIRE

For vendor doing business with local governmental entity

FORM CIQ

This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.

This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).

By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.

A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.

OFFICE USE ONLY

Date Received

1 Name of vendor who has a business relationship with local governmental entity.

2 Check this box if you are filing an update to a previously filed questionnaire. (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)

3 Name of local government officer about whom the information is being disclosed.

Name of Officer

4 Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.

A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?

Yes No

B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?

Yes No

5 Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.

6 Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B) excluding gifts described in Section 176.003(a-1).

7


Signature of vendor doing business with the governmental entity

3/07/2017

Date

TERRACARE ASSOCIATES REFERENCES

North Richland Hills

NRH

City of Choice

Gary Bechthold
6720 NE Loop 820
North Richland Hills TX 76180
817-253-7444
gbechthold@nrh.com

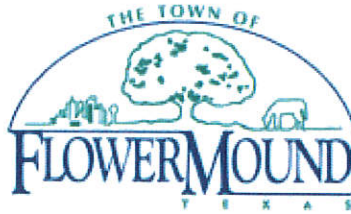
Medians , Right of Ways, Parks, and Facility Grounds
Approximate Acreage Maintained: 250 Years of service: 13



Kevin Mitchell
501 Shady Brook Drive
Grapevine, Texas 76051
817-410-3347

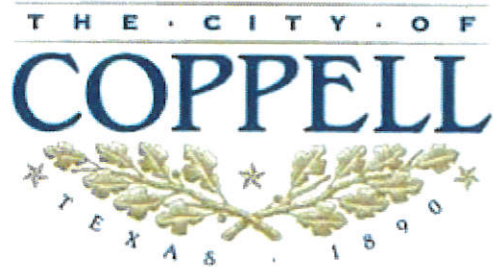
Kmittchell@grapevintexas.gov

Medians, Right-of-Ways, Municipal Buildings, Parks
Approximate Acreage Maintained: 340
Years of service: 16



Clayton Litton
2121 Cross Timbers Road
Flower Mound, Texas 75028
972-874-6421
Clayton.litton@flower-mound.com

Municipal Buildings, Parks,
Medians & Right-of-Ways
Approximate Acreage Maintained: 230
Years of service: 16



Lloyd Mauch
816 S. Coppell Rd. PO Box 9478
Coppell TX 75019
469-576-7771
Imauch@coppelltx.gov

Medians, Right-of-Ways, Municipal Buildings, Parks
Approximate Acreage Maintained: 280 Years of service: 8



Shawn Rey
285 Uptown Blvd.
Cedar Hill, Texas 75104
469-628-5589
Medians, Right-of-Ways,
Approximate Acreage Maintained: 105
Years of service: 2



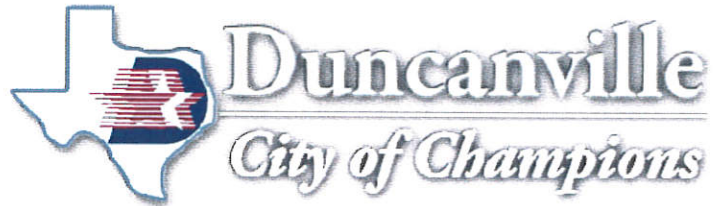
Craig Railsback
104 West Avenue E
Midlothian, Texas 76065
972-775-7777
craig.railsback@midlothian.tx.us
Medians, Right-of-Ways, Municipal Buildings, Parks
Approximate Acreage Maintained: 62
Years of service: 4



Bobby Brady
1610 E. Crosby Rd.
Carrollton, Texas 75006
972-466-2607
Bobby.Brady@cityofcarrollton.com
Medians, Right-of-Ways
Approximate Acreage Maintained: 150 Years of service: 6



Ron Lee
16801 Westgrove Drive
Addison Texas 75001
972-450-7071
Medians, Right-of-Ways, Municipal Buildings, Parks
Approximate Acreage Maintained: 89
Years of service: 1



