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Inside:

Industry Consolidation

Trimmers & Edgers

Landscape Lighting

Seed Research

Doing the Right Thing

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David A Datis Agronomist

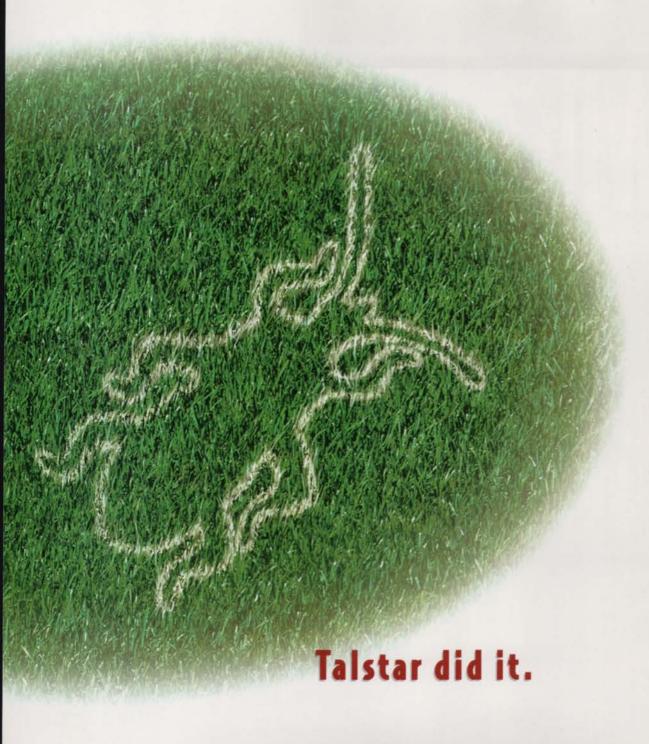
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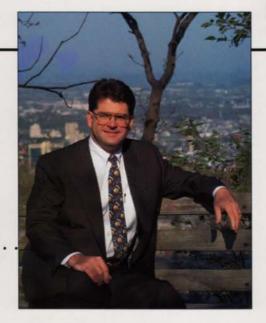


Lawn&Landscape

More Than 62,000 Subscribers Monthly

Andy D'Angelo, Reading, Pa.

Cover Photo



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Co. is nearing 60 years in
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EDITOR'S FOCUS

Sue Gibson Editor

henever I describe what it is like to run a business, I use the image of wearing many hats, because it explains the demands of ownership. In my former business, I wore plenty of hats: writer, editor, production manager and sales rep, to name a few. I also wore some hats reluctantly, because they were not my best areas of competency: janitor, bookkeeper, business forms maven and bill collector.

Every business owner believes that some of these hats keep him or her from doing their "real" job — the work they do best. It is inherently frustrating because they cannot spend enough time and energy on the work they enjoy the most.

As a business grows, the owners can delegate the "hats" they dislike to others. So they can swap the humble "janitor's" cap for the "personnel director's" derby or even the wizard's cone of the "company visionary." It doesn't matter what hats you wear now, as long as you realize there are always several hats to wear in business.

It's like the Dr. Seuss book, "The 500 Hats of Bartholomew Cubbins." Bartholomew got in trouble with his king because whenever he took off his hat to show respect, another popped up in its place. It got pretty frustrating for both of them, because 500 hats appeared. Bartholomew could not even be executed because he had to remove his hat for the execution. In the end, he was saved when his hats became fancier and more desirable, to the point that the king offered to pay 500 gold pieces for the fanciest (and last) hat of all.

Which brings me to the question of why some contractors sell their businesses. Certainly, the burden of wearing many hats in business is heavy (even if it just *seems* like 500 hats). The distractions caused by managing several employees and perhaps thousands of customer relationships are enormous. For contractors who started a business as a summer job, it may be too much to manage 50 people. For others who entered the profession because they liked plants, it may be too weird to spend 90 percent of their time selling.

For some contractors, their business has reached the point where more time, money and knowledge will be needed to take it to the next level. They know the cost and don't want to add any more hats. For those who worked hard and grew their businesses into a thing of value, selling is a natural decision. They'd rather return to the "turf expert" visor or try on the "I'm Retired" golf cap.

It's this self-realization that causes some contractors to sell their firms, or others to spread their wings and acquire more. The article on page 62, "Consolidation: A Marriage of Convenience," discusses it in more detail.

This process is natural. Our dynamic industry will always have these changes. As one company moves on, another usually is poised to offer new competition and its owner is willing to don another hat or two for the opportunity. — *Sue Gibson*

Lawn&Landscape

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For further information, contact your Corona dealer or call us at

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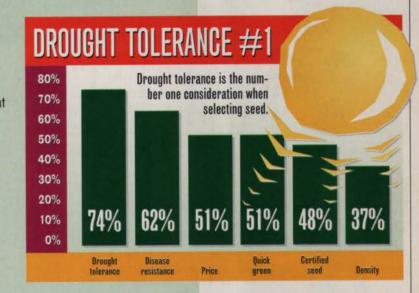
ALUMINUM 21" BYPASS LOPPER AL 6620

MARKET TRENDS

PLANTING SEED TO BEAT THE HEAT

Results from our April fax survey of readers show that landscape contractors ranked drought tolerance of seed as their number one consideration in selection. The survey showed that 74 percent considered drought tolerance to be valuable, followed by disease resistance (62 percent); price and quick green-up (tied at 51 percent); certified seed (48 percent); density (37 percent); company reputation (28 percent); endophyte enhancement (22 percent) and other (2 percent).

Contractors said they were three times more likely to buy from a dealer. They also indicated they buy seed from garden centers and wholesalers/growers.



Source: L&L Quick Reader Survey

LANDSCAPE\$\$ Down in '95

THE MOST recent Gallup
Poll of United States homeowners using lawn, landscape
and tree services shows a slight
decline in overall spending for
professional services (6 percent), with the average amount
spent by households rising by
5 percent. The poll, sponsored
by the American Association of
Nurserymen, the Professional
Lawn Care Association of
America, the Associated

Average amount spent by households

Overall

spending

Contractors of
America, the
National Arborist Association and
the International Society
of Arboriculture, estimated that more

than 20 million households spent \$14.2 billion on industry services in 1995. The results echoed those of 1994, showing that baby boomers spent more than 50 percent of the total on services. Southern homeowners again led the pack with 39 percent of total spending. The modest turndown in 1995 was especially apparent in spending on lawn and landscape maintenance, with a decline of \$1 billion (15 percent) from 1994's total of \$6.6 billion. Landscape installation and construction services showed the largest increase, rising 5 percent to \$6.2 billion. Weather, economics

(continued on page 8)

JULY 11-14 ALCA Summer
Leadership Meeting, Dana Point,
Calif. Contact: 800/395-2522.

JULY 12 Western Pennsylvania Field Day and Equipment Rodeo, Prospect, Pa. Contact: 412/865-2830.

JULY 13 ACLP Pesticides Workshop, Casa Grande, Ariz. Contact: 602/956-4252.

JULY 16 Irrigation Association Certified Irrigation Contractors and Designers examination, Fresno, Calif., and Fairfax, Va. Contact: 703/573-3551.

JULY 23-25 Pennsylvania Allied Nursery Trade Show, Fort Washington. Contact: 717/238-1673. JULY 25-27 Turfgrass Producers International Summer Convention and Field Day, Sacramento, Calif. Contact: 847/705-8873.

JULY 28-30 The International Lawn, Garden & Power Equipment EXPO, Louisville, Ky. Contact: 800/588-8767.

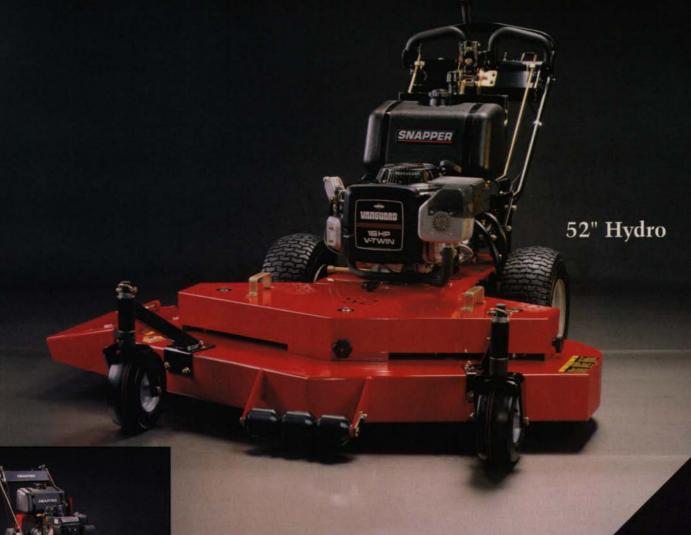
JULY 30 Midwest Regional Turf Foundation Turf Field Day, West Lafayette, Ind. Contact: 317/494-8039.

JULY 31 Pennsylvania Landscape and Nursery Association Western Pesticide Institute, Monroeville, Pa. Contact: 717/238-1673.

JULY 31-AUG. 1 Summer Grounds Maintenance Conference, Chicago, III. Contact: 708/925-6687.

To ensure that your meeting date is published, send an announcement at least 10 to 12 weeks in advance to Lawn & Landscape, 4012 Bridge Ave., Cleveland, 0H 44113.

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MARKET TRENDS

(continued from page 6)

and demographic breakout may have affected 1995's buying patterns and results.

Gallup estimated 23 percent of households will use professional landscape services in 1996. The poll interviewed 1,500 households nationwide, with an of error of +/- 3 percent.

WASHINGTON INITIATES FIELD BURNING PHASE OUT

Seed growers and producers in the Pacific Northwest are working to change an emergency ruling from the Department of Ecology in Spokane,

(continued on page 12)

We welcome your opinions and ideas. Send your comments or suggestions to: Lawn & Land-

TURFGRASS INDUSTRY NEEDS TRIAZINES

The turfgrass industry has grown rapidly in the past 30 years as home and business owners looked for ways to maintain the aesthetic appeal of their properties. But turf has many benefits too, including:

- Environmental. As a natural filter, turfgrass catches water and holds it. Turf also prevents undesirable products from moving too far before soil microorganisms break them down. And healthy turf holds soil in place.
- Recreational. Imagine a park or stadium without healthy turf. A healthy lawn also provides a soft place for children to play and for adults to relax.
- Economic. A well maintained lawn enhances the value of a property.
 Maintaining lawns both for residential and commercial customers is important, but it must also be economical. The tools available must be both effective and reasonably priced, which means we need to keep proven, economical weed control products available.

The United States Environmental Protection Agency has targeted triazine herbicides — atrazine and simazine — for possible further restrictions or removal from the market.

Atrazine is used on about 600,000 acres of turf, mostly in the Southeast, every year. The product offers low cost, broad-spectrum control of broadleaf weeds, and it is safe for turf. Atrazine also provides some residual control.

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which eliminates the need for retreating an area because it helps prevent a second flush of weeds.

But what about alternatives? There are other chemistries on the market that can control weeds (although none have the same broad spectrum of control). Can they take atrazine's place? And are there other methods for weed control we should be considering?

First, it would be impossible for mechanical weed control to duplicate the control achieved with atrazine, especially on large properties where manually removing undesirable plants would be labor intensive and costly. Second, alternative chemistries will require multiple applications, resulting in greater overall volume. Third, alternative products may be more mobile in soil or water than atrazine, as well as less effective. We have a 30-year database about atrazine, how it works and its mobility in soil,

In some cases, there are no alternatives. For example, there is no other approved herbicide for broadleaf weed control in Florida St. Augustinegrass. And alternatives for Bermuda/Texas St. Augustinegrass are more expensive. These higher costs could also lead to dissatisfied customers who turn away from our service.

Recently, I took part in a panel discussion before staff members from the EPA, the U.S. Department of Agriculture and Congress. The panel was part

of the Triazine Special Review Conference in Washington, D.C., sponsored by the Triazine Network. The Network is a coalition of more than 600 groups and individuals representing the many crops in which triazines are used. It is concerned about the higher costs and reduced weed control options which could result from further restrictions on triazine herbicides.

Members of the panel represented a wide variety of crops in which triazines are used, including corn, citrus, nursery products and sugarcane. While we covered the specifics relating to our crops, there were three common messages:

- Triazines are more economical than alternative products, and in many cases alternatives do not exist.
- · Applicators take responsible steps to protect soil and water.
- Further restrictions on triazines could actually cause environmental degradation because more herbicides would need to be applied more often.

The environmental and economic trade-offs of using mechanical weed control and alternative chemistries are too high a burden to bear. It's up to us to help others understand the benefits of triazines and help keep atrazine in our turf care toolbox. - Erica Santella

The author is regional technical specialist for TruGreen-ChemLawn.

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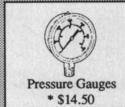
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America's Truck Stop



The New Dodge

MARKET TRENDS

(continued from page 8)

Wash., that phases out field burning over the next three growing seasons in Spokanearea counties.

