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After 130 years, Akehurst Landscape felt stale, but an image upgrade brought new growth.

Cover image: Richard Bel

09.06

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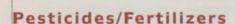


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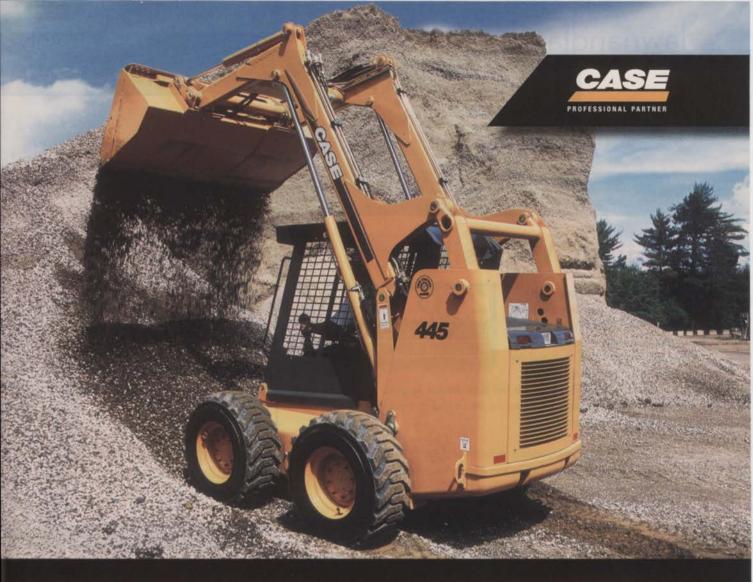
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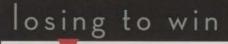
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any industries have what are called "loss leaders:" products or services that don't necessarily turn a profit but entice the customer to committing to other, more profitable products or services.

This month's Best of the Web feature, "Losing to Win," addresses the issue based on what contractors shared on our Message Board.

After you read the story on page 52, log on to our Message Board at www.lawnandlandscape.com/messageboard and let other readers know whether you use loss leaders.

Seminar Web sites

he 2006 Lawn & Landscape Lawn Care Seminars are here, and there's a good chance they're heading to your town! Our seminars provide the latest information about turf and ornamental care methods and are making stops around the



country through Nov. 16! The best place to find all the details is the special Web site, www.lawncareseminars.com, where you can see when there will be a seminar in your city and register to attend.

Also, learn how to improve your company's efficiency and growth by attending the 2006 Lawn & Landscape Benchmarking Your Business Seminars, sponsored exclusively by John Deere. These seminars also run through mid-November.

Log on to www.lawnbizseminars.com to find out more.

Newly Updated in the Boostore



John Allin's Snow Estimating Software has been updated, and it's now available in the Lawn & Landscape online bookstore!

The program can be customized based on your company's production rates, snowfall, costs and equipment. Estimates can be printed on pre-formatted forms and can be altered to estimate seasonal, per push, per event or per application.

Browse our virtual bookstore for the updated software, but don't stop there!

You can find other valuable business tools as well with the click of your mouse.



online poll

Lawn & Landscape's online poll is in touch with the pulse of the green industry. When you log onto the Web site the week of Sept. 11, answer the question, Does your company provide microinjection tree care?

See the latest results on the spot or check each Monday's e-newsletter for information on more hot topics in the industry!

Your Industry Resource

The weekly Laun & Landscape e-newsletter has a new name, but its content hasn't changed! When you get "Your Industry Resource" in your inbox, it will still contain all the latest, relevant news in the green industry that you can use as a daily tool for improving your business.



To subscribe to this indispensable resource, visit www.lawnandlandscape.com/newsletter and enter your e-mail address. Then check your inbox every Monday and get ready to learn!

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Get A Jump on Training

he debate is an old one but still rings true today. Ask any owner in the landscape industry about training and he'll concur that it's definitely needed. But ask any owner about how much time and money he'll invest in sending his workers to educational conferences and seminars, and the answer isn't always greeted as enthusiastically.

The landscape industry is full of educational opportunities in the areas of business, technical, specialty and so on. But in many ways, the industry chooses to put education on the back burner in lieu of other day-to-day priorities.

Sure, customer backlog, rainy days and equipment hassles can smother your plans and intentions to refine your craft. But that thinking is short-sighted and doesn't pay long-term dividends.

Continuity in education is needed to recharge your batteries, refresh your industry know-how and to network with your peers. I can't count how many times I've heard a contractor tell me that attending a conference was the best thing he did all year and how it pays immediate dividends in his business.

Another recurring theme is one of cost. Many contractors say they can't afford to attend a meeting; yet, those who do attend say they can't afford not to attend.

Because Lawn & Landscape magazine is your business partner in growing your business and making your firm more profitable, we are offering two seminar series this year that are sure provide you with some money-making tools to take back to your business. Respectful of your time, each of these seminars is one day in length.

First, is our Lawn Care Seminar series (www.lawncareseminars.com) that kicked off last month and runs through November. These meetings are intended to provide you and your technicians with an up-to-date look at the latest trends in the identification and control of weeds, insects and diseases in both turf and ornamentals.

Not only will you hear about the latest invasive species affecting our plants, you'll also learn about management and application techniques and receive CEU credits.

The remaining seminars are being held in Atlanta on Sept. 14, Indianapolis on Sept. 28, Washington D.C. on Oct. 12, Northern New Jersey on Oct. 19 and Dallas on Nov. 16.