Tim Hamilton

203 East Wheatland Road

Duncanville Texas 75138

972-450-7071

thamilton@ci.duncanville.tx.us

Medians, Right-of-Ways, Municipal Buildings, Parks

Approximate Acreage Maintained: 242

Years of service: 1



Randy Villareal

(817) 459-5492

randy.villareal@arlingtontx.gov

Right-of-Ways

Approximate Linear Miles Maintained: 182

Years of service: 1

Terracare Associates,LP

Equipment for RFP 17-013 Right of Way Mowing

NO. OF UNITS	TYPE OF EQUIPMENT	
1	Isuzu Crew Cab	2014
1	60" John Deere Rider	2014
2	STIHL Line Trimmer	2014
2	STIHL Steel Blade Edger	2014
2	STIHL Backpack Blower	2014



Std. Maintenance - Equipment/Vehicle List Worksheet

It is represented as part of this bid that the below listed items of equipment/vehicles are available for use on the work covered by this bid. "Being Available" shall mean that the equipment/vehicles are owned or under the control of the vendor submitting this proposal. (Attach additional sheets as needed)

Unit #	Type of equipment/vehicle	Year	Make	Model	Mileage/hours
91067	CREW CAB	2015	ISUZU	NPR-HD	16624
91074	CREW CAB	2015	ISUZU	NPR-HD	13040
91070	CREW CAB	2015	ISUZU	NPR-HD	14851
91062	CREW CAB	2015	ISUZU	NPR-HD	18606
1464	RIDING MOWER	2015	JOHN DEERE	Z930M	933.2
1466	RIDING MOWER	2016	JOHN DEERE	Z930M	1049.6
1499	RIDING MOWER	2016	JOHN DEERE	Z930M	962.0
1465	RIDING MOWER	2015	JOHN DEERE	Z930M	1052.0
1467	RIDING MOWER	2015	JOHN DEERE	Z930M	1109.0
1488	RIDING MOWER	2015	JOHN DEERE	Z930M	1302.3
1505	RIDING MOWER	2015	JOHN DEERE	Z930M	982.9
1489	RIDING MOWER	2015	JOHN DEERE	Z930M	980.0
1220	21' PUSH MOWER	2013	TORO	22195	N/A
1240	21' PUSH MOWER	2013	TORO	22195	N/A
1612	36" WALK BEHIND MOWER	2013	TORO	30094	N/A
1853	LINE TRIMMER	2015	STIHI	FS90R	N/A
1851	LINE TRIMMER	2015	STIHI	FS90R	N/A
1843	LINE TRIMMER	2015	STIHI	FS90R	N/A
1840	LINE TRIMMER	2015	STIHI	FS90R	N/A
1837	LINE TRIMMER	2015	STIHI	FS90R	N/A
1834	LINE TRIMMER	2015	STIHI	FS90R	N/A
1831	LINE TRIMMER	2015	STIHI	FS90R	N/A
1828	LINE TRIMMER	2015	STIHI	FS90R	N/A
1942	STEEL BLADE EDGER	2015	STIHI	FC110	N/A
1955	STEEL BLADE EDGER	2015	STIHI	FC110	N/A
1961	STEEL BLADE EDGER	2015	STIHI	FC110	N/A
1966	STEEL BLADE EDGER	2015	STIHI	FC110	N/A
2073	BACKPACK BLOWER	2015	STIHI	BR600	N/A
2074	BACKPACK BLOWER	2015	STIHI	BR600	N/A
2077	BACKPACK BLOWER	2015	STIHI	BR600	N/A
2080	BACKPACK BLOWER	2015	STIHI	BR600	N/A
2081	BACKPACK BLOWER	2015	STIHI	BR600	N/A
2086	BACKPACK BLOWER	2015	STIHI	BR600	N/A
2249	HEDGE TRIMMER	2015	STIHI	86T30	N/A
2250	HEDGE TRIMMER	2015	STIHI	86T30	N/A
2233	HEDGE TRIMMER	2015	STIHI	86T30	N/A
2231	HEDGE TRIMMER	2015	STIHI	86T30	N/A



BEST VALUE QUALIFICATIONS STATEMENT AND PAST RELATIONSHIP WITH NORTH RICHLAND HILLS

Terracare Associates (formerly VMC Landscape Services) has worked hand-in-hand with the City of North Richland Hills for the past thirteen (13) years, and during this time we have developed a partnership that has benefited both parties. TCA's commitment to customer satisfaction as well as our flexibility in scheduling and staffing has allowed us to meet the Town's demands for festivals, special events, and/or grand openings.