The ruling was made in response to public concern about the perceived hazards of smoke.

MISSION STATEMENT:

AWN & LANDSCAPE magazine delivers superior, total coverage of the continually evolving professional lawn and landscape contractor market, from in-depth business trends and technical research reports to market analysis and new product introductions. For 17 years, L&L has provided industry presidents, business owners and top-level managers the most up-to-date information needed to effectively run their businesses.

It was declared an "emergency" ruling because there wasn't enough time to go through the normal procedure of public hearings before burning commences this summer, according to Glenn Jacklin, Jacklin Seed, Post Falls, Idaho.

The ruling is only valid for 120 days, unless the department begins the process of developing more permanent regulation, when it would ask for an extension.

Jacklin said the seed industry is willing to work with the department to develop reductions that make sense, but it will go to court if it becomes clear that the ruling will be too restrictive. The

ALCA STUDENT CAREER DAYS MAKES THE GRADE

The 20th anniversary edition of the Associated Landscape Contractors of America's Student Career Days attracted over 500 students and faculty from 30 schools to San Luis



Contractors of the future test their mettle against each other.

Obispo, Calif., for 20 competitive events in horticulture. Areas of competition included arboriculture techniques, irrigation design and maintenance equipment operation. Next year's event is scheduled for Mar. 20-23 in Dallas.

ruling requires a 1/3 reduction this year, another 1/3 reduction in 1997 and a total ban on burning in 1998.

Field burning has been used for years by seed farmers to eliminate stubble from fields and to regenerate the crop. The economic impact on the turfgrass crop is expected to be significant. The most burdened by the new regulation will be growers of bluegrass — nearly 45,000 acres of farm land.

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LIKE MOST LANDSCAPE CONTRACTORS, Cleary is trying to maintain steady progress and growth in his business as he diversifies. His company is now expanding to include some design and irrigation services. "I don't win many things," Cleary said. "You. don't know how much I can use this. I'm stunned, and I'm in need of some equipment," he continued.

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tules & Regulations

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2. The contest is open to licensed iawn and landscape contractors, their employees and suppliers. Only persons who, as of the date of the prize drawing, are 18 years of age or older, with a valid driver's license, and are legal residents of the U.S. are eligible to enter. Entry cards must be tully completed.
3. This sweepstakes is not open to employees or the families of all sponsoring firms, Lawn & Landscape magazine or other GIE Publishing Co. publications, and affiliated companies.
4. Enter by completing and mailing the official entry form available in the monthly issues of Lawn & Landscape magazine, or receive a valid entry form by ending a postage paid envelope to Sweepstakes '96, clo GIE Publishing, 4012 Bridge Avenue, Cleveland, Ohio, 44113. Not responsible or liable for lost, task, stolen, mullitards, 18 per 18 per 19 per

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8. Void wherever prohibited or restricted by law.

9. Odds of winning will be determined by the number of entries received. All entries become the prop. Landscape magazine and Gill Epublishing Co.

10. By participating, you agree to these rules and decisions of the judges which shall be final in all mato this sweepstakes.

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CITY											Installation	109				40% 40%	50% 50%	60% 60%	70% 70%	80% 80%	90% 90%	100%	
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BACKPACK, GAS-POWERED BLOWERS RESTRICTED IN L.A.

The city council of Los Angeles voted on May 15 to restrict the use of gas-powered, backpack blowers. The ordinance prohibits anyone from using backpack blowers within within 500 feet of a residence, effectively eliminating their use by residential contractors.

Robin Pendergrast, who represented the manufacturer Echo Inc., Lake Zurich, Ill., in the fight to stop the ordinance, said he is meeting with local and regional organizations to determine the next step.

Fax (513) 874-2914

ASSOCIATION NEWS

The Professional Lawn Care Association of America will participate at the International Lawn, Garden & Power Equipment Expo in Louisville, Ky., July 28-30, It will have a booth and conduct a free seminar titled "High Powered Hiring -Tools of Success," by Tom Diederich, Orkin Lawn Care. For details, call 800/458-3466.

Turf research at Penn State University received a \$225,000 donation from the Pennsylvania Turfgrass Council, which has donated more than \$1 million in the past eight years.

The Composting Council's new library of research studies provides a comprehensive collection of comnost research. Members can receive free studies via fax, e-mail or standard mail. Call 703/739-2401.

Responsible Industry for a Sound Environment reorganized its technical/research committee to form a more proactive arm. It now covers regulatory and registration issues as well as traditional research issues. For information, call 202/872-3860.

The Associated Landscape Contractors of America announced recertification guidelines for the Certified Landscape Professional exam program. CLP recertification will begin in 1997 and occur on a 3-year cycle. For details, call 800/395-2522.

Pruning Standards & Techniques for the 21st Century offers video training on ANSI A300 pruning standards from the National Arborist Association and the International Society of Arboriculture. Contact 800/733-2622 for details.

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IN BUSINESS...

The merger of Sandoz and Ciba corporations has been approved by shareholders... Monsanto will invest \$200 million in the next three years for more capacity to produce its Roundup herbicide. Plans call for additions to existing manufacturing plants in North Carolina, Louisiana, Belgium and Brazil...Walker Mfg. produced its 25,000th mower in January...Davey Tree Expert Co., Kent, Ohio, and Allenby Tree, Cape Cod, Mass., merged to create Allenby-Davey...Inner Gardens Landscape, Houston, Texas, changed its name to IGL Landscape Service.

atrick Greene joined The Groundskeeper's Las Vegas branch office as marketing representative.

Alvin Marshall is the new territory manager for the southeast region for Husgyarna.

William Meyer was appointed professor of turfgrass breeding in the Plant Sciences Department at Rutgers University. He was formerly with Turf-Seed Inc./Pure Seed Testing.

Dave Larson resigned as vice president of operations for Snapper. He will return to the John Deere Co., where he worked 16 years.

Zeneca Professional Products named Matt Giese product service lead for turf management products in the midwestern and western U.S.

Michael/Todd promoted R. Jeff Petry to vice president.

Bill Merrigan has joined Zajac Performance Seeds in the newly created position of production coordinator responsible for contracting with turfseed growers for supply.

Excel Industries named Jack Fornwalt, Ron Pettifer and Tim Kamberger new factory sales representatives.

TRANSITION





Patrick Greene

Matt Giese

THE WALKER TOUCH



The Perfect Touch Many operators are finding the mid-size Walker Mower is the perfect size for their job - a compact, maneuverable tractor for small areas, combined with open space productivity of a rider, saves time.

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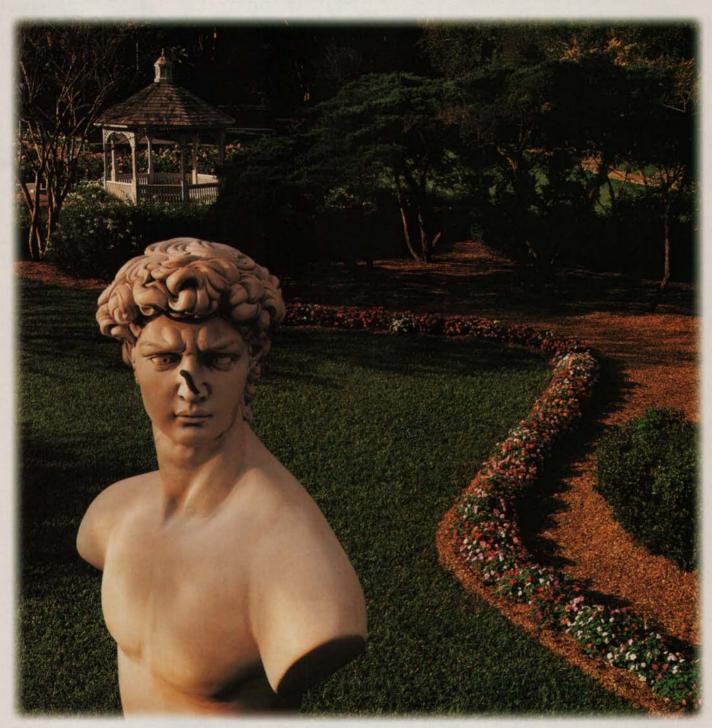
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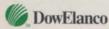


Most customers tend to overreact. Discover one lawn pest and they think they're infested. Never mind that most customers can't tell the difference between a sod webworm and a night crawler.

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ENVIRONMENTAL FORUM









ESTING IPM. A major battle is brewing in Nassau County, just east of New York City on Long Island, over a recently adopted pesticide notification bill. The final outcome will not only have legal ramifications nationwide, but will also test the mettle of integrated pest management.

The county legislature passed a law in April requiring pesticide applicators to give five days notice of an application to all residents adjacent to a customer. It was scheduled to go into effect May 24.

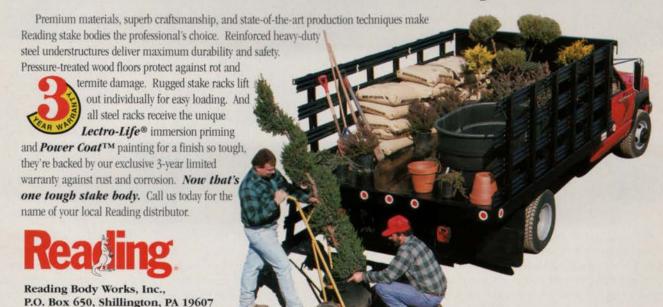
The regulation clearly violates the state's pesticide statute, but the landscape industry is taking a different approach to fight it in court, according to Frederick Eisenbud, an attorney with the firm of Cahn Wishod & Lamb, Melville, N.Y., who is representing the county's green industry. Their primary argument is that the statute makes using integrated pest management difficult, if not impossible. For example, he

said, if you find a problem on a landscape, you need to notify the neighbors, then wait five days until you can make any application. By the time you return, a small problem could suddenly turn into a more substantial situation, requiring more pesticides.

A hearing was scheduled to be held just before the impending ordinance was to go into effect. Eisenbud said the industry would be looking for relief from the statute until all the environmental and legal issues can be addressed.

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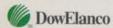
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Although
J.C. Ehrlich
Co. is nearing
60 years in
business, its
management is
looking far into
the future and
preparing for the
next 60 years.

By Susan Gibson RE LAWN CARE services a commodity or a specialty? John Carson, division manager of the Ehrlich Green Team, J.C. Ehrlich Co., Reading, Pa., believes that the service is a specialty adapted to meet individual customer needs. That attitude sets Ehrlich apart from many of its competitors. In some ways, it makes the company's business more challenging and its successes more impressive.

The company places a high value on service quality, employee relations and products used. As Carson explained, "We look to the long term in our business. We don't have to worry so much about making our next quarter look good because we're responsible to the owners, who are family. They're in it for the long term, too. We also make sure our decisions are the right thing for our customers and our co-workers. If we're doing the right things, profit will be there."

DEFINING VALUE. Good service is in the eye of the customer and retention rates are one way to gauge its success. Service at the company began back in 1928, when Julius C. Ehrlich, a chemist and entrepreneur in Reading, got into pesticide formulation. He was asked to provide a pest control service for the local Pomeroy Department Store, which exists today as Bon Ton and remains the original company client. Nearly 60 years of retention is a pretty good relationship.

The company grew in the 1950s as a pest control firm, then became involved in the agriculture industry as a specialty formulator and distributor, a function that continues today. By 1965, the business of vegetation management focused on the fledgling lawn care market. Eventually, J.C. Ehrlich offered lawn and tree care and grew into its present 36 offices throughout the mid-Atlantic area.

Currently, Ehrlich Green Team services approximately 15,000 customers in Pennsylvania, Maryland, New Jersey, Delaware, New York and Virginia. Carson's division employs about 150 employees year-round.

Central to Ehrlich's operations are two major concepts: Customers have different needs, and customers in one market are different from customers in another market. Programs allow homeowners to select a standard or customized plan. "For instance, some people may just want us to treat the weeds and they will do their own fertilization," Carson explained. Customization has been the solution.

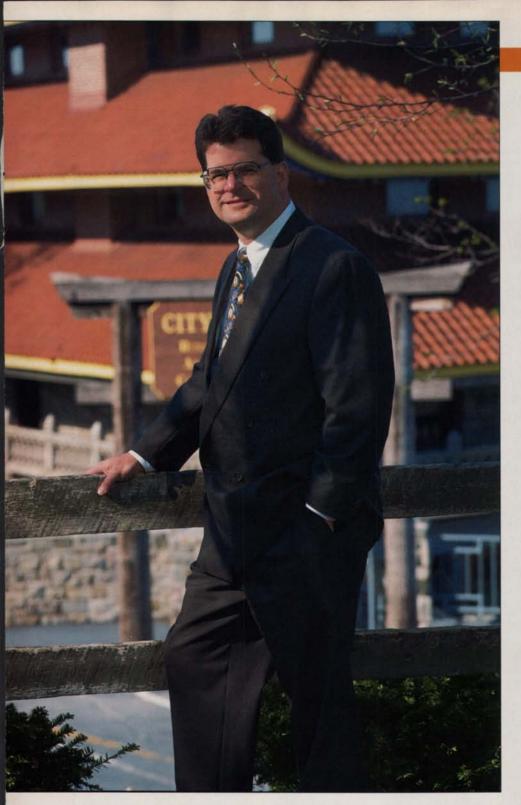
"The idea is to identify our customers' needs, then satisfy those needs," he said. "We realize that standard lawn and tree contracts don't fit all people."