Second, we're offering a Benchmarking Your Business Seminar (www. lawnbizseminars.com) series presented by veteran industry consultant Jim Huston. It's a unique seminar dedicated solely to helping you benchmark your business for improved efficiency and growth. This seminar series will walk you through evaluating your financial statements; analyzing growth patterns; understanding your company structure, equipment costs and benchmarks for overhead; setting sales and marketing goals; establishing exit strategies and buying and selling a business.

Six of the eight seminars remain and will be held in Washington D.C. on Sept. 13, Boston on Sept. 14, Tampa on Oct. 10, Houston on Oct. 12, Detroit on Nov. 14 and Chicago on Nov. 15.

We hope to see you at one of these events and please provide us with your feedback. U



PUBLISHER

RON LOWY Publisher rlowy@gie.net

EDITORIAL

CINDY CODE Editorial Director ccode@gie.net

NICOLE WISNIEWSKI Deputy Editor nwisniewski@gie.net

MIKE ZAWACKI Managing Editor mzawacki@gle.net

MARISA PALMIERI Associate Editor mpalmieri@gie.net

MARK PHILLIPS Associate Editor mphillips@gie.net

HEATHER WOOD Web Editor

www.lawnandlandscape.com

CREATIVE

MARK ROOK Creative Director

HELEN DUERR Director, Production

SAMANTHA GILBRIDE Advertising Production Coordinator

SALES

DAVID BLASKO Senior Account Manager dblasko@gie.net

MIKE DIFRANCO Account Manager mdifranco@gie.net

ROSE BORSUK Account Manager rborsuk@gie.net

DAVE ANDERSON Account Manager danderson@gie.net

SCOTT MCCAFFERTY Account Manager 576 33rd St., Manhattan Beach, Calif. 90266 PH: 310/546-9611 FX: 310/546-8922 smccafferty@gie.net

BONNIE VELIKONYA Classified Advertising Sales bvelikonya@gie.net

CHRISTINA HACKEL Marketing Coordinator

TARA ORAM Marketing Coordinato

CONFERENCES

MARIA MILLER Conference Manager mmiller@gie.net

CORPORATE

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Hi- and Low-Tech Marketing

There are three pieces of technology you should be using in your marketing efforts – contact management software, cell phones and automobiles.

1. Contact Management Software. A contact management system is an integral part of any company's marketing efforts, enabling the collection of names in a database. These pieces of technology allow you to have the name, the address, the phone number, e-mail and other preferences of every prospect and client you come in contact with. By having all of this information in one central location, you can find names and numbers with ease, e-mail all of your clients a warning about an upcoming pest problem, market to the people you know might buy, and save important data about your clients.

2. Cell Phones. Cell phones started to become popular in the late 1980s. Today it is nearly impossible to function without them. The problem is I don't see people using them the way they could be used.

A landscape operation becomes successful because it has happy clients. With annual sales approaching \$40 million, it's hard to believe that Mariani Landscape in Lake Bluff, Ill., does very little marketing. In fact, two years ago, they spent only \$30,000 on marketing, which is not a lot for a company of their size. The brains behind this operation is Frank Mariani.

Now, you might be wondering what all this has to do with cell phones. Cell phones should be used to keep in contact with clients. Each week I get a report from my staff that shows the name and number of each client, along with a description of what we did and how much we invoiced to them. I take this report with me on the road when I'm driving to an appointment or jobsite and call these clients from my cell phone to make sure they are happy. Many of our clients aren't even home, so

I leave them a message saying, "Hello, this is Marty Grunder calling from Grunder Landscaping. I wanted to make certain that you are delighted with our services and the quality of what we did. If you have any questions, complaints, comments or suggestions, I'm all ears. Call me; I want you happy. Thanks for the business!" To put this in its proper perspective, how many times in the last 10 years has the dealership that you bought a truck from called to ask if you were happy? I'm willing to bet few of you can say a dealer called you. People are impressed by companies who are obsessed with client satisfaction. They want to work with companies who are easy to reach on the phone. So, tell your friends to call the office and give your cell phone number to your best clients and not the other way around.

3. Automobiles. Because we have so many technological items that enable us to communicate with clients quickly and easily, many of us have gotten lazy. We email, "FedEx" or fax proposals. Stop doing that and get in your car or truck and drive over to your client's or prospect's property and present the deal in person. Proposals don't sell, people do. Do this and I'm sure you'll not only improve your closing ratio, but you'll also learn a lot more information about your prospects and clients.

Whilewe're at it, use that automobile to get out and see your top clients in person. Find their numbers and addresses on your contact management software, call them from your cell phone to see if you can stop by, and then get in your car and drive there to see your clients and show them how much you care. Chances are you'll sell them something else just by stopping by. As Frank Mariani says, "Do a good job and people will find you and do a ton of business with you." And, there's nothing hi-tech about that. "

marty grunder

is a speaker, consultant and author, as well as owner of Grunder Landscaping Co., Miamisburg, Ohio. Reach him at 866/478-6337, landscapesales@gie.net or via www.martygrunder.com.



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During the last recession, a Los Angelesbased residential installation contractor bid on Phase 2 of a four-phase project along with three other contractors, including the contractor who did Phase 1.

We were unsure why the owners were putting Phase 2 out for bid and thought they might be dissatisfied. Consequently, this contractor felt if he won Phase 2, he'd

probably get Phases 3 and 4.

Prior to this, the contractor bid residential installation jobs with a gross profit margin (GPM) in the mid to high 30-percent range. Two years later, jobs were so scarce and the market so tight that he bid work in the low 20-percent range. He bid this \$300,000-plus job at 17 percent to give it his best shot.