In addition to the City of North Richland Hills, TCA is currently performing similar duties for fifteen (14) other Cities in the D/FW area, making our Municipal resume unmatched by any competitor.

Quality work and fair market pricing has been our mainstay and account for the numerous contracts we currently fulfill. Our 13-year work history in North Richland Hills has taken any guesswork out of the current request for proposal, thus eliminating the need for us to "estimate" or guess at our costs. Thanks to detailed job cost record keeping, we are able to provide you with an extremely accurate bid.

Safety is the most important aspect of working adjacent to busy streets and highways. TCA takes tremendous pride in our training and safety programs. Weekly meetings are held and documented to ensure our employees are operating equipment properly and safely. TCA also carries Workers Compensation Insurance on all of our employees (even seasonal help) and AAA rated General Liability Insurance to protect our employees, customers and the general public.

Public image runs a close second to safety in regards to importance. All TCA employees are professionally uniformed and easily identified. Our trucks are monitored by GPS units and are clearly labeled with the company logo and phone number. All of our equipment is well maintained by in-house mechanics.

TCA has operated in the Dallas/Fort Worth Metroplex for over 40 years and our Management Staff are accessible 24 hours a day, 7 days a week. TCA is an equal opportunity employer and E-verifies all employees.

FINACIAL AND VENDOR REFERENCES

Bank:
Bank Midwest
1111 Main St #2800
Kansas City, MO 64105
Valerie Kramer
816-298-2496

Grogreen
PO Box 861360
Plano TX 75086
Darrel Nail
972-578-6600

Ruibals Plants
601 S St Paul
Dallas TX 75201
214-744-3434

Landmark Nursery
1100 E Sandy Lake Rd
Coppell TX 75019
972-471-6300

Company Introduction

Terracare Associates, LP - TCA is a recognized leader in outdoor maintenance, proudly serving clients since 1985. During all seasons, our certified and experienced staff improves landscapes, parks, roadways and infrastructure for beautiful, safe and sustainable outdoor environments

Who We Serve	What We Do
<ul style="list-style-type: none"> ○ Municipalities ○ Special districts ○ Highway authorities ○ Corporate campuses ○ Office parks ○ Industrial parks ○ Retail ○ Home owners associations (HOAs) ○ Multi-family complexes ○ Medical facilities 	<ul style="list-style-type: none"> ○ Landscape management/maintenance ○ Water management plan ○ Irrigation system maintenance ○ Integrated plant health care ○ Renovation and enhancements ○ Lake and pond management ○ Annual color installations ○ Erosion control ○ Wetland and drought mitigation ○ Asphalt and concrete ○ Snow removal

Our Experienced Team

Our team of knowledgeable professionals strives to create landscape maintenance programs that exceed our clients' expectations while remaining sensitive to their operating budgets. Programs are continually monitored to control expenses and frequent on-site inspections are performed to assure quality control and contract performance. Here is how it helps you:



- We have an established culture that is focused on listening to and responding quickly to the needs of our customers.
- Our entire business is built around the concept of "team." To begin a project with this focus is a critical advantage to produce a comprehensive maintenance program.

Why Terracare Associates?

It is our passion to help your landscape reach its maximum potential, providing an environment for your business to grow, and increasing property value. Our knowledgeable and experienced staff is well informed on ever-changing trends, and will assist you in clarifying your goals and determining your needs and how to meet them.

Trusted and Experienced - When it comes to your landscaping, you need a company that you can count on. We work every day to:

- Deliver superior and reliable service at the best value.
- Adhere to the highest standards in the industry for customer satisfaction.

OUR BRAND PROMISE:

Timely performance with technical competence.

OUR COMPANY PHILOSOPHY:

Leading the industry in improving outdoor environments.



- Develop lifelong relationships with our clients; many of our customers have partnered with us for more than a decade.
- Continue our role as a leader in the industry for more than 30 years.

Our Customer Goals

- *Increase the value of and marketability of our customers' property through detailed maintenance, snow management and landscape enhancements.*
- *Build long-term trusted partnerships with our customers that stand the test of time.*

Our Approach to Meet Your Needs

Terracare Associates - TCA understands that having a highly trained staff that is able to develop a flexible and efficient plan to manage your properties is key to successfully serving you. The TCA team for this project would be led by one of our experienced account managers. This manager leads and manages the field crews, daily scheduling, equipment and resources, project scope, and communication.