The difference in markets also explains why individual offices have so much decision-making independence. "York, Pa., is radically different from Philadelphia," he pointed out. "The residents in both places have different perspectives, and we

John Carson. division manager of J.C. Ehrlich's lawn and tree division, stands near the Pagoda, a fine arts center perched high on the mountain overlooking Reading, Pa. The Ehrlich company has been a fixture in the area, providing pest control and landscape services for nearly 60 years.

> Credit: Andy D'Angelo, Reading, Pa.





believe people want to buy locally. While I set guidelines for things like pricing, each office should feel like its own business."

Local autonomy has changed Carson's role as a manager. "My challenge is to find a happy medium between control and empowerment, with the managers feeling they own the operation. The point is not to control, but to influence."

ORGANIZED FOR GROWTH. The heady years of the 1970s boom still inspire Ehrlich managers. "We hear stories about that time," Carson recalled. "Ehrlich had to stop its newspaper ads because we couldn't keep up with the demand for lawn services. It was a time of rapid growth, when revenue doubled or tripled in a few years in new offices, when

(continued on page 24)

Ehrlich Green Team J.C. Ehrlich Co.

HEADQUARTERS: Reading, Pa.
BRANCHES: 36 offices in Pennsylvania, Maryland, New Jersey, Delaware, New York and Virginia. Some offices offer both pest control and lawn care/tree services (12 offer full-time lawn and tree services).

FOUNDED: 1928 by Julius C. Ehrlich OWNER: Third generation of J.C. Ehrlich family, President is Victor Hammel.

PRIMARY LAWN & TREE SERVICES: Lawn care (50 percent); tree, shrub and groundcover care (40 percent); full-service arboriculture, vegetation management (industrial weed control at railroads and industrial sites) and limited landscape management (10 percent). Services are 70 percent residential, 30 percent commercial.

EMPLOYEES: Approximately 900 employees, 150 full-time in lawn and tree care.

1995 SALES: Nearly \$10 million

1996 PROJECTIONS: 8-10 percent increase

Executive Summary

THE CONCEPT: Stay in our area of expertise and satisfy customer needs. Provide localized service as close to the customer as we can. FUTURE CHALLENGES: Put the new information system in place for the next 60 years. Continually change and improve services.

Division Manager

JOHN CARSON

AGE: 43

BACKGROUND: After graduating from Delaware Valley College with a degree in horticulture in 1980, he became an orchard manager for three years, then joined J.C. Ehrlich as an assistant manager. He became manager of tree care, consulting in several offices, then moved on to become division manager.







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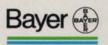
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USE READER SERVICE #68

cover story

(continued from page 21)

we saw 40 to 60 percent growth rates. Now, those rates are much lower and we have more competition."

The business has changed and the markets are "saturated," he said, making it more difficult to acquire new customers. Ehrlich focuses on retaining core customers.

In lawn care services, particularly, Carson sees intense competition. The acquisition of customers based on price "is a concern," he explained. "Our customers may say, 'You're a great company, but this other company's price is about half of yours and I can't pass it up."

This is tough when a company tries to communicate service value to customers. "We offer discounts and incentives, but our philosophy is: What we do has value to the customer," Carson noted. "If we show the quality we provide, we should get a fair price for that value."

Ehrlich's prices are not low, but are competitive, Carson believes. "We also use a high percentage of slow-release fertilizers and we buy high quality products. We have high quality people on the property. Those things cost money and therefore we charge more. It's harder to explain this to new customers, so we have introductory offers."

This philosophy pays off, for Ehrlich boasts retention rates approaching 85 percent in some offices. About one-third of the new business comes from referrals and one-third from existing customers.

Carson points to company management systems to explain its success. Every district office has a district manager and a full-time manager of lawn care or pest control. The basic operating unit is a district office representing a distinct market or a single county. Some offices are only 30 miles apart.

Because each office has a certain amount of autonomy, prices and programs can be customized to fit the markets. Each technician works

alone and uses a master card system that contains all the information from previous visits to a client. Notes on problems or treatments, customers' requests and other information are recorded for easy reference by the technician. Without a system like this, Carson noted, "We would have our people doing their best and still we wouldn't have satisfied customers."

'What we do has value to the customer. If we show the quality we provide, we should get a fair price for that value.'

COMMUNICATION CENTRAL.

Ehrlich backs up each technician with centralized training and marketing materials. After each treatment, customers receive a special brochure describing that step in the program and

allowing the technician to add pertinent comments. Technicians also send periodic thank you notes to customers, and they follow up on customers' written comments in person.

From these written and personal communications, Ehrlich man-



One area of Ehrlich's expertise is
arboriculture. As
employees increase
their technical
skills, they can
advance up the
career ladder.

agers understand why customers act the way they do. "When we analyzed why most people cancelled, it was for reasons other than the fact that we did not do a good job. Most problems were related to communication issues like we didn't call a customer to say we were coming to the property," Carson said.

Ehrlich regularly holds surveys conducted by an independent firm, which interviews customers face-to-face to get a clear understanding of their expectations and experiences with the company.

"The third-party surveys gave us some radically different answers than we had been getting," Carson noted. "Because customers had a personal regard for the technicians, they were reluctant to tell them about problems to their face." The information is distributed to corporate headquarters, regional managers and district offices.

The company's size of nearly 900 employees and a long tradition of pest control services has led to some cases of sending mixed signals. To ready the company for the 21st century, managers are revising the company's information system. According to Carson, the landscape and pest control sides of the business had separate vocabularies and processes. The new system will standardize systems and terminology for everyone. Currently, it is in the code-writing phase. The goal is to provide "a way for the company to operate for the next 60 years."

TRAINING GENTRAL. After a "stringent" hiring process, every employee participates in an intensive, in-house training program geared for technicians, sales representatives or administrative staff. Ehrlich is unusual in the industry because it has full-time sales representatives.

Employees in the company's career advancement program are urged to participate in five levels of training, which may include monthly sessions of Ehrlich's Tree Academy, technical correspondence courses or state certification tests. "Typically, a technician will be registered within a month," Carson said. "About 85 percent of our technicians will become certified applicators in a few months."

Employees are rated when they meet certain thresholds of knowledge and experience, with the goal to be rated as a senior technician. Compensation and advancement are closely tied to this program. Senior technicians may get an annual bonus and serve as the "go-to" people for training or technical knowledge within an office.

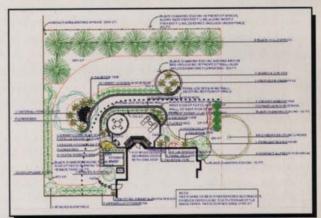
FOGUS ON GUSTOMERS. The challenges of today's marketplace were on Carson's mind in a recent interview:

Q. Is there a natural limit on prices?

A. When you know a market and focus on the people who want to be customers, there will always be an upper end in pricing. You have

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to have a tremendous volume if you have low prices. If you take more time on the property, you have to charge more.

In the green industry, I think the value of services has been suppressed. Especially in lawn care, the work has been cheapened and it has become a commodity to customers. It should have a higher dollar value for them and we have to build that value. Unless the focus is on the customer's needs, it will only perpetuate low prices.

• What autonomy do the offices have?
• My role has changed from directing sales and handling accounts to developing programs in a senior management role. I work with regional and district managers and we agree on objectives together. Technicians even get involved with decisions on service or response times.

We provide backup, training and resources. The technicians, customer service reps and managers use their judgment.

They're responsible for profitability and have to deal with the consequences of their decisions. We try to give them the information they need.

Q. How do you work with your vendors?

A. We buy well because we're large enough to be a significant purchaser. We limit the number of vendors and look for firms that have

a good relationship with our offices, that take a long-term view and that offer good support. It bothers me when vendors constantly change to representatives who don't know what we want. Typically, we set up a deal at headquarters, then let the local managers make their own delivery specifications.

J. C. Ehrlich also functions as a nationwide distributor of pesticides and related products. It's a separate company and we

'The technicians, customer service reps and managers use their judgment. They're responsible for profitability and have to deal with the consequences of their decisions.'

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pay a markup. Our offices can go to outside vendors if it's more convenient, but it's still cheaper internally.

Ehrlich Green Team is located at 500 Spring Ridge Dr., Reading, PA 19612. Telephone is 610/372-9700, ext. 240.

The author is Editor of Lawn & Landscape magazine.



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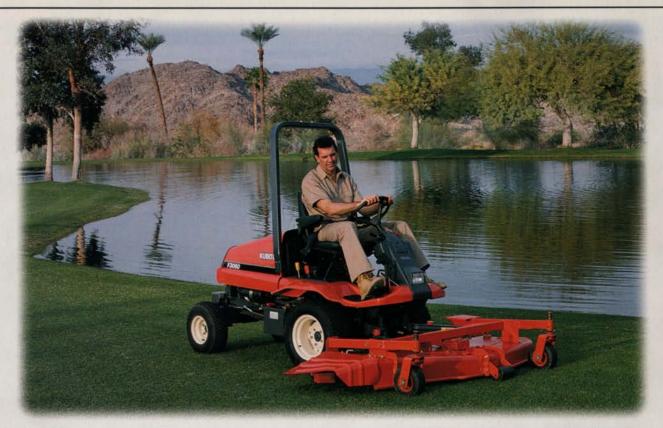
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Packing

ne Biggest Punch

Seed research is focused on marrying the most desired durability characteristics with great looks.

by Paul Schrimpf

ow more than ever, turfseed research at universities and seed producing companies is striving to uncover varieties that are consistent and reliable performers against the stresses of

Turf researchers are saying it over and over again characteristics such as dark green color, density and fine texture haven't been forgotten, but more emphasis is being placed on disease and insect resistance, recovery and low water and fertilizer input. "We are working extensively on developing natural resistance to

(continued on page 30)

Penn State Seeks to Tap Bluegrass Potential

hen David Huff came to Pennsylvania State University, State College, Pa., nearly two years ago, his mission was to find a way to improve one of the most challenging turf species, Kentucky bluegrass.

"There are a lot of good varieties on the market today, but no great cultivars," noted Huff, who is Penn State's turfgrass breeder. "Its reproductive biology makes it difficult to improve and makes research tedious, but we feel it's a good role for the university."

Kentucky bluegrass has two characteristics making it tough to change. First, it is an asexual plant that does not use pollen to produce seeds. Researchers must use hybridization techniques that are more difficult and time consuming to execute. In addition, whereas cross-pollenation creates a number of offspring that contain the desired genetic material, Kentucky bluegrass breeding

will yield only a few plants with the desired genetic material.

"Breeding other types of turfgrass plants is like compound interest, but bluegrass is more like hitting the lottery," explained Huff. "You make the crosses, grow lots of plants and hope a 'winning ticket' comes in."

The other challenge bluegrass presents is the relationship between turf quality and seed yield. Generally, the better looking the bluegrass variety is, the less seed it will yield for the farmer and the higher its cost to the end user. Huff is trying to develop varieties that have superior appearance characteristics and high seed yield.

Huff feels the key to making improvements lies in finding a way to control the bluegrass' reproductive process, called apomixis. "You can have a good cultivar that lacks only one trait, but apomixis prevents the recombining of traits," explained Huff. "The ultimate goal is to be able to turn the process off, make the crosses, and turn it back on."

Research has been performed on Kentucky bluegrasses since the 1930s with only marginal progress, but Huff sees it as a great challenge. "It's a good opportunity for a young person to step in and continue the work," he noted.

Huff hopes to have new Kentucky bluegrass varieties available from Penn State in the next four or five years.

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ZENECA Professional Products

seed research

(continued from page 28)

diseases like brown patch on tall fescue and environmental conditions such as acid soils, drought, cold and heat stress, while improving the texture and density with reduced vertical growth habit," said Scott Harer, sales marketing representative at Advanta Seeds West, Albany, Ore.

"Improved heat, drought and salt tolerance, as well as improved disease and insect resistance continue to be very important to the

turfgrass industry," agreed Victoria Wallace, technical service coordinator with Lofts Seed Inc., Somerset, N.J. "These characteristics have helped formulate various aspects of our breeding focus. Every attempt to include as many of these characteristics as possible is made when developing a new or improved turfgrass variety."