Of the four bids, he was the second lowest. He'd beaten the original contractor's bid by \$12,000. The owners met and decided to throw out the low bid, making him the low bidder.

But the owners decided for \$12,000 they didn't want to change horses in midstream. It was then we realized we'd been "shopped." The owners probably never intended to change contractors. Their intention, we thought, was to keep their contractor honest but at the other bidders' expense.

We bid this project at 17 percent GPM, and still didn't get the job. The lesson is that things get ugly in a recession, and all the rules change.

The concept of gross profit margin is one of the most important benchmarks for a contractor to understand. It is the best indicator of what is happening in your market. To calculate it, you add the net profit that you put on a job to the general and administrative (G&A) overhead costs bid into the job. Divide the total dollars of GPM on a bid by the total price for the bid. This will give you a GPM percentage.

Gross profit margins reflect the supply and demand curve. Too few contractors chasing a finite amount of work will drive prices (and GPMs) up. In contrast, an over abundance of contractors chasing the same amount of work will drive prices and GPMs down. In a recession, an overabundance of contractors chasing a shrinking amount of work means GPMs plummet 10 to 20 percent. That's what happened to the contractor in Los Angeles.

Calculate the GPM on a number of your jobs and see if you can identify a trend. Compare your results to the benchmarks below. Calculate the GPM on any work that you subcontract out separately as it will distort the results. You may be surprised how consistent the GPM is on the work

that you bid.

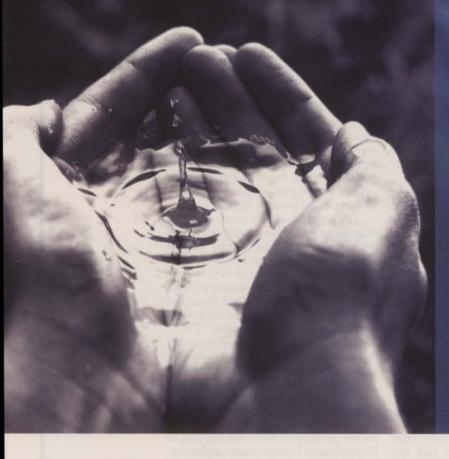
MARKET/TYPE OF WORK	BENCH- Mark
Residential installation (landscape & irrigation)	30 to 40%
Commercial installation (landscape & irrigation)	20 to 30%
Negotiated commercial installation	25 to 30%
Low-bid commercial installation	20 to 25%
Maintenance work, commercial and residential	30 to 40%
Irrigation service work	45 to 55%
Chemical applications, all types	50 to 70%
Outdoor ponds	30 to 45%
Low voltage lighting	30 to 45%
Tree work, all types	30 to 40%
The GPM added to work you subcontract out	10 to 20%

<u>jim huston</u>

The author is president of J.R. Huston Enterprises, a Denver, Colo.-based green industry consulting firm. Reach him at 800/451-5588, benchmarking@gie.net or via www.jrhuston.biz.



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Are You Technically Challenged?

There are three personalities in every landscape business owner – the technician, the manager and the entrepreneur. Each of these personalities wages a constant battle to become the boss, and the technician usually is the hands-down winner.

The technician is the one who likes to see things get done. He loves to work, but only on one thing at a time. And he despises his "inner entrepreneur/manager" because they give him too much to do and want to tell him how to do it.

As long as the technician can handle the work all by himself, the company remains in what is known as its infancy stage. But once the workload becomes too great for the technician and he realizes he can no longer survive doing things the way he is, the company moves into its adolescent phase. Sadly, here is where many technician-oriented owners quit.

The simple reality is that being a terrific technician is insufficient when trying to build a great small business. The over-burdened technician decides he needs help, so he goes out and hires another technician and delegates to this new employee all the tasks he hates to perform himself. The technician calls it delegation but the reality is he abdicates from performing these tasks. The new person, on the other hand, is better at these tasks than he ever was. Gradually, the owner begins heaping more things on the newcomer's plate. Then things begin to crumble. He gets a call from the bank that he's overdrawn. Accounts receivable mounts up and he discovers that two projects completed months ago were never billed out.

For the technician, these new crises often result in a decision to take the company small again. He reasons the organization has grown too rapidly and he can't find anyone to come in and care about the business the same way he does.

At this point, most technician-business owners are frustrated and on the brink of failure. Their response is predictable – get back to a size at which they can control everything. For them the dream of being their own boss and growing their own company has turned into a nightmare.

The startling reality is that 70 percent of small business owners are technicians by nature. Many of us are proud of that because it identifies us as hard working, committed and dedicated to our profession. We think hard work and more of it is the answer to overcoming any obstacle.

Sadly, it is at this point that one of the greatest strengths of a small business owner becomes one of his greatest weaknesses. The trap in working harder to solve every problem is that sometimes we fail to anticipate and prepare our businesses and ourselves for the future. We elect, as the popular phrase goes, to spend more time working in the business than on it.

The big challenge for owners who are technicians and whose companies have reached the adolescent growth stage is whether or not they can pull themselves out of business long enough to define the plans, steps and decisions necessary to take their companies to the next level. Successful growth is planned for and anticipated. It rarely occurs in a random manner. "The E-Myth Revisited" by Michael Gerber details this management concept and should be required reading for all business owners.