Create a solid structure and sound processes

- TCA tracks work flow to ensure we provide consistent quality. We have established and tested procedures for quality assurance.
- Our communication model is flexible to your needs and always transparent and straightforward.
- You benefit from working with an experienced staff to handle work requests and work order prioritization.



Maximize resources

- Cross-training our staff to be proficient in all areas of service helps maximize efficiency.
- Our field employees working on the job are empowered to solve problems quickly and effectively.
- We view every contract as a partnership and maximize resources to stay on budget.

Insure continuous improvement

- The TCA staff is trained to constantly evaluate performance and look for ways to get better.
- Candid reporting and monthly task discussions provide an environment improving our work.
- Teams meet regularly to review quality of work and look for efficiencies.



Communication

- We believe that transparent communication is the most important attribute of a superior service provider. Account managers are equipped with smart phones and tablets to be accessible, no matter which method of communication you prefer. Our Account Managers are the eyes and ears of your property; they are trained to provide reliable and responsive communication and ensure your needs are met. Whether you need customized month-end reporting or a weekly site walk-through, TCA's goal is to facilitate a positive working relationship.

The right experience

- On average, our top management has more than 25 years of industry experience. They understand all aspects of what makes a successful partnership. Many of our technicians and field workers are certified by nationally recognized programs. Training is of utmost importance to our success, clocking more than 10,000 training hours each year. We hold certifications in all aspects of landscape management, including plant health care, integrated pest control, and lake and irrigation management.



The Right Equipment

- TCA knows the importance of using the right tool for the job.
- TCA field crews use automated systems and handheld devices to assist our staff in managing projects remotely, including equipment allocation and crew scheduling.
- All TCA vehicles are equipped with the latest GPS equipment. This technology allows us to track time spent at your site and provides a method for efficient routing.

Fun Facts

Terracare Associates - TCA:

- 1,100+ properties managed
- 1,300+ pieces of equipment used daily
- 1,600 lane miles of roadway maintained
- More than 330 million square feet of turf maintained
- 200+ parks maintained



Our Core Values

Everything we do grows out of our core values. These values ensure that our culture, the growth of our company, and our service and communication to you, our customer, is focused on Leadership, Integrity, Value and active support for our Environment and participation in our community. Using our core values (L.I.V.E) we:

- Hire the most talented and qualified people for all positions.
- Empower teams to be innovative and lead by example.
- Make decisions based on what is right for our customers, not just the easy solution.
- Listen to you, our customer, and always strive to perform exemplary service.
- Value safety, training and professional education as a tool to ensure best practices.
- Are committed to the environment and the communities we serve. We do this through employee volunteerism and our passion for sustainability, preserving precious resources for future generations.



~We L.I.V.E. these values every day. ~

Landscape Management Services

Ongoing Maintenance

Our landscape professionals will maintain your turf grass, plants and trees using a proactive approach that strives to create a well-established, healthy, and weed-free environment for your property. We can include in your regular-maintenance program: spring clean-up, irrigation system checks, fall clean-up, litter pick-up, winterization, aeration, and fertilization. We want to work with you to take care of your needs and provide a great place to live and work for your clients.

Plant Health Care

Plant Health Plan

All TCA staff members at all levels are trained to inspect landscape plants and turf for signs of over or under watering. Upon identification of a problem area, staff members report the issue immediately to the project manager and irrigation adjustments are made.

Soil Moisture Level Plan

- TCA conducts soil probing on a regular basis to determine soil moisture levels in turf and planted areas.
- Soil samples are taken to test moisture content in areas that are suspected to be over or under watered.
- Upon the results of soil probing and soil sampling, irrigation programming is adjusted to correct the issue.

Integrated Pest Management

TCA's Integrated Pest management (IPM) program is a problem-solving approach to landscape management designed to prevent and control undesirable weeds, insects and rodents in an environmentally sensitive manner that will reduce and/or eliminate the use of pesticides.