Targeting Tall Fescue in Georgia

Turf-type tall fescue has taken the Southeast by storm and accounts for a majority of the home lawns in the region. But the heat and disease pressure through mid-summer in the Southeast is, literally, a killer for turfgrass.

Building a better tall fescue has become the work of Ronnie Duncan, assistant professor of turfgrass biology and genetics at the University of Georgia, Griffin. Last year, he began planting promising varieties of tall fescue under horrendous cultural and environmental conditions, from drought to high humidity to abnormally acidic pH. The survivors of these trials were selected and are now in the field to test their mettle.

"We have 10 to 12 tests being conducted from Florida to New Mexico," said Duncan. "We'll be evaluating their performance in June and July for heat stress and at the end of the summer in September and October."

Duncan noted that the varieties were screened for rust resistance in Oregon and tested for seed yield, and so far the specimens have performed well. If all continues to go well, Duncan hopes to release a variety within two years.

"Our research objectives are to make significant improvements in perennial ryegrasses and tall fescues," noted Art Wick, vice president of research and development at LESCO, Rocky River, Ohio. "Especially important is disease resistance in the transition zone. We're presently screening varieties in Georgia."

"We see emphasis on a dark black-green color as overdone," said John Zajac, president of Zajac Performance Seeds, Haledon, N.J. "We're going away from that direction."

"On the appearance side, perennial ryegrasses are pretty well defined," he continued, "so we are selecting varieties that look good into mid- and late summer and have

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Rutgers Taking on a Variety of Turf Issues

Jim Murphy, extension specialist in turf management at Rutgers University, New Brunswick, N.J., said the university is looking into a broad range of turfgrass problems.

Kentucky bluegrass, a focus at Rutgers for many years, is still a primary element of the university's research. Infecting Kentucky bluegrass with endophytes, beneficial fungi that increase a turf's disease resistance, continues to be a major thrust, he noted. In addition, they are screening bluegrass varieties for better heat and drought tolerance.

A niche area the university targeted six months ago is aluminum tolerant tall fescue. Along the eastern and southern seaboard, Murphy

explained, there are areas with abnormally high levels of aluminum in the soil that prevent the establishment of healthy turf. Aluminum retards root development and kills the turfgrass plant.

"Obviously, it's easier to plant a turf type that is adapted to a particular soil than to try to amend the soil to accommodate the turf," said Murphy.

Rutgers is also working with a relative newcomer among U.S. turf-type grasses called *koeleria macrantha*. The species has proven to be extremely low maintenance, providing a dense cover with no fertilization and infrequent mowing.

"It has tremendous potential as a low maintenance turf," he said.

good drought and disease tolerance. In tall fescues and fine fescues, we're selecting better summer performers with fewer inputs."

ENDO-FIGHT. Many seed companies have endophyte-enhanced varieties in their inventories, but there is still much to learn about the effectiveness of the fungus in turf.

Endophytes are microscopic fungi that live within a host grass plant. These fungi produce chemicals that are toxic to turf diseases such as pythium. Endophytes occur naturally in tall fescues and perennial ryegrasses and have been proven to help turf fend off diseases when established.

Questions remain about endophytes, such

as how much infection is necessary to give optimum disease resistance and how persistent endophytes stay across strains and turfgrass varieties. However, because of this proven disease protection, they have been a component, if not a primary focus, of many research programs. Mike Robinson, presi-

(continued on page 34)

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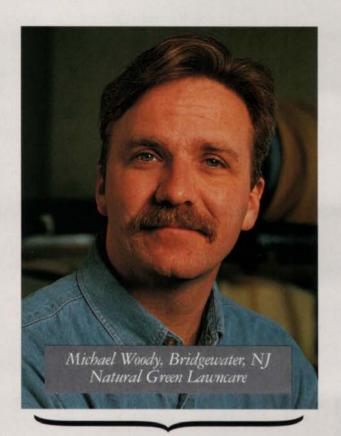
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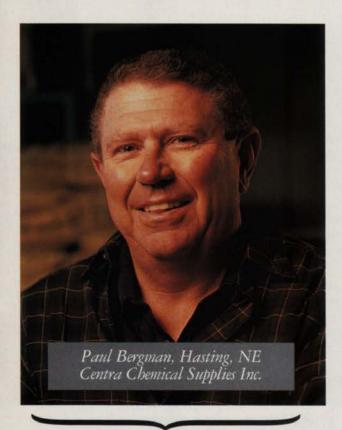


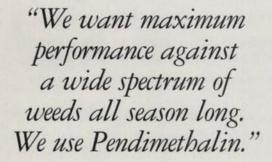
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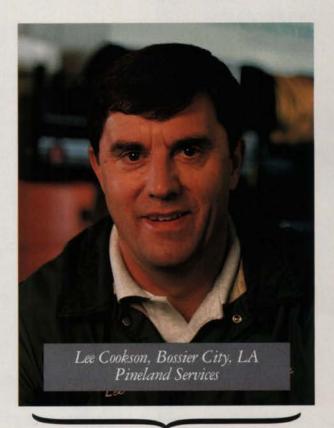


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seed research

(continued from page 31)

dent of Seed Research of Oregon, Corvallis, Ore., said that sorting out the best endophytes for their varieties is a top priority.

"There are many different types of endophytes," he explained. "Some strains are stronger than others, while others persist longer within the plant. Our research is singling out the top endophytes for our tall fescues and ryegrasses."

Finding different strains of endophytes is like finding the proverbial needle in a haystack. Researchers gather plants from across the country or around the world, for testing. Robinson noted the discovery of a droughtresistant perennial ryegrass with a unique strain of endophyte in a Southern California cemetery that, after five years of refining, is part of the company's line of ryes.

Pure Seed Testing, the research unit of Turf-Seed Inc., Hubbard, Ore., has also been successful finding new endophytes in turfgrass collections from both the U.S. and Europe, according to turf breeder Crystal Fricker.

One of the great research challenges for years has been creating an endophyte-enhanced, turfquality Kentucky bluegrass. Such a bluegrass with improved disease and insect tolerance has long been recognized as having significant market potential.

Doug Brede, research director at Jacklin Seed, Post Falls, Idaho, said the firm has made significant progress toward creating a marketable bluegrass with endophytes.

About two years ago, Jacklin discovered plant material containing endophytes that were compatible with existing bluegrass varieties and hybridized them, creating a Kentucky bluegrass plant with the capacity to retain endophytes. It successfully passed from plant to seed, and there are presently 200 of the prospective progeny in a turf plot.

Buffalograss is Nebraska's Focus

When it comes to reducing water, pesticide and fertilizer inputs and mowing requirements, few turfgrasses fit the bill as well as buffalograss. Considered a native American plant, buffalograss is the research focus for Terry Riordan, turfgrass breeder and professor of horticulture at the University of Nebraska, Lincoln.

"In nature, buffalograss really has no turf characteristics," explained Riordan. "We tried to find and collect plants that had turf characteristics, such as density and color uniformity. We took what we found and put it under minimal management — little fertilizer, no irrigation and mowing only every three to four weeks. Out of that group, we selected those that looked like turfgrasses under the reduced management."

Buffalograss is a true warm-season grass, but certain varieties have the unusual ability to survive cold stress up into Canada. It goes dormant, but survives winters unlike other warm-season species.

Last year, the university released two varieties which, Riordan said, have so far been successful in the Southwest. "Changing use patterns in turfgrass is a difficult challenge, but I think the releases have done very well," Riordan said.

The university's efforts are focusing on improving the overall quality of the varieties, shortening the time of establishment and extending the growing season for use in northern climates.

Riordan sees the future of turfgrass in species like buffalograss, especially for water-deprived regions of the country. "I don't see environmental issues such as reducing water, pesticide and fertilizer inputs ever going away," he noted.

Texas A&M to Release New Zoysias

"The varieties are similar to mid-range Kentucky bluegrasses," said Brede. "We've targeted two years for having seed samples and three years for commercial production."

OTHER DEVELOPMENTS. Although there's plenty of turf research, seed companies see acontinuing trend toward more incremental developments and fewer blockbusters.

One of tall fescue's biggest nemeses, brown patch,

has been a primary focus for Pure Seed Testing. After five years of screening varieties, the company is selecting varieties for testing in national trials, according to Fricker. She also reported that several significantly improved seeded bermudagrasses will be sent in for national trial within a year.

For more than a decade, Milt Engelke, professor of turfgrass breeding, genetics and management at Texas A&M University's Agricultural Research Station, Dallas, has developed zoysiagrass varieties for myriad regions and applications. This summer, the fruits of his labor will be released in the form of five new varieties of the species.

The first, to be called Diamond, was developed with the southern coastal areas in mind, according to Engelke. It features high shade and salt tolerance but is not cold hearty without soil modifications. Cavalier has outstanding color, is insect and disease resistant and has good cold tolerance as far north as Kansas in tests.

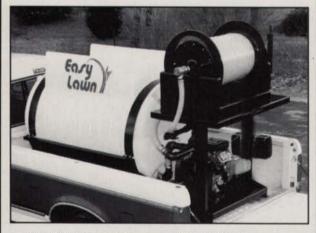
The third variety, Crowne, features a low water requirement, rapid establishment and regrowth, shade and temperature-extreme tolerance and is highly competitive. Engelke said it is geared toward utility use, such as rights-of-way. Palisades tolerates closer mowing than Crowne and is also rapid in establishing and regrowth. It works well in heavy use, such as parks, playgrounds and sports fields. Finally, Royal features excellent fall color retention according to Engelke, has a longer growing season and strong color.

"From a breeding perspective, it looks like things are leveling off a little after years of fast and furious breeding by a number of companies," said Brede. "The Turfgrass Breeders Association asked the National Turfgrass Evaluation Program to stretch out their evaluation cycle an additional year from

the present four- to five- year cycle to a fiveto six-year cycle. That change will give breeders additional time to develop the next generation of varieties."

The author is Managing Editor of Lawn & Landscape magazine.

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HE BASIC premise seems rather simple—keep the weight down, push the power up and control the amount of vibration felt by the operator.

But ask commercial trimmer manufacturers and they will tell you designing and building these products is anything but simple, especially when they're searching for the innovation to set one trimmer

above the others in a competitive market.

"Trimmer design is not really a revolutionary thing where somebody is going to come up with a new widget to make their product 50 percent better today," according to Dave Dahlstrom, marketing manager for Shindaiwa Inc., Tualatin, Ore. "It's more of a gradual, evolutionary process."

ALL REVVED UP. The efficacy of a trimmer obviously starts with the engine, and this is one area where domestic manufacturers generally defer to the expertise of their counterparts overseas for maximizing power-to-weight ratios.

"Making these engines as lightweight as possible is an important part of trimmer design for manufacturers," noted Jimmy Farmer, marketing manager for Green Machine prod-ucts from Homelite Inc., Charlotte, N.C. "Power-to-weight ratios have become a key feature, especially with the Japanese influence of engines."

"No one in the U.S. really builds small commercial type engines as well, so most of them get outsourced to Japan or Europe," commented Fred Danielson, director of distributor sales for Poulan Pro, Shreveport, La.

"A lot of manufacturers try to sell and categorize trimmers based on displacement," added Dahlstrom, "when in fact, it should be based on the performance and horsepower or power-to-weight. That's the real indication of the engine size you need to do a job."

Power is not the only engine by-product concerning manufacturers. Exhaust regulations from the U. S. Environmental Protection Agency and the California Air Resources Board will dictate how future engines work.

"I think most trimmers are similar to what they were five years ago, except for having to meet the CARB standards," said Steve Wood, director of marketing for Husqvarna Forest & Garden Co., Charlotte, N.C. "And I don't think there's

(continued on page 38)



Manufacturers are focusing trimmer design efforts on improving power-to-weight ratios and anti-vibration systems for better productivity and less operator stress, respectively. Credit: The Toro Co.

Stiff
competition is
challenging
manufacturers
to discover
innovative
features to
make their
trimmers
stand out.

By Bob West

QualityAbounds



trimmers

(continued from page 36)

going to be any major innovations until somebody figures out how to handle all of the air regulations."

"The CARB standards are having quite an influence on engine design as far as the carburetors used," noted Gary Hardee, manager of power tools for Stihl Inc., Virginia Beach, Va. "We're all working on various carburetors with limiter caps so the end user cannot adjust them as much."

Wood explained that most manufacturers are weary of investing too many resources in new engine designs until Phase II of the EPA regulations is announced. "You don't want to go and spend money on retooling anything and then have to go back and change those designs."

"We're going to have to be sure the engines will survive on a leaner fuel mixture

Living
On The Edge

ut the Mona Lisa in a frame of splintered, rotten wood and it may be just another painting.

Like artists, good contractors know that the difference between an aesthetically appealing landscape and an unattractive property often lies in the framing, which means a quality edging job for a landscape.

Contractors have two distinct choices when shopping for a power edger — hand-held or wheeled models — with pros and cons for both.