Every landscape company has the potential to fall into the traps that lie in wait for the owner who fancies himself an entrepreneur and manager but, in reality, cannot get beyond the technician part of his personality. Entrepreneurs and managers will probably take immediate action to resolve these issues, but technicians may not find the time to do anything. Which one are you? You decide. 11

larry fish

is president of GreenSearch, a human resource consulting organization. He can be reached at 888/375-7787, peoplesmarts@gie.net or via www.greensearch.com. PeopleSmarts® is a registered trademark of GreenSearch.

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The Fall Factor

A healthy head start that supports turf green-up in spring begins before turf settles into its winter hibernation. Fall fertilization completes a comprehensive lawn care program and feeds plants with nutrients during the off-season so they can build up immunities. By embracing fall fertilization, lawn care operators (LCOs) build a program that cares for customers' properties and makes spring turf look great.

But many companies shun fall fertilizer applications because they don't understand the plant health benefits associated with late-season applications. As a result, clients call and LCOs arrive with quick-fix spring applications typically comprised of a quick-release fertilizer that results in a lush green lawn. Unfortunately, excessive fertilization on turf coming out of winter dormancy not only wastes product, but also damages vulnerable plants.

In addition, glossing over the season finale of a lawn care program eliminates a sales opportunity. Some LCOs add the fall finish as a premium offering.

A MISSING ACTION. Fall fertilization isn't about instant gratification. Instead, the goals are:

 Extend the greening period into late fall;

 Initiate spring green-up as much as a month sooner;

 Increase turf density late into the fall and thus reduce weed pressure; and

· Increase root growth.

LCOs want to add hardiness, vigor and strength to turf so when winter comes it can withstand the extra pressures wrought by low temperatures, decreased sunlight and extended snow cover. Fall fertilization results in a stronger lawn better prepared for any corrective action required after a

winter of abuse, including faster recovery time that minimizes reseeding.

REGIONAL REINFORCEMENTS. Fall applications should focus more on the fertilizer than on end-of-season weed control. Pay particular attention to nitrogen, phosphorus and potassium ratios.

For example, customers in southern states without snow cover expect a green Christmas and New Year. Here, consider nitrogen levels of 1.5 pounds so turf maintains its color.

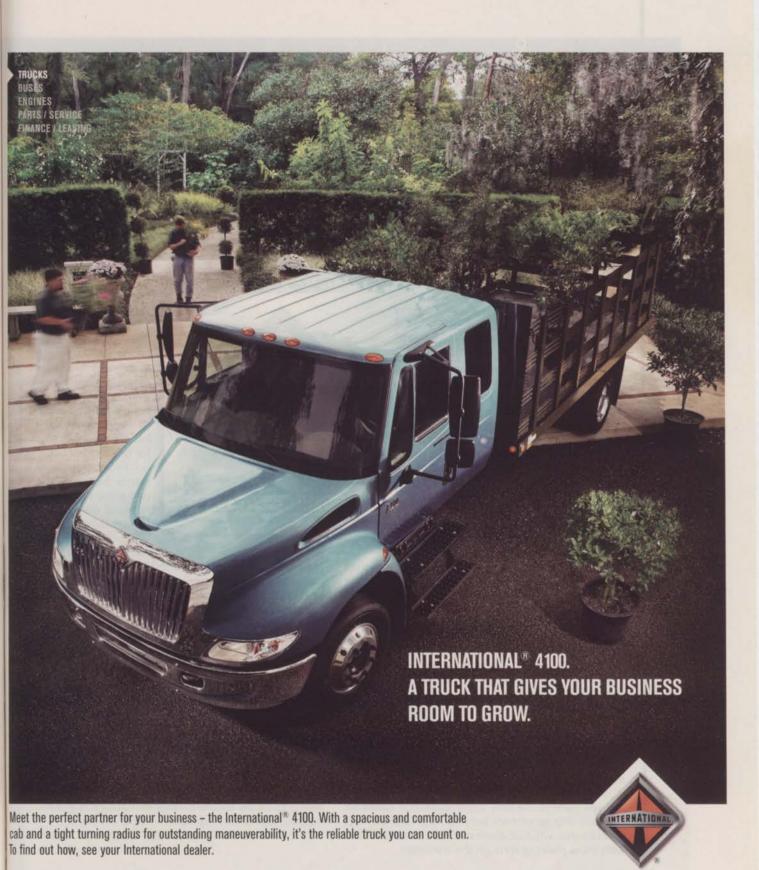
Nitrogen plays a different winter role in northern states, where snow may cover turf for several months. A lower nitrogen ratio – about 1 pound – is appropriate. Rather than chasing late-season green and forcing top growth, LCOs want the turf to store the nitrogen as carbohydrates and build internal strength, hence the reduced amount of nitrogen. Plus, northern turf benefits from a more even ratio of potassium and nitrogen as the potassium strengthens and protects the root zone.

Most importantly, avoid excessive nitrogen or quick-release nitrogen in fall applications in northern climates. The goal is for the turf to save green-up and top growth for spring. Too much nitrogen could initiate premature green-up, and cold weather will kill new sprouts. This makes fall fertilization a perfect candidate for products with slow-release nitrogen.

So, when do LCOs make the application? Every region welcomes winter at different times. Some states see frost in October, while the mercury doesn't drop until December in other locations. Time fall fertilization for 50 to 60 degrees Fahrenheit. This is an ideal window because LCOs want to allow a couple weeks for the soil to absorb nutrients and break them down for the plant to use and store without growing.

j.b. toorish and brian kelley

are part of LESCO's Tech Services Department. They can be reached at fromthefield@gie.net or at 800/321-5325 ext. 3150 to answer technical questions.