The long-term goals of the TCA IPM program are to promote the health, safety, quality and sustainability of landscapes by managing pests without the risk to humans and the environment from the use of pesticides. This IPM program includes:

- Reduce the use of toxic pesticides through common-sense IPM principles to eliminate pesticide use whenever possible and practical.
- Provide healthy, high-quality and sustainable landscapes.
- Prevent the contamination of soil, air and water and protect people, animals, and beneficial plants and insects from toxic exposure.
- Provide a model of responsible stewardship of environmental and community resources.
- Help create public awareness and education of IPM techniques.



Landscape Asset Preservation

Preserving the assets of your property helps to enhance quality of life, creating a safe environment while increasing the value of your property.

Trees: Trees are your biggest asset. Deep-root feeding and proper year-round irrigation is essential in keeping trees healthy and extending their life.

Shrubs: Prune and fertilize regularly to keep plants healthy. Add rock and mulch to reduce water consumption and protect your landscape assets.

Grass: Proper irrigation, turf conversion and absorption materials all help protect your grass during severe droughts. Organic fertilizer can improve root structure and assists with promoting healthy turf.

Enhancement

Using the most current landscape-construction techniques to reinvigorate your landscape, the TCA team is excited about the opportunity to work with you on any enhancement projects. Many projects are conducted in phases. We take into account your needs and budget when planning enhancement projects. We also assist with design, excavation, hardscapes, erosion control, traffic control on all installations. Here are a few types of enhancement projects:

Irrigation renovation	Turf Conversion	Graffiti Removal
Xeriscaping	Mulch and rock beds	Concrete and Asphalt
Annual color and plants	Outdoor lighting	Sweeping and Striping
Water management solutions	Fence repair & retaining walls	Power washing



Responsibility

Safety

“Safety is for our family” is more than just words. It is practiced 24/7, 365 days a year. Our number-one responsibility is to keep customers and our team members safe and healthy. Every new employee actively participates in extensive safety training before working in the field and is rewarded for a true commitment to safe practices. Each week, team members collaborate solely for this purpose – a proactive approach for mitigating unnecessary risk and jobsite hazards.

Creating a safety culture also involves undertaking an internal commitment at all levels. Each year, our entire field team members participate in a day-long safety program called the “Safety Equipment Rodeo.”

We implement these safety practices on every job:

- We operate to all OSHA standards.
- All field personnel are required to wear TCA uniform, safety vests, gloves and eye and ear protection.
- Implement all traffic-control measures when working in the vicinity of vehicle traffic, parking lots and roadways.
- Posting notices of herbicide applications in appropriate areas as required.
- Environmentally sensitive application of fertilizers and pesticides. Site-specific review to identify safety hazards throughout areas in order to lower risk.
- Commitment to immediately secure, clearly mark, and report any identified safety issues.



Training

We believe training is the key to efficiency, quality of work and safety. Each year, all field staff undergo rigorous full-day safety and equipment training called “Equipment Rodeo Day.” Many of our managers and technicians have multiple certifications in water management, irrigation, storm management, and Landscape Industry Certified Technician. We value training as it directly affects our company’s performance. Our field employees continue their education at weekly safety and technical training meetings. We encourage employee participation in developing creative ways to solve problems, work safer, improve effectiveness and grow our business. Employees are empowered to find new and innovative ways to grow and improve our business. This dedication has produced a knowledgeable and professional staff that participates in ongoing and extensive technical training in diverse areas, including:

Irrigation	Integrated Pest Management (IPM)
Water Management	Plant Health Care (PHC)
Aquatic Management	Landscape Maintenance
Enhancements	LEED Certified professionals on staff



Sustainability

We Want To Be Sustainable – TCA's passion is to be stewards of our local environment while protecting the health, safety and welfare of our communities, clients and staff. This dedication has allowed TCA to lead the outdoor industry in developing sustainable environments for more than 30 years. It is our responsibility to ensure future generations have a landscape they can enjoy. Here are some examples of how we can help you be more sustainable:

- **Providing you with safer, more efficient plant-health care** - Our team of professionals will bring out the best in your landscape using a strict integrated pest management (IPM) schedule that focuses on properly feeding your landscape while monitoring the plant material and using pesticides only as a last resort.
- **Providing you with a new approach to landscape** - Staying on top of emerging trends and embracing new technologies enables TCA to offer solutions that are innovative and cutting-edge, for example, using smart controllers, turf conversion, installing edible gardens and drought-tolerant landscapes.
- **Use recycling practices** – Whenever possible, TCA composts and recycles plant materials and other organic material. We strive for zero waste on our projects.