"The biggest differences between the edgers, and the reason a lot of contractors have gone to

the hand-held edgers, are the maneuverability, light weight and job speed," noted Fred Danielson, director of distributor sales for Poulan Pro, Shreveport, La. "You have much better control of the blade area with hand-held edgers since you're holding the entire product in your hands and you can really fly along straightaways."

Danielson added that hand-held edger versions include lower gearboxes for a 2-to-1 power reduction and high torque and can transport easily since they are the size of a trimmer.

But wheeled edgers definitely present a value to professional contractors, according to Jim Elmer, marketing manager for Tanaka, Kent, Wash. "Our wheeled edger is more powerful and has a 10-inch blade, so it's ideal for establishing new or reestablishing edges where you have to cut some turf," he explained. "The portable, hand-held edgers are better for maintaining existing edges and for work in tight areas, like around flower beds."

which tends to increase the heat in the engine and cause seizures," Dahlstrom noted. "This means the low-end trimmers are going

to have more difficulty trying to survive in this new regulatory environment."

(continued on page 40)





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 Medium weight pro trimmer with loop-handle
 Advanced vibration isolation
 Sturdy, compact lower gear drive



Displacement 1.9 cu in(30.8 cc), power 1.6 din hp (1.1 kW).
Weight, less cutting equipment 13.8 lbs (6.2 kg).

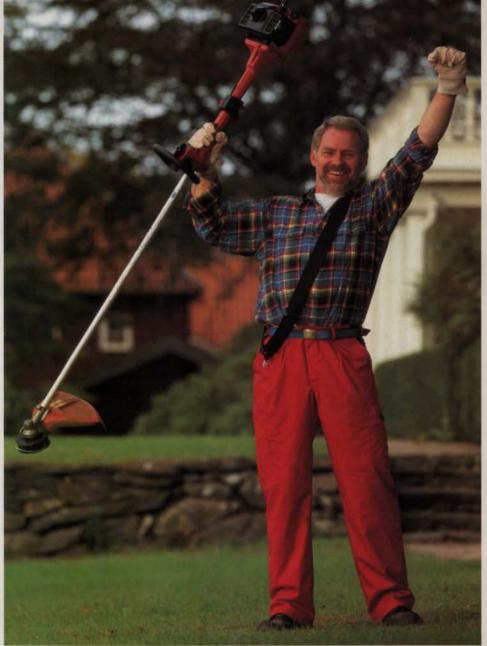
Medium weight pro trimmer / brushcutter with double-handle
 Advanced isolation for handle and harness mounting
 Pivoting handle for easy storage and transport

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(continued from page 38)

Tom Bingham, product manager for Echo Inc., Lake Zurich, Ill., pointed out that Echo increased the displacement of its trimmers from 24-cc to 30-cc to deal with the Phase I regulations, which take effect Aug. 1 for all two-cycle engine power products.

mers are going to suffer because of the emissions, since they will have to run leaner," he noted. "Even a well designed, well built trimmer running on the emission flavor fuwe stepped up our models."

"It's my suspicion that a lot of the trimels is going to lose some power. That's why

'Straight shaft (trimmers) are definitely what the contractors want because they've got the transmission down at the cutting head...'

Hardee agreed the Phase II standards could create considerable problems for the industry. "The question is whether or not the proposed standards will actually become law," he said. "There are some opinions now that the target levels are a little hard to reach, if not impossible, in some cases."

USER COMFORT. The chances of successfully marketing a trimmer diminish considerably if it is not comfortable to use. Today's trimmers combine shoulder straps, ergonomic control positioning, user-friendly handles and anti-vibration systems to make the operator's job easier.

"One of the first things we look at is the ergonomic design," commented Wood. "For example, we've designed the loop handles with all of the controls located on them for an easy grip and we use engines with slim profiles to keep the equipment closer to the body for less back fatigue."

The two most important areas of trimmer design right now are making them lightweight and reducing the vibration," agreed Farmer. "Everybody is looking at vibration isolation in some fashion because operators use the equipment up to eight hours a day and it's important to them."

Jim Elmer, marketing manager for Tanaka, Kent, Wash., asserted that anti-vibration systems are a standard for trimmers today, and he singled out the trimmer head as one primary source of the bothersome

"Everybody has fairly similar designs to isolate the shaft from the engine," he said, "but what is equally important is minimizing

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the vibration that the cutting head produces. Different types of cutting heads really contribute to the vibration. How the line is wound, the strength of the lower gear case and balance from an automatic feed head can help prevent vibration."

QUIET, PLEASE. Trimmer operators aren't interested just in how the equipment feels. How it sounds can be as important.

"We're looking at muffler noise with a very keen interest now," noted Wood. "This noise can fatigue a user more than most people give it credit, and it's a different type of fatigue which causes the operator's anxiety level to build during the day."

"It's very difficult to reduce the decibel level of the string trimmers," added Bingham, "however, by muffling the unit a certain way, we can lower the tone of the exhaust noise and make it more pleasant for the operator and for those around him or her."

Most of the room for muffling improvement lies in the larger models, according to Bingham. "The units over 25-cc have a tendency not to run at such a high rpm level, maybe 500 to 750 rpm less at peak horse-power with a much lower pitch exhaust noise," he continued.

BELOW THE BELT. Contractors also focus their attention on what lies in the area between the trimmer's handle and the turf it cuts — the shaft and the trimmer head.

Most contractors have come to favor straight shaft trimmers because of their increased durability when compared to curved- and flexible shaft models. "We just added three straight shaft trimmers to our line," noted Danielson. "The straight shaft is really where I believe the market is headed."

Bingham agreed, estimating that 80 percent of the professional trimmers purchased are of the straight shaft variety. "Straight shafts are definitely what the contractors want because they've got the transmission down at the cutting head and it's so much easier to cut beneath low growth with them."

Hardee went further, estimating straight shaft models have captured up to 95 percent of the market. "Professionals require straight shafts so they can run a wider variety of heads and be able to increase the head speed." He explained that straight shaft trimmers often include an extra gear near the cutting head that curved or flexible shaft trimmers don't have. While a flexible shaft trimmer may have a 1-to-1 power ratio, a straight shaft trimmer has an increased power ratio.

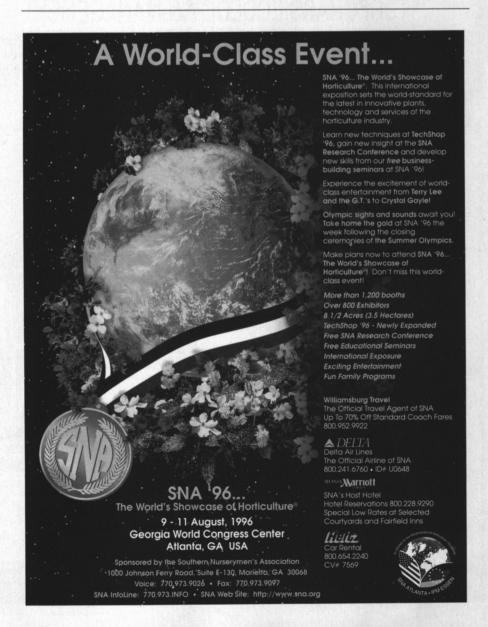
"We have always used a solid steel drive shaft in straight shaft trimmers for the positive and true connection between the clutch and drive gear, and also to reduce vibration," commented Dahlstrom. "Others have chosen to go with wound steel cable for the drive shaft, which we feel is less positive in power connections and more prone to vibration."

Although it's at the end of the trimmer,

the cutting head is where the action, and damage, occurs. Adaptable designs let contractors switch among various cutting head attachments. On one model, the shaft splits apart for adding other attachments. Contractors can use one tool as a string trimmer, a stick edger, a brushcutter and a blower.

Bingham, however, sees these this feature more suited for the consumer market. "The problem is that if you use your equipment like that and one part breaks, you've lost three tools."

The author is Assistant Editor of Lawn & Landscape magazine.



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Turning
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Contractors and distributors say that landscape lighting remains a largely untapped and quickly growing area of business.

By Paul Schrimpf



The three primary reasons customers buy landscape lighting are aesthetics, safety and security.

hen you think about it, adding landscape lighting services is really a natural fit for the landscape contractor. Along with providing added security and safety to the home's exterior, lighting extends the

time period that the landscape can be enjoyed. That's an important factor with dual income families who aren't home all day to enjoy the beauty of the landscape — not to mention all your hard work.

Lighting industry professionals say that landscape contractors are naturals for understanding the design and technical aspects of landscape lighting. They have a unique understanding of the appearance of plant material and hardscapes in all seasons and can successfully determine what elements of the

landscape should be highlighted and what areas should be left alone.

Still, manufacturers and distributors, as well as contractors who install landscape lighting, describe large pockets of unlocked potential in many markets that are just discovering its benefits and relative affordability.

"Landscape contractors are only a small percent of our landscape lighting sales," noted Ronna Cohen, director of residential lighting for Branch Electric Supply, Upper Marlboro, Md. "It's a group that is just now seeing what landscape lighting can do to increase and diversify their business. Lighting is also a great way to distinguish yourself from the competition."

"It's a strange area of business," Cohen (continued on page 46)

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landscape lighting

(continued from page 44)

added. "Electricians don't see it as their work because they don't want to work in the dirt. Yet, landscapers don't see it as their work, either, because they don't work regularly with electricity."

All it really takes, most say, is just getting started with the first few jobs.

LOW VOLTAGE REIGNS. Outdoor lighting is separated into two basic categories: line voltage and low voltage. Line voltage lights use current equal to what is used in the home—120 volts. Low voltage light systems use a transformer that converts the 120-volt line into 12 volts. Because of the high voltage, line systems must be installed by an electrician according to National Electrical Code.

On the other hand, low voltage does not require special licensing. In addition, because low voltage systems are not buried deeply, they can be changed at any time to adapt to a changing landscape plan.

For these reasons, distributors and contractors use low voltage for most applications. "Low voltage systems provide ease of installation and products that are easy to work with," explained Cohen. "They provide quick-connectors that are very flexible and make them easy to move. As plants grow, the system can move with them."

PROPER MARKETING. "Landscape contractors are great technically when given the information (about installing landscape lighting), but the sales and marketing skills they need to present and close the sale are lacking," noted Brian Day, marketing manager with Century Rain Aid, a 44-branch distributor of landscape lighting based in Madison Heights, Mich.

Day conducts landscape lighting seminars throughout the year and has learned a lot about the landscape contractor's perspective on lighting.

"In my seminar, we spend an hour on why the contractors believe they can't sell landscape lighting, and it usually comes down to a lack of confidence about the products and the service," explained Day. "The contractor needs to believe in the service—that landscape lighting provides security,

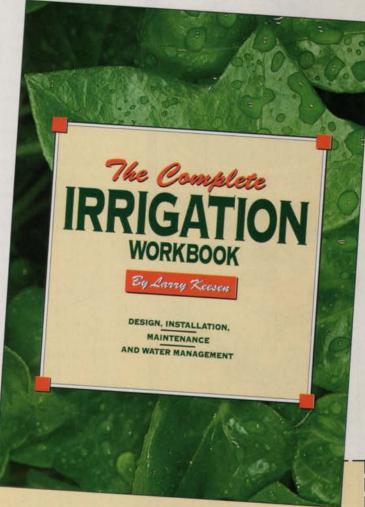
(continued on page 48)

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landscape lighting

(continued from page 46)

safety and beauty - that it is a necessity."

Day said this means taking the lighting service you provide seriously - and making the customer understand that your expertise is worth something.

"You need to overcome the perception of the 'kit' package with customers," explained Day. "People may say, 'I can get the same thing at the home improvement warehouse for \$49.99, and you're quoting me \$2,500 for the job. What they need to understand is that you are bringing technical and design know-how to the table, and that expertise is worth something."

Another requirement for selling lighting is a can-do attitude about the work, Day noted. It's critical that you aren't intimidated by the scope of any lighting job or task you encounter. "Sometimes contractors will hesitate on a lighting job - maybe it's a long run of wire or some aspect of a lighting project that is especially complicated. But it's important that you understand and express to the customer that anything is doable," said Day. "You may need to seek help from your distributor or a licensed electrical contractor, but anything can be accomplished with lighting that a customer could want."

BUILDING BUSINESS. By all accounts, landscape lighting is largely a referral-based business. It's something that people see and want without a great deal of coaxing.

"It doesn't take a great deal of expense to let prospective lighting customers know about the service, just some basic business marketing tactics," said Day.

One of the primary things contractors fail to do is to get into the habit of presenting the lighting option to customers on a regular basis, according to Day. He said that a landscape contractor can convert current landscape customers with no real sales pressure by setting up a sample lighting unit on a customer's property. These lighting "kits" can be assembled by a contractor or purchased from the manufacturer. Essentially, they are easy to install mini-systems that give the customer a good idea of what their landscape would look like fully lit.