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GIE, EXPO Make It Official: The GIE/OPEI Expo Debuts In 2007

hree years ago, when the Outdoor Power Equipment Institute moved the International Lawn, Garden & Power Equipment Expo (EXPO) from its resolute July dates to October, many in the industry speculated how long the OPEI and the Green Industry Conference and Expo (GIC/GIE) could co-exist within a few

weeks of each other.

The GIC/GIE, a national conference and show for lawn and landscape professionals presented by the Professional Landcare Network (PLANET) and the Professional Grounds Management Society (PGMS), had been held in early November since its inception in 1990. The EXPO, an equipment show owned and operated by OPEI, had expanded its traditional dealer audience to make room for contractors and had been held the last weekend in July for its entire existence.

In June, PLANET, PGMS and OPEI announced the merger of the two shows. Beginning in 2007, the GIE/OPEI Expo will debut in Louisville, Ky., at the Kentucky Exposition Center. GIC/GIE averages 5,000 attendees and the OPEI show generally

attracts about 25,000. Though there is a little overlap in attendees at the two shows, many are predicting growth due to the union of EXPO's three-day 20-acre outside demonstration area with GIC/GIE's comprehensive educational and networking opportunities (In the past while EXPO featured a three-day-long exterior exhibit, GIC/GIE only featured a one-day demo).

"This is a great opportunity for us to bring our industry more together," says John Gibson, PLANET president. "If managed right, it will create a new excitement among our board," adds PGMS Executive Director Tom Shaner. "It can tend to get stale if you're doing the same thing year after year. The merged show will help us get the word out that this is a great place to come to do your buying, get your education and do some networking all at once."

Sellers Expositions currently manages the EXPO and will manage the new larger exhibition based on a partnership agreement between the GIC/GIE and OPEI boards. GIC/GIE show staff will remain involved with show planning through the transition.

The GIC/GIE board is a standalone board and includes three representatives from each of the three associations that created the GIC/GIE (PLANET-which was formed by the Associated Landscape Contractors of America and the Professional Lawn Care Association of America -and PGMS). The GIC/GIE board has always voted by a

> "rule of seven," meaning all final decisions require seven out of nine votes "so one association can't come in and say, 'We want it this way,'" Shaner explains, sharing that this is expected to continue with the merger to "keep everybody honest and working for the good of GIE.

> Financial arrangements between the two groups were not released, nor was the penalty that the GIC/ GIE will face for canceling its contracted

Indianapolis show planned for 2007. GIC/GIE retains ownership of its name.

The length of the partnership also was not officially released, but the show is expected to remain in Louisville through 2011, according to Dan Ariens, president of Ariens Co., Brillion, Wis., and OPEI board member and EXPO chairman. "We put a whole year into studying and looking at other venues," he says. "Our critical need was to have a full-time outdoor exhibit so demonstrations could be done at leisure vs. taking place only at one time period or during one day. When you factor in this along with the growing size of the show, there aren't a lot of location options."

EXPO is currently the 10th largest trade show in the nation, Ariens adds, pointing out this merger could move the new show up to eighth or ninth place with the larger attendance and square footage. Louisville as a location seems to be the natural partner in making this growth happen, says OPEI President and CEO Bill Harley.

While Louisville "is a great city," Shaner says, "there

continued on page 24



PLANET Day on the Hill

Giving Back

WASHINGTON, D.C.—Approximately 250 lawn care and landscape professionals and industry suppliers and manufacturers shut down their businesses July 24 to attend the Professional Landcare Network (PLANET) Renewal & Remembrance event. They volunteered their time and skills to improve the grounds of two historic sites — Arlington National and Historic Congressional cemeteries.

The workers, who were split into more than 20 groups organized by crew leaders, did a variety of tasks, including lime applications, weed control, turf aeration, irrigation installation, tree pruning and cabling, mulching and tree, shrub and plant installation – all amidst the cemeteries' normal schedules, which including tours as well as 27 funerals at Arlington National, which is the 612-acre final resting place of more than 200,000 veterans and their dependents.

PLANET President John Gibson says the industry has contributed more than \$1 million over the past 10 years and \$204,000 this year alone to the cemeteries through Renewal & Remembrance. "Our work is a gift to two great American monuments and a gift to the American people," he says. "By giving we give back to American heroes and their families. By working together we can make a huge difference."

At Arlington National Cemetery, a TruGreen Chem-Lawn employee spreads lime, a crew from New Jersey's Farmside Landscape & Nursery plants one of six trees along a hillside, and **Chapel Valley** (Woodbine, Md.) and McFall & Berry (McLean, Va.) employees install a shrub









D.C. Speakers Address Key Industry Issues

WASHINGTON, D.C. – After green industry professionals cleaned up from their morning of volunteer work at Arlington Na-

tional and Historic Congressional cemeteries July 24, they spent the afternoon soaking in updates about pressing industry issues by U.S. Secretary of Commerce Carlos M. Gutierrez and Howard Fineman, Newsweek's chief political correspondent, senior editor and deputy Washington bureau chief, among others.

Day on the land R lc Cong July -25, 200

U.S. Secretary of Commerce Carlos M. Gutierrez

Secretary Gutierrez, the former chairman of the board and chief executive officer of

Kellogg Co. and a core member of President

George W. Bush's economic team, discussed the president's plan for comprehensive immigration reform. His presentation inspired a passionate and emotional discussion around a sensitive, heated issue that, according to industry members, is being tied too closely to H-2B, a temporary worker program landscape contractors use to obtain supplemental labor.