Water Management

Water Management Program:

We partner with our customers to protect precious resources. Water conservation and clean-water runoff is more than a practice, it's a responsibility. We believe industry leaders must "walk the talk" and practice water conservation and protection every day. TCA has been committed to this since 1985. Our approach incorporates the latest water-conservation technologies and established industry guidelines to identify problem areas within a customer's irrigation and landscape systems, in addition to erosion, storm-water-runoff and aquatic management. We recommend system efficiency and improvements to reduce water usage and protect streams and lakes from pollutants. Our commitment includes:

Irrigation Scheduling:

- We minimize station run times.
- We eliminate runoff onto streets, sidewalks and other non-target areas.
- We use multiple start times to avoid soil saturation.
- All irrigation programming is performed by TCA staff members who are Water Manager Certified.



Field Testing and Repair:

- TCA physically conducts irrigation system checks on a continual basis.
- We immediately inform you of leaks and other irrigation issues out of project scope and recommend solutions preventing water waste.
- All repairs are made by irrigation technicians who are certified.

Preventative Maintenance Program

TCA employs full-time mechanics that work round the clock to keep all of our equipment running safely and effectively throughout the course of each day. Our standard preventative equipment maintenance program includes:

- Daily Visual Safety Inspections
- Air Filter Cleaning/Replacement
- Blade Sharpening/Replacement
- Routine Oil& Filter Changes
- Fluids Checked and Topped
- Grease All Fittings
- Tire Rotations & Balancing or Replacement
- Brake Inspection and Replacement As Required
- Tune-ups As Required
- Weekly Washing



Employee Training & Safety

TCA takes tremendous pride in our employee training and safety programs. Our goal is to meet and exceed OSHA standards. Weekly **mandatory** staff meetings are held at our office. Tailgate meetings in the field with our crews occur on a weekly basis. The following is a sample of topics covered:

- ✚ Operation of Equipment (over 30 different pieces)
- ✚ Driving and Parking Procedures
- ✚ Proper Fertilizer and Pesticide Application Techniques
- ✚ Standardized Landscape Maintenance Procedures
- ✚ Landscape Installation Techniques
- ✚ PPE (Personal Protective Equipment)

A daily inspection on safety devices for all equipment before, during and after operation is **mandatory**.

Security Measures (Background checks)

All full-time TCA employees must complete and pass a pre-employment drug screening and criminal background check, including driving record. Employees are also subject to random and post-accident drug screening as required.

Uniform Policy

All TCA Operations Staff members are required to wear company issued uniforms, including shirts, hats, sweatshirts, and jackets. Shirts must remain tucked in at all times and hats must be worn facing the front. Safety vests with are also issued and required on all job sites.

All TCA trucks and trailers have the company logo, web address, and phone number applied for easy identification (see attached picture).

EXAMPLE OF PPE POLICY



Traffic Control & Staging Area



Safety cones spaced per MUTCD

Yellow beacon light

Company logo, phone number and web address



Equipment loaded and unloaded in coned off area



UNIFORM POLICY



Production Manager:
White shirt

Foreman:
Gray shirt / Gray Hat

Laborer:
Green Shirt / Black Hat

All shirts and hats are company issued with the TCA logo

March 8, 2017

To whom it may concern:

Enclosed please find the audited financials for Landscape Services Holdings, LLC which was formed on March 30, 2009 for the purpose of acquiring Terracare Associates, LLC. Terracare is engaged in the business of providing landscape and public infrastructure support services for commercial, municipal and institutional properties, including outsourced road and park maintenance, general landscape services, irrigation management, snow/ice removal, and aquatic/lake management services. Terracare operates in multiple locations located in California, Utah, Colorado and Texas.

The Company is structured as an LLC and members' interest in the Company are represented by membership units. Further, the Company is capitalized with Senior and Junior Subordinated Promissory notes that include warrants to purchase a significant number of membership units of the Company.