"When the landscape is nearly complete," suggested Day, "ask the customer if you

There are large pockets of untapped potential for landscape lighting sales in many markets.



could set up a few lights in their yard to show them what the lighting can do, and that you'll pick them up in a couple of days. Once the customer goes out and sees the result, many times they get hooked." Day said the demo takes about a half-hour to 45 minutes to set up and take down in most cases.

Setting up demos for customers with already completed landscapes is also a tremendous base upon which to grow lighting services. "They already know you do professional work and you know that they pay on time and see your work as professional," Day noted. "It keeps your name out there and keeps the potential for more referrals alive."

Another great aspect of the demo kit is that neighbors also see it. An interested neighbor may end up seeing the sample kit, generating a sale through the "back door."

Ray Szwec, part-owner of Nite-Visions, a landscape lighting design and installation firm in Cleveland, meets prospective customers at their homes just before dusk with sample lighting and a 12-volt battery pack. The kit allows him to show what different aspects of the landscape look like under different types of lighting.

"A lot of times, the customer gets into the design process, and asks us to move the lights around to different areas of the landscape at that point, the customer is well on the way to being sold," Szwec explained.

When Szwec and his partner first started the business, referrals drove the initial growth. One of the most successful jobs they did resulted in 12 other lighting projects from neighboring homes. Today he nudges the referral process by distributing door hangers about his lighting service to neighbors.

(continued on page 50)

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(continued from page 48)

Dana Hellig, vice president of sales and marketing at California Landscape Lighting, a national distributor of lighting based in Westlake Village, Calif., said that contractors could increase their lighting contracts by including it on a bid sheet, even if not requested by the customer. She also suggested the contractors consider making provisions for the possibility of future lighting projects by installing sleeving beneath concrete and decking to ensure easy access and installation of lighting in the future.

Some of the largest installers of landscape lighting are irrigation contractors. Steve Flurry, owner of Atlantic Irrigation, Annapolis, Md., used lighting to broaden the company's level of service six years ago.

His lighting service really caught on in the fall of 1992 when, he said, product awareness suddenly exploded in his market. One of the main reasons for his success was the use of his irrigation customer list as a base to sell lighting.

"The customer who has invested in an irrigation system is a quality customer who can afford landscape lighting, and who is interested in his yard," said Flurry.

LESSONS LEARNED. Getting the training and experience in landscape lighting systems can be a bit of a challenge, but it is available from a variety of sources. Lighting distributors often conduct periodic seminars geared toward the landscape contractor.

When Flurry started out in lighting, he hired some expertise. "I hooked up with a professional lighting consultant to work with me initially," he explained. "I wanted to start out with the knowledge immediately, so I brought in the professional help."

Along with their lighting courses, Branch Electric offers design help for landscapers who aren't confident with the products. It's critical that you aren't intimidated by the scope of any landscape lighting job or task you encounter.

Eventually, Cohen said, they learn to design on their own.

Distributors often make lighting kits available for contractors to practice design techniques on their own home. Many contractors got their start by trial and error and by improving their design skills over time.

The author is Managing Editor of Lawn & Landscape magazine.







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Large companies will always buy profitable, well run smaller firms that emphasize quality service. They've found that the best mergers marry two good firms into an even better whole.

By Susan Gibson



Larger firms often pursue acquisitions for growth. Left, Rentokil's latest project: Opryland Hotel's atrium expansion.

ow do mergers and acquisitions affect the competition? In some markets, a strategy of acquisition places real fear in the hearts of competitors. In others, the market dynamics don't change too much - the new company just becomes more competitive.

Consolidation reflects the natural forces of a fairly young industry that is just starting to mature. All the experts interviewed for this article agreed that mergers and acquisitions are normal, as the range of services expands and companies have more assets to spend.

POTENTIAL FOR SYNERGY. As competition becomes stronger, large companies search for ways to

maximize their returns, said Patrick Norton, president of Barefoot Grass Lawn Service, Worthington, Ohio. "(Acquistions) can be advantageous because a company can get more buying power through economies of scale. There's also the potential for synergy in employees or in customer bases."

The Barefoot acquisition strategy started when it went public in 1991. Since then, it has expanded into 99 markets and expects to top 100 this year.

While the choice of a company may be dependent on geographical location, many larger firms look for a certain kind of company to acquire. "We look at different characteristics in potential companies," Norton noted. "For instance, we look at the pricing structure, customer base, employee base, whether it uses dry or liquid applications and other factors. The more similarities it has with us, the better (the acquisition) will be."

J. Richard Cottrill, president of Rentokil Environmental Services, Riverwoods, Ill., said his company also looks closely at the people and service quality of a potential acquisition. Location is a major part of the acquisition strategy. "If a company is in a market that we're in, the value is higher to us because we can consolidate the business, cut overhead and see other savings."

He said the interiorscape market is of the size that his company knows where to look for high quality employees. "We know who the major players are and what quality of business and employees they have. That's important to us because

(continued on page 54)

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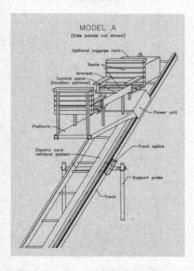
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expertise to move up to the next level.

Such was the case for Rick Barnes, former owner of Greensphere in Atlanta, which was purchased by Naturescapes, also of Atlanta. "My partner and I ran our company for 10 years and had fairly level revenues for the last five years. We didn't really have the desire to take the business to the next level."

Barnes and his partner had considered the move for a while. "We were getting burned out with all the hats we had to wear and we wanted to focus more on horticulture than on the other issues involved in running a business."

He described the merger with Naturescapes as "a good fit." Both companies are quality oriented and emphasize the customer first. His concern for the fate of his employees was eased when he realized that Rick Upchurch, president,



Consolidation has encouraged growth in franchises and alliances with suppliers. Credit: Emerald Green.

"recognized people are the most important aspect of the industry and he didn't eliminate any jobs."

Barnes is now vice president of Naturescapes and said the changes have been positive because the larger company can offer more services to both residential and commercial customers.

OWNERS AS PARTNERS. Last year, The Scotts Co. of Marysville, Ohio, bought 25 percent of Emerald Green Lawn Care Co., Indianapolis, Ind., which has five company branches and 15 franchises east of the Mississippi. The alliance gives Emerald Green "a real edge on customer acquisition," because of consumers' familiarity with Scotts' products, according to Jim Miller, vice president of franchise development.

He explained that his company's acquisitions are structured differently than many others, in

(continued from page 52)

in our business, we're only as good as the people in it."

Rentokil has made 28 acquisitions in the United States since 1988. They are a major part of the company's growth strategy aimed to meet a bottom line gross profit goal of 20 percent per year (which it reached in the last 27 of 28 years).

George Gaumer, national sales managercommercial services for The Davey Tree Expert Co., Kent, Ohio, also used the term "synergy" to describe the benefits of consolidation. "We hope that definite synergies will develop when we enter a market — that one plus one equals three. For instance, in a recent acquisition, we've joined Davey's lawn care and tree expertise with the Reinhold Group's commercial grounds management services in Detroit. We're promoting that and hoping for a synergistic result."

A merger can create a better company,

that the owners become partners in the larger corporation based on the equity they bring to the table. Franchisees are included in the partnership principle, "We see them as partners and we stay active in their day-to-day operations, like we would in a corporate store."

He noted that a typical acquisition is "a smaller operation that is focused on customer service and that grew on the skills the owner acquired. Usually, it can't move beyond 8,000 customers to the next level. We come in, inject money and expertise to improve the operations, which results in a service company with a strong leader who can focus on providing the service."

The recent acquisition of Shrub & Turf, Athens, Ga., by Emerald Green made owner Andy Hines a vice president and a partner. "They saw the cover profile story on my company in Lawn & Landscape and approached me because they saw that our operations jived with their goals. I felt they had a good team of leaders."

Through the merger process, Emerald Green took over payroll and other functions, allowing Hines to continue his programs and focus on his goals. "They've provided an opportunity for my employees that I could not provide. It was a way to improve what I've been doing in the business."

Julia Hines, office manager, explained that the change has had little effect on company operations. "We've continued all of our programs. We explain to our customers that we're still Shrub & Turf, we're still the same people, we're still local. Only the name has changed."

maintained Chris Davitt, vice president, director of the landscape installation division of Ruppert Landscape Co., Ashton, Md. "The benefits of consolidation can be significant in landscape contracting, particularly with firms that perform a lot of diverse services, because you can match the strengths and weaknesses of both companies."

This has added benefits for the competition, too, he noted. "If it's a good acquisition

(continued on page 58)



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(continued from page 55)

and it makes one company better, it makes the industry better. Change is positive because it makes a company and its competitors look at themselves and analyze what they're doing. This process is good for the industry and good for our customers."

The risk, Davitt added, is when the acquisition involves companies that aren't a good match. "Then, mergers can build on both companies' weaknesses instead of their strengths. If a company can't digest the influx of new employees and customers, several aspects of the business may suffer. If customer service is one of those areas, the landscape industry as a whole may suffer, because that hurts the competitors as well."

As an example, he explained customers may begin to bid out jobs on a yearly basis if they have had poor customer service from a contracting firm. "If customers are happy, they don't need to bid out work so often."

MAKING A MATCH. How do companies find an acquisition that is the right match? And how do they make it work? Most experienced acquisition firms have proprietary guidelines helping them assess potential customer and employee turnover, financial health, local market characteristics and reputation with customers. Depending on the market, some turnover is expected.

"We look at similarities" to judge customer retention during an acquisition, explained Norton. "If a company's program is similar to ours, we'll expect a retention rate closer to our own."

He said Barefoot has good success retaining newly acquired employees because of its strong benefits and training programs.

Even if a company's corporate culture is different, the key to potential business stays the same. "We would rather acquire a good company with a good customer base. And an acquisition is easier to do with a good employee base who knows the customers."

Cottrill also noted his company's good benefits as a reason for employee retention. "Everyone from an acquisition is given allencompassing training in the first 60 days. We have good medical and dental, as well as profit sharing. A majority of employees from acquisitions continue to work for us."

'We would rather acquire a good company with a good customer base. And an acquisition is easier to do with an employee base that knows the customers.

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As for the difference in corporate cultures, Cottrill left no doubt that new emplovees soon learn to understand Rentokil's operating goals. "We are unashamedly profit driven," he said. "We're in business to make a profit, not in business to make a workplace pretty. If we make a profit by making the premises look good, then we'll keep our customers. Everyone knows this; therefore everyone is focused."

Companies can minimize their acquisition risk during a thorough due diligence phase, explained Gaumer. "This process reviews pending lawsuits, workers' compensation claims, profitability and assets. The more thorough the re-

view, the more we minimize risk."

.

Davitt described an acquisition as a "huge undertaking" requiring excess management capacity to deal with new employees and the learning curve that results with new customers. "You have to be ready to handle the new employees' personal situations. Customers, too, are antsy with new companies. They start out being more demanding until their level of confidence rises."

During Ruppert's recent merger with Green Thumb Enterprises of Chantilly, Va., the process included "town hall" meetings with Ruppert's leadership to discuss corporate values and ask questions. New work crews were developed using people from both companies to fuse the work force.

COMPLEMENTARY FEATURES. All Green Corp.'s recent purchase of Nitro-Green Corp., Fairfield, Calif., combined two different strategies for growth: company stores in large cities with franchises in slightly smaller markets. Atlanta-based All Green has been successful with company stores in eastern metropolitan markets, according to Roger Albrecht, franchise sales director and former president of Nitro-Green.

"Now, the company has a large pool of resources," he noted. "It gives Nitro-Green's 42 franchises financial backing and managerial support. Our franchisees have access to All Green's marketing and technical support."

He pointed out that All Green, with more than 50 stores, had the key talent and expertise he needed, while his firm brought expertise in franchising and target marketing. The acquisition allows All Green to extend its geographical reach into the West.

Developing alliances of landscape contracting companies into a national network of service providers is a new twist on consolidation. The alliances would provide services for national corporations spread over many sites across the country.

Gaumer explained, "These companies see landscape management as a big hassle because the work isn't their core competency. They see it as an advantage to have a network of service providers across the country that can eliminate this hassle."

Davey is actively contracting with other horticultural companies to work on Davey's behalf, he said. "We have a national presence with 56 offices, but we can't cover all the locations of our potential customers. This can be a win-win situation for everyone."

While many feel that consolidations have little affect on the marketplace except to improve the level of professionalism, few believe any firm will totally dominate a market.

"If we went into a market and immediately raised prices, it would increase our customer cancellation rate," Norton said.

"You can't buy up everyone in a market," Cottrill noted. "There will always be competition and that will have an affect on market pricing. Even if you are the only provider in a market, someone else will soon take the opportunity to provide competition."

The author is Editor of Lawn & Landscape magazine.