Then, Fineman was able to shed some light on what the lawn and landscape industry can expect for the 2008 election and how both parties will use global issues, such as immigration and war, "to score points" and votes.

Specifically concerning comprehensive immigration reform, Fineman predicted a resolution "will only come after the election with an expanded guest worker program with higher caps and strict

continued on page 26

"One of the things about U.S. Lawns is we're actually one big family. When someone joins U.S. Lawns they're being adopted into an organization. They're not an outsider anymore. And we treat everybody in that fashion. And the support some of our franchisees have received after the hurricanes is a good example of that. Why I chose to buy a franchise from U.S. Lawns was to gain all the secrets and to gain access to production-rate data and financial data so I could accurately run a business. Cutting grass is easy, pruning bushes is easy. Running a profitable business, cutting grass and pruning was difficult for us. If you're on your own and you're not a franchise you have no one to call. With U.S. Lawns there's always someone to call."

- Kevin McLaren, U.S. Lawns franchisee

"Before I bought my U.S. Lawns franchise, I was losing a lot of customers. After I purchased the franchise, my retention rate went way up. We offer a unique combination of a national presence coupled with local commitment and so as a franchise owner I can walk in and tell them that I am the owner of the company but we have a national support behind us. So we can provide you with the level of service that a national company can, but with a local owner involvement and commitment to the job. Buying my U.S. Lawns franchise has been the best decision I've made in my business career." - Walter Wright, U.S. Lawns franchisee

"One of the things that drew me to U.S. Lawns is, as a small operator just staring out, I could get national pricing on equipment and chemicals. The home office is doing constant research on the industry so that I can focus on my business and not have to look for new ideas for running my business. They give me that support. Buying a U.S. Lawns franchise gives you the opportunity to be in business for yourself but not by yourself. U.S. Lawns has given me freedom and flexibility." - leff Dajani, U.S. Lawns franchisee

"This has by far been the best investment we could have made. We do it fast, better and more distinctively than our competition. Our facilitator has been very helpful in that she brings a whole wealth of knowledge from her background in the green industry itself. I'm definitely looking toward the future with U.S. Lawns."

- Brenda Gagas, U.S. Lawns franchisee

"I have over a 95% retention rate with my customers from the past 3 1/2 years. And we simply add people and I get referrals through my property managers and through the owners that I do work for. Anybody that is interested in getting into the landscape business would be absolutely crazy not to go with U.S. Lawns."

- Ed Porcelli, U.S. Lawns franchisee

"Before I bought my U.S. Lawns franchise it was just me and a truck and a trailer and a part-time helper in the summer. And I realized there were a lot of risks associated with that. If I broke a leg, if I went down, then there was no back up behind me. So joining U.S. Lawns was a pretty easy decision, so was the ability to try to grow the company beyond just me out there with a mower. There's no question that I would not be as successful as I have been without U.S. Lawns. It's really helped me take things to another level - a level that I was only dreaming about back then."

- Gene Robertson, U.S. Lawns franchisee



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continued from page 20

GIE Expo

certainly will be conversations about if it's right to stay in the same place every year. Convention center rates are more than 50 percent better in Louisville than in other cities, so right now Louisville just makes sense."

"Most successful shows across the world do end up in the same location year after year," Ariens adds. "We want to keep costs low to drive attendance. Location comes down to how easy it is to get in and out – Louisville is a location many can drive to comfortably."

That is certainly the case for exhibitor Dow AgroSciences, headquartered in Indianapolis, Ind., only a two-hour drive from Louisville. According to Mark Urbanowski, Dow's senior marketing specialist, turf, ornamental and technical products, despite the convenience factor, "a truly national show might benefit from moving locations each year."

PLANET and PGMS both bring their established conferences to the new GIE/OPEI Expo, and both organizations hope to continue to strengthen their education.

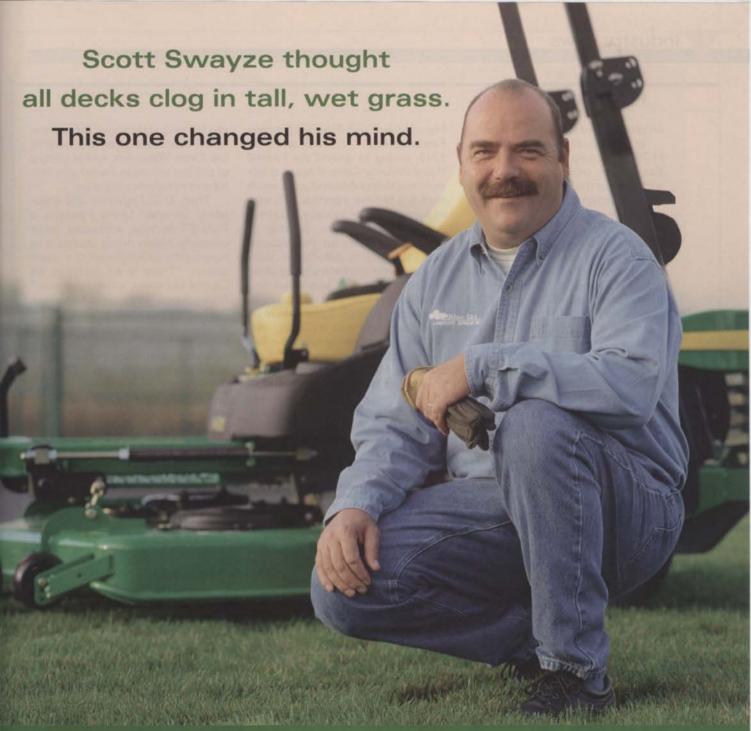
Manufacturers also feel positive about the merger. Ariens looks at the originally planned 2007 EXPO and GIC/GIE shows, scheduled less than 10 days apart and within 200 miles from each other, as an example of the ideal situation this merger brings. "For exhibitors, the attendance will be much larger and the types of attendees will be of a higher caliber," he says. "Plus, having all attendees at one venue reduces the cost of being part of two trade shows. It also brings new excitement for new product introductions to one large show each year."