As shown in the accompanying consolidated financial statements, the Company incurred a net loss for the year ended December 31, 2015 and had a members' deficit. The deficit consists of non-cash items such as amortization and depreciation and other non-recurring expenses related to the acquisition of the Company in 2009, subsequent acquisitions in 2011 and 2014, and management fees to the owners. Further, the interest expense is paid to the Senior and Junior Subordinated Promissory Note holders. Management believes there are sufficient resources for the Company to meet its future obligations and that it will continue to produce positive cash flow and earnings from operations.

If there are further questions, the Company will make itself available to answer these questions.

Sincerely,

Jeffrey D. Rudolph
Chief Financial Officer

LANDSCAPE SERVICES HOLDINGS, LLC
AND SUBSIDIARIES

CONSOLIDATED FINANCIAL STATEMENTS

YEARS ENDED DECEMBER 31, 2015 AND 2014

LANDSCAPE SERVICES HOLDINGS, LLC AND SUBSIDIARIES
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YEARS ENDED DECEMBER 31, 2015 AND 2014

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INDEPENDENT AUDITORS' REPORT

Board of Directors
Landscape Services Holdings, LLC and Subsidiaries
Littleton, Colorado

We have audited the accompanying consolidated financial statements of Landscape Services Holdings, LLC and Subsidiaries, which comprise the consolidated balance sheets as of December 31, 2015 and 2014, and the consolidated statements of operations, members' deficit, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of Landscape Services Holdings, LLC and Subsidiaries as of December 31, 2015 and 2014, and the results of its operations and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

CliftonLarsonAllen LLP

CliftonLarsonAllen LLP

Denver, Colorado
April 5, 2016



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LANDSCAPE SERVICES HOLDINGS, LLC AND SUBSIDIARIES
CONSOLIDATED BALANCE SHEETS
DECEMBER 31, 2015 AND 2014

ASSETS	<u>2015</u>	<u>2014</u>
CURRENT ASSETS		
Cash and Cash Equivalents	\$ 1,206,227	\$ 530,576
Accounts Receivable, Net	4,328,351	4,326,839
Inventories	216,998	204,243
Prepaid Expenses and Other	602,479	414,021
Total Current Assets	<u>6,354,055</u>	<u>5,475,679</u>
PROPERTY AND EQUIPMENT, NET	3,823,721	3,333,208
OTHER ASSETS		
Deposits	56,492	57,240
Goodwill	2,145,107	2,145,107
Intangible Assets, Net	2,743,422	3,339,074
Total Other Assets	<u>4,945,021</u>	<u>5,541,421</u>
Total Assets	<u><u>\$ 15,122,797</u></u>	<u><u>\$ 14,350,308</u></u>
LIABILITIES AND MEMBERS' DEFICIT		
CURRENT LIABILITIES		
Accounts Payable	\$ 874,390	\$ 769,597
Accrued Liabilities	1,901,444	1,281,654
Current Maturities of Long-Term Debt	1,627,851	1,360,085
Current Maturities of Capital Lease Obligation	-	2,127
Deferred Revenue	283,386	282,835
Total Current Liabilities	<u>4,687,071</u>	<u>3,696,298</u>
LONG-TERM LIABILITIES		
Long-Term Debt, Net of Current Maturities	11,597,142	12,411,028
Junior Subordinated Notes	3,154,952	3,154,952
Accrued Management Fees - Related Party	650,000	650,000
Deferred Income Taxes	31,150	113,365
Total Long-Term Liabilities	<u>15,433,244</u>	<u>16,329,345</u>
Total Liabilities	20,120,315	20,025,643
MEMBERS' DEFICIT	<u>(4,997,518)</u>	<u>(5,675,335)</u>
Total Liabilities and Members' Deficit	<u><u>\$ 15,122,797</u></u>	<u><u>\$ 14,350,308</u></u>

See accompanying Notes to Consolidated Financial Statements.