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Truck Equipment:

Getting What You Need

A complete truck fleet should meet a company's needs as well as project a professional image. Credit: Ruppert Landscape

The challenge with a truck fleet isn't just getting trucks, it's getting the right trucks.

by Bob West

T'S OUR life blood." That's how Ken Railey, fleet and safety manager for Ruppert Landscape Co., Ashton, Md., characterized the importance of his company's truck fleet to its business. "Without the trucks and trailers, the crews don't go to the job, you can't haul materials and you don't have the equipment you need at the job site."

The story is the same for all contractors, whether they rely on a fleet of 300 vehicles like Ruppert does, or if they have just a pickup truck and a mower. This equates to considerable emphasis from contractors on the importance of buying quality truck equipment. Manufacturers who don't meet the needs of contractors are bound to find out just how important the trucks are to the contractors.

But while the importance of these trucks is the same for all contractors, the way in which they use them isn't necessarily the same. Everyone has an idea of the best way to equip a company's fleet in terms of the number and type of vehicles used, so manufacturers continue to find more of their business dedicated to custom building trucks to meet the specific desires of each firm.

(continued on page 62)



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MAXXimum Value

truck equipment

(continued from page 60)

BODY BEAUTIFUL. "The days of off-the-rack truck buying are history," noted Tom Sayward, president of Tuflex Mfg., Pompano Beach, Fla. "The members of the green industry have become more technically informed, so as a manufacturer, we have more demanding customers.

"We used to have to go through an indepth question and answer session to find out what the contractor was looking for, but there was still a lot of interpretation left to us," Sayward said. "But in the last five years, customers have learned through trial and error and become more informed as to what they should be doing with their equipment."

This accumulated experience yields contractors who understand exactly how a new truck purchase should be equipped — from the type of radio that should go into it to the type of axle that goes on it - to best meet the demands of their business.



A well maintained truck fleet conveying a professional image can translate into new business. Credit: Ruppert Landscape

Kurt Kluznik, president of Yardmaster Inc., Painesville, Ohio, noted that years of experience taught him how difficult it is to buy a truck exactly how he wants it. "On pickup trucks, we buy extended cabs with 4wheel drive as the standard truck for our mowing crews," he explained, "but we can't buy a pickup without buying the bed on it."

So a new pickup's first stop at Yardmaster is the service garage. "We take the bed off and sell it back to the dealer, and we put a regular flat bed on," Kluznik added. "This gives us more room on the bed and provides us with a pickup where we don't have to worry about the employees constantly leaning in and scratching the sides of the truck."

The cost associated with this work doesn't dissuade Kluznik. "It makes more sense for us to bite the bullet up front and build the sides and tailgate ourselves. We end up with a more functional truck that is easier to keep looking new."

But being willing to do that bit of work themselves doesn't make buying new trucks simple. "When we're shopping for a new truck, it's easy to find one with all of the bells and whistles," Kluznik lamented, "but we're interested in function. Manufacturers are more geared to the leisure owners, so we usually end up placing special orders."

The puzzle-piece approach is also em-(continued on page 64)

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truck equipment

(continued from page 62)

ployed successfully at Hyland Brothers Lawn and Tree Care, Fort Collins, Colo. "We buy our spray trucks as a cab and chassis, put down our own flatbed and add a manufacturer's tank," explained Steve Hyland, president.

TAILOR THE TRAILER. If the truck is important for getting crews to a job, then the trailer is equally important for getting equipment to the job site.

"Theft is the number one issue with trailer buyers," noted Dan Keegan, owner of Green Touch Industries, Jupiter, Fla., a manufacturer of equipment racks which lock in tools for landscape trailers. "Their crews run in somewhere for lunch and the next thing they know they've lost their trimmers."

"Contractors don't want to have mowers rolling around the trailer and breaking the heads off of the trimmers while they're driv-

At What Price Quality?

he importance of having quality equipment can't be overemphasized, but contractors can't afford to mortgage the company's future every time they purchase a new truck.

Manufacturers indicated that contractors rarely shop for the lowest price when purchasing new trucks or truck equipment, but that doesn't mean the checkbook is wide open either. "There is no question contractors will spend more these days," noted Tom Sayward,

president of Tuflex Mfg., Pompano Beach, Fla.
"They pull up to a customer's house and they're
not as concerned with equipment costs because
now, one truck isn't making money just on lawn
care, but it can also offer aerification, dethatching and tree care. There's more return on
the investment."

Dan Keegan, owner of Green Touch Industries, Jupiter, Fla., agreed. "Our equipment racks are by far the most expensive on the market," he said, "but our customers don't even flinch. They

ing," agreed Bryce McCandless, marketing manager for Backrack Inc., Burlington, Ontario. "As the equipment that contractors use becomes more sophisticated, they're more interested in taking care of it."

Lawn and landscape contractors are also

interested in using trailers to convey a professional image to clients and potential clients, according to McCandless. "These racks make sure all equipment is stored in the proper place in an organized fashion," he said. "This is a highly competitive industry, and if you



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want quality equipment that doesn't require maintenance."

Steve Geist handles truck purchases as the fleet manager for Swingle Tree Co., Denver, Colo. "You can't rely too much on price," he explained. "You try to be reasonable, but always going with the lowest price can get you in trouble."

"We always buy things to make the trucks last longer," added Ken Railey, fleet and safety director, Ruppert Landscape Co., Ashton, Md. "Rejecting something like a heavy duty electrical or suspension system because of the higher initial cost will only hurt you over the life-cycle cost of the equipment."

don't look likeyou do professional work, you can lose jobs."

"Almost 30 percent of our equipment repairs were due to mishandling in storage," noted Railey. "We cut that in half by designing better bracketing ourselves." **ACCESSORIES MADE EASY.** Manufacturers have found contractors are interested in any equipment making their jobs easier.

Truck Craft, Chambersburg, Pa., offers a mechanical dump body insert for pickup trucks to simplify the process of removing grass clippings and other loads from the truck without requiring the crew to sweep or shovel the load out of the truck.

"A lot of contractors are getting rid of their one-ton dump trucks because of the cost of owning them," noted Roy O'Neal, sales manager. "A pickup truck may require carrying an extra load since it's smaller, but now your run-around truck is a lot less expensive to operate."

Tailgate ramps are also important. "Contractors are looking for ease of use and durability," stated John Moker, customer services and inside sales manager, Metko Inc., New Holstein, Wis. "Now, a growing segment of the industry is looking for ramps as

long as nine feet to put on flatbeds."

Hyland explained the benefits of including an extra ramp on their crews' trailers. "We've fabricated a system with a ramp leading from the trailer into the dump bed so the crews can drop the clippings without getting off the mower," he said. "It's a quicker, cleaner system, and we've eliminated the back injuries caused by lifting a sheet filled with clippings over the sides of the truck."

Ramp durability caused considerable headaches at Ruppert for a time. "After a while, the heavy gauge mesh on the ramp bent and kept causing flat tires on the mowers," commented Railey. "Now we have the trailer manufacturers keep the ramps and ship our new trailers to a body company that adds stronger ramps made of grip strut material. We've eliminated the problem."

The author is Assistant Editor of Lawn & Landscape magazine.

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DESIGN NOTEBOOK

FOR MANY homeowners, the value of going home lies in getting away from the problems and stresses of the everyday world. Having a house and a property that serves as such a getaway can be a true treasure, indeed.

The owners of this fiveacre, steep sloping private residence tucked into the rolling hills of the California coast sought to incorporate the native vegetation of the area into a tranquil environment of solitude. The client wanted the project to appear natural and use as many natural materials as possible to go along with the dense stands of large, mature native oak, madrone and California bay trees on the property.

The project was recognized as an award winner in the Residential Landscape Contracting category of more than \$100,000 in the 1995 Associated Landscape Contractors of America's Environmental Improvement Awards program and also received the special

DESIGN CHALLENGE. The finished project was to include meandering paths throughout the property which linked at a bridge overlooking a 35-foot

Judges Trophy Award.

PROJECT: Landscape company:

DESIGNER: SIZE OF PROPERTY: Man-Hours to Construct: Plants Installed: Personal Residence
Bertotti Landscaping, Novato,
Calif.
Anthony Bertotti, owner
Stan Heacox
50,000 square feet
More than 10,000 total hours

More than 1,200 total

high man-made waterfall cascading into a large swimming pool and natural stone spa. A rustic "woodsman" style cabana was designed to include showers, a changing room, bathroom, wet-bar, barbecue, built-in seating, a dramatic stone fireplace, custom

(Left) Sculpting what would be a 35-foot high waterfall out of the hillside to create an attractive water flow pattern challenged the contractor to rely on instinct as opposed to measured specs.

(Below) The finished project, complete with a nearby heated spa, transformed a wilderness hillside into a scenic escape from civilization without sacrificing the natural beauty of the landscape.

Credit: Bertotti Landscaping





lighting and ornamental features. A separate pond was also included to serve as a meditative space as well as a natural habitat for ducks, fish and water plants. The entry drive courtyard in front of the house was to feature an 1850s carriage and ranch artifacts spilling out of the ranch style, "Santa Fe" interior home. The only level areas on the property were a narrow strip above the back of the house for the pool and cabana, and the area where the driveway court was to be developed.

The most dramatic challenge facing the team was sculpting the hillside from a wall of soil and turf into a majestic series of cascading falls made of various volcanic rocks and enormous boulders to create a native appearance. The process was made even more difficult because the crane required to put the 600 tons of volcanic boulders brought in from northeast California into place was too large to fit in the backyard. The slabs — usually weighing between two and five tons each, but weighing in as hefty as 15 tons - had to be transported over the house and positioned by a crane operator working blind, relying on radio contact for his "eyes."

DESIGN NOTEBOOK

DESIGN SOLUTION. It took much more than a design on paper to implement such a grand project. Heacox Associates and its engineers spent more than 1,500 hours on the design and installation of the project.

In addition, Bertotti Landscaping spent more than 10,000 hours constructing the project and spent considerable time assisting with design adjustments and detail refinements. The owner's desires were the focus, and they were also personally involved during the evolution of the project from start to finish.

To fit the pool into the space and to create a dramatic backdrop, the steep rear slope was cut, requiring a 14-foot retaining wall which was layered with natural boulders weighing up to 15 tons and measuring 10 feet long. The boulders were welded into position with 40 tons of steel to withstand the force of a possible earthquake. The waterfall was carved out of the 1-1/2:1 slope and a terraced, reinforced lining was placed to support the boulders, rock and gravel beds.

A hidden grotto was created under part of the waterfall by placing a two-ton flat boulder as the roof. A sunning rock "floats" in the pool near the raised spa terrace.

The 30-foot wide by 60-foot long pond was laid out to fit the existing slope and contours. To make it appear natural, the upper edge was extended by a boulder-surfaced concrete retaining wall and the lower edge was earth filled and graded to blend into the existing 3:1 slope.

The pond edges, where exposed, were textured and color stained. A large bio-filter was installed under the pond and circulation pumps were placed in an underground vault out of sight from the pond. Water plants were carefully selected and placed for character, oxygenation and wildlife food.

Natural materials included more than 700 tons of natural boulders, stone paving, steps and veneer; 30 feet of 2-inch thick, richly veined brown and black granite for the cabana seating, counter top, fireplace hearth and bar table; 200 cubic yards of decomposed granite path paving; split rail redwood fencing; redwood logs for the cabana and arbor posts; and 2,000 trees and shrubs — mostly native species



Boulders, weighing as much as 15 tons, were positioned over the house by a crane operator relying solely on radio contact to "see."

Credit: Bertotti Landscaping

selected to complement the various spaces and themes. The plant materials were placed in original soil from the site, which was held separately throughout the construction.

To extend the use of the outdoor environment, unobtrusive path lights, dramatic accent lighting and custom cabana fixtures with dimmer switches were carefully installed with all circuitry buried or hidden under the bark of the redwood posts or stone veneer.

Custom woodwork and hardware were designed and detailed for the 700-square-foot cabana, large ranch style entry portal, gates, fencing and trellis. Door and gate hinges and miscellaneous hardware were handcrafted of wrought iron. Structural bolts and connections were hidden, where possible, to foster the appearance that the structure was crafted by woodsmen many years ago.

With a collaborative effort from the client, designer and contractor the resulting project exceeded the expectations of all involved. — Stan Heacox

The author is president of Heacox Associates Landscape Architects, San Rafael, Calif.

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aluminum and adapts for mulching, bagging or rear discharge mowing. The mower also offers a self-propelled drive with a heavy duty, 3-speed transmission and full-length, solid-steel axles.

Circle 200 on reader service card

Bush Hog's® counter-rotating blade technology was adapted from agricultural equipment for 60- and 72-inch mulching



mowers with unique air flow patterns to keep grass blades in suspension longer and cut them into fine particles. The mowers remove and mulch grass up to 2 1/2 inches long. Circle 201 on reader service card

The AD-1309 Wideliter 12volt outdoor lighting fixture from Nightscaping® casts light up and down simultaneously for pathways, steps and other areas requiring high visibility. The spike-mounted Wideliter features a cast aluminum top with an integrally shielded bipin quartz halogen lamp ranging from 5 to 50 watts. Circle 202 on reader service card

New landscape lighting fixtures with watertight cast aluminum housing from Vista Professional Outdoor Lighting include an MR-16 lamp and are available in three styles: louvered, shield cover and plain glass. The GW 5260 is constructed of single-piece cast aluminum and includes a watertight silicone O-ring around the fixture cover.