In terms of making predictions about the new show's growth, Urbanowski says, "it's too early to tell how successful the show will be, but if the associations feel this is best for the industry, we will ultimately be supportive of that. Each company goes to a tradeshow with a different purpose. The key thing for us is that we get face time with the decision-makers who buy and use our products. If EXPO offers that and we get more of the same type of attendees we see at GIE, then the show will work for us."

As the industry gets used to the new GIE/OPEI Expo, there's already talk of new niche groups entering the show. "It's our responsibility to help educate the show producers on what other products and services will be able to attract a national audience here," Shaner says. "There are going to be some learning curves. Let's not pretend that tomorrow this will be best show in world. But we've got our fingers crossed. We think we've got a winner and are hoping for the best." — Cindy Code, Nicole Wisniewski and Marisa Palmieri



USE READER SERVICE # 20



The New John Deere 7-Iron II™ Deck.

"Here in Washington, we have to cut in wet conditions all the time," says Scott. "So we can't afford to clog. And with the new 7-Iron II deck, we didn't have to slow down, not even once." With a higher blade tip speed, the 7-Iron II makes short work of even the tallest grasses.

Scott Swayze, Blue Sky Landscape Services, Inc., Puyallup, Washington







continued from page 21

PLANET Day on the Hill

enforcement of illegal immigrants."

In addition to the 2008 election, H-2B and comprehensive immigration reform, other issues that were addressed at the PLANET Day on the Hill included health care and pesticide and water use.

For instance, the Association Health Care bill has been pending for 12 years now, continually passing in the House, but getting stuck in the Senate. This year, it's only four votes short of breaking the Senate, according to Andrew Patzman from the Senate Committee on Health, Education, Laborand Pensions, Washington, D.C. The bill (S. 1955) allows small businesses and professional associations to get together to purchase insurance, helping to represent a small business as a large one by giving it strength in numbers through the association.

On the pesticide front, "The Pest

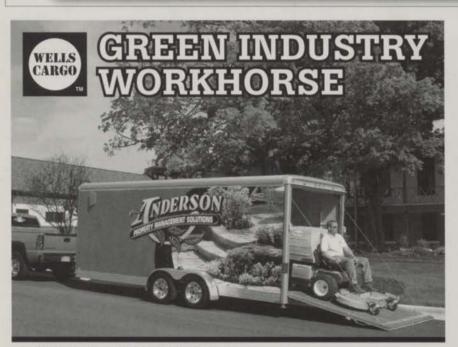
Management and Fire Suppression Flexibility Act" - S. 1269 and H.R. 1749, aiming to amend the Federal Water Pollution Control Act to clarify certain activities the conduct of which does not require a permit - "is very important to our industry," pointed out Gene Harrington, director of government affairs for the National Pest Management Association. Basically, this exempts federally regulated pesticides from the Clean Water Act, which forces lawn care operators to get permits to apply a pesticide to or near water, regardless of EPA approval of the products and ignoring the fact that applicators are applying products according to label instructions. "The cost to get these permits and then conduct expensive water monitoring is wasteful because these products are already approved by the EPA," Harrington explained. "Also, people

can file suits against lawn care operators if they believe they are violating the Clean Water Act, so the passing of this law will mean the industry isn't subject to nuisance litigation."

Then, D.C. Legislative and Regulatory Services' Laurie Flanagan, a PLANET lobbyist, addressed water concerns, mainly urging attendees to support the development of a water caucus. "There is no exchange on Capitol Hill about water right now," Flanagan said. "We want to encourage them to form a water caucus to have one form of dialogue and group of legislators dedicated to this issue who can vote jointly and discuss water-related topics in a bipartisan way."

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Check out our Web site for additional coverage of PLANET's Day on the Hill.



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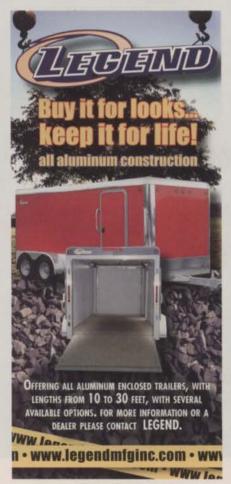
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USE READER SERVICE #23

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MERGERS & ACQUISITIONS

尚Husqvarna Husqvarna Buys Dixon Industries

BEATRICE, Neb. – With the purpose of strengthening its position in the U.S. market within the growing zero-turn mower segment, Husqvarna acquired the assets of Dixon Industries.

Dixon's operations are in the process of transitioning to Husqvarna's Beatrice, Neb. facility. "Our plan is to continue marketing, selling and distributing the Dixon brand under the current business model through its established dealer and distributor network," says Henric Andersson, Husqvarna turf care president. "A multi-brand strategy in conjunction with a strong product development process, paying close attention to product differentiation, will allow us to further strengthen the Dixon, Husqvarna, Yazoo/Kees and BlueBird brands."

MANUFACTURER MINUTES



Aquascape Unveils New Logo, Brand

ST. CHARLES, III. – Attendees at Aquascape Designs' Camp Pondemonium July 10-16 and Pond College July 13-15, trade-only water feature training events, got a first look at the company's new branding logo, which will be used starting in January 2007.