LANDSCAPE SERVICES HOLDINGS, LLC AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF OPERATIONS
YEARS ENDED DECEMBER 31, 2015 AND 2014

	<u>2015</u>	<u>2014</u>
NET REVENUES	\$ 47,809,716	\$ 33,878,780
COST OF REVENUES	<u>31,180,763</u>	<u>22,545,906</u>
GROSS PROFIT	16,628,953	11,332,874
OPERATING EXPENSES		
Selling, General and Administrative Expenses	12,293,675	8,279,983
Depreciation Expense	<u>1,182,627</u>	<u>1,066,128</u>
Total Operating Expenses	<u>13,476,302</u>	<u>9,346,111</u>
INCOME FROM OPERATIONS	3,152,651	1,986,763
OTHER INCOME (EXPENSE)		
Interest Income	2,178	4,881
Interest Expense	(1,481,331)	(1,406,392)
Other Income	-	21,168
Amortization Expense	(676,887)	(933,974)
Management Fees - Related Party	(330,914)	(288,923)
Transaction Costs	<u>(2,800)</u>	<u>(118,812)</u>
Total Other Expense	<u>(2,489,754)</u>	<u>(2,722,052)</u>
NET INCOME (LOSS) BEFORE INCOME TAXES	662,897	(735,289)
INCOME TAX BENEFIT	<u>14,920</u>	<u>68,522</u>
NET INCOME (LOSS)	<u>\$ 677,817</u>	<u>\$ (666,767)</u>

See accompanying Notes to Consolidated Financial Statements.

LANDSCAPE SERVICES HOLDINGS, LLC AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF MEMBERS' DEFICIT
YEARS ENDED DECEMBER 31, 2015 AND 2014

	Membership Units		Accumulated Deficit	Total Members' Deficit
	Units	Amount		
BALANCES - DECEMBER 31, 2013	121,898	\$ 61,789	\$ (5,070,357)	\$ (5,008,568)
Forfeiture of Restricted Units	(692)	-	-	-
Net Loss	-	-	(666,767)	(666,767)
BALANCES - DECEMBER 31, 2014	121,206	61,789	(5,737,124)	(5,675,335)
Awards of Restricted Units	9,400	-	-	-
Net Loss	-	-	677,817	677,817
BALANCES - DECEMBER 31, 2015	<u>130,606</u>	<u>\$ 61,789</u>	<u>\$ (5,059,307)</u>	<u>\$ (4,997,518)</u>

See accompanying Notes to Consolidated Financial Statements.

LANDSCAPE SERVICES HOLDINGS, LLC AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS
YEARS ENDED DECEMBER 31, 2015 AND 2014

	2015	2014
CASH FLOWS FROM OPERATING ACTIVITIES		
Net Income (Loss)	\$ 677,817	\$ (666,767)
Adjustments to Reconcile Net Income (Loss) to Net Cash Provided by Operating Activities:		
Life Insurance Receivable	-	5,000,000
Depreciation and Amortization	1,859,514	2,000,102
Provision for Bad Debts	28,815	59,227
Gain on Sale of Equipment	(8,105)	(9,047)
Deferred Income Taxes	(82,215)	(94,239)
Effects of Changes in Operating Assets and Liabilities:		
Accounts Receivable	(30,327)	(618,252)
Inventories	(12,755)	1,295
Prepaid Expenses and Other	(188,458)	(68,286)
Deposits	748	(834)
Accounts Payable	104,793	(263,349)
Accrued Liabilities	619,790	(1,036,470)
Deferred Revenue	551	(8,089)
Net Cash Provided by Operating Activities	2,970,168	4,295,291
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from Sale of Equipment	46,365	64,819
Purchase of VMC Landscape Services	-	(6,000,000)
Purchases of Property and Equipment	(1,718,400)	(1,028,327)
Net Cash Used by Investing Activities	(1,672,035)	(6,963,508)
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds from Long-Term Debt	896,360	8,745,646
Payment of Debt-Issuance Costs	(23,617)	(154,902)
Repayment of Long-Term Debt	(1,493,098)	(5,869,349)
Repayment of Capital Lease Obligation	(2,127)	(8,291)
Net Cash Provided (Used) by Financing Activities	(622,482)	2,713,104
NET INCREASE IN CASH AND CASH EQUIVALENTS	675,651	44,887
Cash and Cash Equivalents - Beginning of Year	530,576	485,689
CASH AND CASH EQUIVALENTS - END OF YEAR	\$ 1,206,227	\$ 530,576
SUPPLEMENTAL DISCLOSURES OF CASH FLOW INFORMATION		
Interest Paid	\$ 1,483,513	\$ 2,145,715
Income Taxes Paid	\$ 72,467	\$ 30,083

See accompanying Notes to Consolidated Financial Statements.