Circle 203 on reader service card

Gravely's ATM 72 mower is designed with a 27-hp Lister Petter air-cooled engine for

mowing a variety of terrains and includes an automatic self-leveling system to



keep the operator, engine and controls in a vertical position. Independent hydraulic motors provide direct drive to the two 36-inch blades.

Circle 204 on reader service card

B-K Lighting's Micro Star is the smallest landscape lighting fixture available and uses the compact MR11 quartz halogen lamp available in 12- and 20-



watt sizes. Many optical and mounting accessories are available to fit the Micro

Star into various landscapes. Circle 205 on reader service card

The Micro-MulchTM accessory turns any side-discharge Exmark mower into a mulching mower. Each kit includes boltin baffles to create multiple mulching chambers while

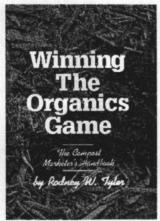
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NEW PRODUCTS

(continued from page 68)
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particles. A grass deflector can
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up for two-sided trimming.

Circle 206 on reader service card

The new 3000-Series line of front-mount, zero-turn radius tractors from **Excel Industries** includes the Model 3200 and 3400 and uses the same front-mount attachments as the

4000-Series Hustlers. The Model 3400 features a 28-hp Kubota water-cooled diesel engine, Sunstrand Series-15 hydraulic pumps

and Ross ME wheel motors. Available attachments include 60- and 72-inch Quadcycler decks, a 60-inch flail, a dozer blade, v-blade and 54-inch two-stage snowthrower.

Circle 208 on reader service card



The **Soag** Mulching Plate quickly converts a mower from side discharging or catching clippings to a mulching deck in Scag 32-, 36-, 48-, 52- and 61-inch

walk-behind and riding models. No blade or baffle changes are required to use the system.

Circle 209 on reader service card

The Multi Pro® 5500 from **Toro** is a dedicated liquid

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The Biogrind from **Rexworks** recycles green waste, organic waste, branches, brush and other yard scrap through an open, conveyor-fed hopper and a powered feed roll. It requires just one person for

The **Little Wonder** electric edger/trimmer trims to 8 inches wide and quickly converts to an edger with a swivel head to cut 1-inch deep edges with a steel blade. The high-performance electric motor is quiet and virtually pollution free with all moving parts sealed in a permanently lubricated housing.

Circle 207 on reader service card



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NEW PRODUCTS

operation. The Rex enclosed grinding chamber is driven by a 170-hp, 2,000-rpm diesel engine through a belt drive and is road legal using its standard trailer hitch or optional fifthwheel hitch.

Circle 211 on reader service card

Encore's Pro-Line edger features a counter-rotating blade with a protective guard and a 3-hp Briggs & Stratton or a 4-hp Honda engine. The hardened steel 0.150-inch blade includes



a belt idler design to eliminate blade movement when the adjustment lever is in the transport position. The edger also includes front-to-rear wheel alignment for easy riding of curbs.

Circle 212 on reader service card

The Century PLUS 100 Series of globe angle commercial valves manufactured by **James Hardie Irrigation** are 1 to 3 inches high with a pressure range of 10 to 200 psi. Nylon body valves handle potable or dirty water and offer manual

internal and external bleed with a flow range from 5 to 300 gpm. Gircle 214 on reader service card



Rain Bird's DV Series Valves are offered in a new angle configuration with a double filtered pilot flow, internal and external bleeds and a low power encapsulated solenoid with a captured plunger and 90-mesh solenoid filter. Angle setup is designed for easy installations with deep piping.

Circle 215 on reader service card

Solar-powered Sensor Garden LightsTM from **Alpan**[®] include a NiCad battery which stores electricity converted from sunlight and a coupled 10-watt halogen garden light with a built-in motion detector. Because the lights are solar powered, there are no trenches to dig or wires to bury. Manual adjustments control the detection range, turn-on time and illumination time.

Circle 216 on reader service card

The **Agri-Fab** 125-lb. push spreader distributes everything from fertilizer to seed to ice melters from a weather resistant polyethylene hopper. The unit

Ingersoll Equipment expanded its Grazer Professional Series of front-cut mowers with the G1800CD and the G2090V in 52- and 62-inch decks. An 18-hp Briggs & Stratton I/C 4-cycle engine powers the G1800CD model to speeds up to 6 mph, while the G2090V reaches 7 mph with a 20-hp Vanguard 4-cycle engine. Both models feature zero-turn radius, dual steering levers and a 6-way fully floating deck to provide an even cut on all surfaces. Gircle 213 on reader service card



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the equivalent of 10 years of operations.

NEW PRODUCTS



comes with a 3/4-inch axle, pneumatic tires and a heat treaded gear and will cover approximately 25,000 square

feet with a full hopper.

Circle 217 on reader service card

A new line of protective overshoes and over-boots from **Bata Shoo** are constructed from high grade stretchable rubber to protect shoes and boots 4-, 10-

and 17inches tall. Reinforced toes and heels provide protection



and durability while a 4-way cleated sole offers reliable traction.

Circle 218 on reader service card

Hannay Reels' 1000 Series hose reel handles 1/4- and 3/8-inch I.D. hose from 50 to 175 feet and will handle product temperatures ranging from 20 F to 400 F. The reel is a direct crank rewind and a removable crank is also available.

Circle 219 on reader service card

Talstar® Lawn and Tree Flowable insecticide/miticide from FMC Gorp. now has a 20 percent lower rate on its label for targeted control of chinch bugs, cutworms, fire ants, sod webworms and other pests. Circle 220 on reader service card The **Hydra-Mac** 2650D skid steer loader has an operating capacity of up to 2,650 pounds with a 4-cylinder John Deere diesel engine, large tires and hydrostatic

all gear drive. Other standard equipment includes welded plate steel construction, quick release pins and panels and friction cutting sealed pivot bearings in both arms and cylinders.

Circle 222 on reader service card

Roomay's Typar TreeCircle® landscape fabric ensures a 36-inch weed-free area around existing or newly planted trees

Weinbrenner Shoe offers protective Lady Thorogood work shoes with a durable safety toe cap and padded tongues and collars for wearing comfort. The oil resistant, lightweight polyurethane outsoles add comfort while removable insoles absorb shock and reduce worker fatigue. Available sizes range from 5 1/2 to 10 in brown and black soft leather.

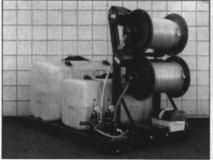
Gircle 221 on reader service card

without the use of any pesticides or hard labor. The porous fabric allows for water, air and nutrient transfer to the soil and roots and is constructed of continuous filaments to prevent unravelling or fraying. Gircle 223 on reader service card

Lange Professional Fertilizer Products offers Dimension® herbicide in granular form for

(continued on page 76)

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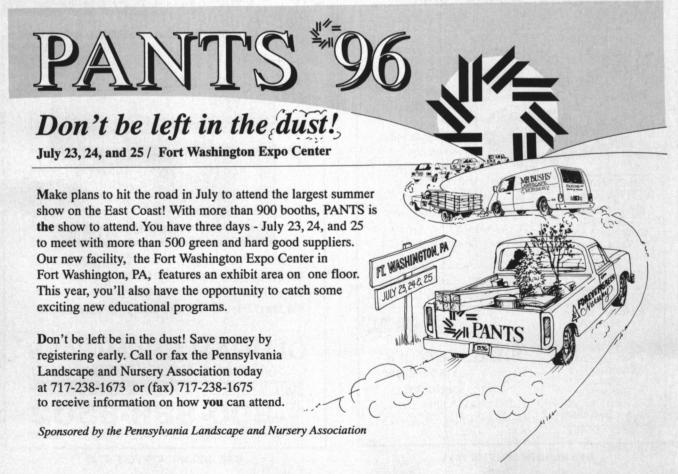
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USE READER SERVICE #30



(continued from page 74)

season-long control of crabgrass, goosegrass and various broadleaf weeds. Dimension is said to be effective in both preand postemergent applications and can be distributed with any type of spreader.

Circle 225 on reader service card

Northern Hydraulies' cordless rechargeable backpack sprayer operates for five to six hours on a 3-hour charge at 23 gph

without the need for hand pumping. The sprayer weighs 11 pounds and includes a 5-gallon tank with padded shoulder straps for applicator comfort.

Circle 226 on reader service card

Echo's PE-2400 edger is driven by a 23.6-cc dual-piston ring engine and is constructed of a 1-piece, 59-inch shaft. The



durable 8-inch blade works on a pivoting head mechanism, allowing for fast nonslip adjustments to any cutting depth.

An extra large wheel provides unit stability for the user while the 4-layer drive cable ensures durability.

Circle 227 on reader service card

The LG lightweight trailer from Trailex is constructed of aluminum and carries up to 2,300 pounds on a bed measuring 10 feet long and 5 1/2 feet wide. The trailer



includes six adjustable tie down clips, stainless steel ramp latches, an adjustable front parking jack and a pressure treated wood floor.

Circle 228 on reader service card

The Top Hat Spray Jet from Maxijet fits Rain Bird, Champion, Hardie, Nelson and Hunter pop-up sprayers and closes flush to prevent debris from entering the nozzle. The built-in flow regulator provides uniform water delivery from 6.5 to 20 gph

(continued on page 78)

Ciba received EPA approval of an expanded label for Primo® plant growth management tool allowing its use on additional turfgrass varieties such as carpetgrass, buffalograss, kukuyugrass and St. Augustinegrass. The label also provides new step-by-step tank mixing instructions and an easy-toread rate chart for 10 warm- and 14 cool-season grasses.

Circle 224 on reader service card

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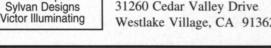
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(continued from page 76)

even with terrain changes. Circle 229 on reader service card

Vandermolen's 542BT backpack blower weighs just 18



3/4 pounds and combines throttle and air direction control in one pistol grip to free up the user's left hand. The blower generates 590

cfm of air volume with a Kawasaki 40.2-cc engine equipped with a low tone muffler and ribbed back cushion for cooler operation. Circle 230 on reader service card

Gempler's new hat styles protect the head, face, ears and



rays of the sun. Different styles offer extra wide brims, protective flaps and holes for ventilation.

Circle 231 on reader service card

Bac-Pack, a microbial inoculant from Soil Technologies, is composed of seed and root bacteria known to benefit plant growth through anti-fungal activity, nitrogen fixation and the capacity to mobilize phosphorous. Bac-Pack is offered in dry seed and liquid form.

Circle 232 on reader service card

A new line of stackable multiple outlet pressure-compensating self cleaning drippers with six outlets from Notafim Irrigation feature horizontal outlets which facilitate use in surface and subterranean applications and allow for low volume drip irrigation from existing spray systems. The MOPC screws directly onto the 1/2-inch male NPT spray head riser or can be placed between the riser and the spray head itself.

Circle 233 on reader service card

New banded ear pods and canal caps from **Elvex** use silicone three times as soft as other models for more comfort and better fit. GelPods offer flat attenuation in speech frequencies and strong attenuation in low and high frequencies, so noise is reduced but users can still clearly hear conversation. Circle 234 on reader service card

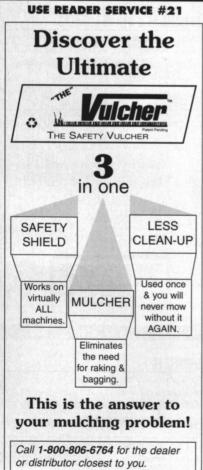
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CLASSIFIEDS

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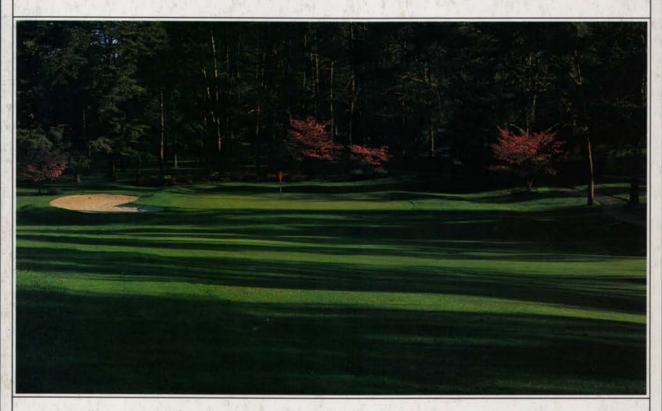
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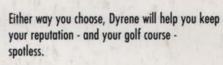
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