Aquascape President and CEO Greg Wittstock unveiled the logo July 13 during his State of Water Gardening Market Address to 1,000-plus attendees.

The company's logo will change from Aquascape Designs to Aquascape, and the logo colors will be scaled down from eight to two. Instead of including a three-dimensional frog, the logo will feature an outline of a green frog and a blue dragonfly, with a blue triangle in

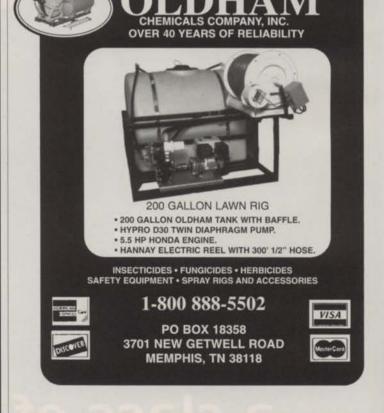
the background.

The Nursery Pro and Ultra Pond lines will now fall under the Aquascape brand, while the ADI Pro Product line will become Aquascape Pro.

Those who sell Aquascape products might incur some cost switching over to the products with the new brand, Wittstock says, but the change will make the logo, now with fewer colors, less expensive for the company to print and embroider.

At the Pond College, attendees heard from speakers including Erik Johnson, a specialist in ornamental pond fish; Ed Beaulieu, Aquascape vice president of field research; and Judy Guido, a business management





USE READER SERVICE #25

USE READER SERVICE # 26

consultant for the green industry.

During his address, Wittstock also announced that he and his father, Gary, put their differences aside in March when Gary sold his own company – Pond Supplies of America – to his son. "My dad and I are working together again," he says, adding that his father's new role is as a consultant for Aquascapes, a position that does not report to Greg. "I no longer have to worry about negative family issues because there are no negative family issues."

Wittstock also announced that there will be two new lines added to Aquascapes – upscale brass and stone decorative pieces and Tsurumi Pumps products.

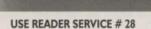
When Aquascape Designs becomes Aquascape in January 2007, the Web site will change to www. aquascapeinc.com. Until then, company information can be found at www.aquascapedesigns.com. — Heather Wood

SPANISH LESSONS

n an effort to aid landscape professionals in their communication efforts with Spanish-speaking employees, Lawn & Landscaperuns a few phrases each month in English and Spanish, including a pronunciation guide, courtesy of the book Spanish Phrases for Landscape Professionals by Jason Holben and Dominic Arbini. To inquire about ordering the book, which costs \$24, visit www.lawnandlandscape.com/store or call 800/456-0707. If there is a phrase you are having trouble with, let us know at nwisniewski@gie.net.

- ENGLISH: Mow this once a week.
 SPANISH: Corta esta una vez por semana.
 (Core-tah s-tah ooh-nah behs poor she-mahn-ah.)
- ENGLISH: The blades need to be sharpened. SPANISH: Las hojillas necesitan ser afilidadas. (Lahs o-he-yahs neh-she-c-than sehr ah-fee-lah-thas.)
- ENGLISH: Watch out for sprinkler heads.
 SPANISH: Cuidado con las cabezas de agua.
 (Kwee-dahd-oh cone lahs cah-bay-sahs day ahg-wah.)
- ENGLISH: Mow in a clean pattern.
 SPANISH: Corta el cesped de la mismaforma.
 (Core-tah L ceh-sped day lah mee-sma-for-mah.)
- ENGLISH: It's too wet to mow today.
 SPANISH: Esta muy mojado para cortar hoy.
 (S-tah moo-e moe-ha-tho pah-rah core-tahr oy.)







USE READER SERVICE #27

A Look at Truck Buying and Use

he truck – it may very well be the most valuable tool in the entire landscape industry. Without it, landscape contractors would be anchored to a relatively small coverage area.

Service vehicles provide the mobility and flexibility to offer a vast menu of services to both residential and commercial customers. So how are landscape contractors purchasing and adapting their service vehicles?

In early July, Lawn & Landscape, with the assistance of research company InsightExpress, surveyed more than 270 landscape professionals throughout the United States who utilize an array of service vehicles, including compact and full-sized pickup trucks, medium duty trucks, I-ton cab and chassis and even mini and full-sized vans. And nearly all respondents (98 percent) purchase rather than lease their service vehicles.

TRUCK PURCHASING. Lawn & Landscape readers, on average, are split evenly between purchasing new or used vehicles. As many as 53 percent of respondents say they purchase new, while 47 percent purchase used service vehicles. The greatest division in responses exists when the annual dollars spent are examined. For example, 65 percent of contractors spending less than \$20,000 annually on service vehicles purchased used trucks, while 74 percent spending more than \$20,000 annual purchased new.

From a spending standpoint, 43 percent of respondents budgeted more than \$20,000 annually for purchasing service vehicles. When broken down by green industry business segment, more than 5 percent of full-service contractors say they spent between \$50,000 and \$100,000 annually on new vehicle purchases, while 27 percent of chemical tree and shrub care professionals report they spend less than \$5,000 annually.

And when broken down by geography, 64 percent of contractors operating out of western states spent \$20,000 or less annually



Photos: Ford Motor Co.

on new vehicle purchases, while 5 I percent of Northeast contractors indicated they spent in excess of \$20,000 annually.

More than half of Lawn & Landscape readers surveyed buy or lease vehicles year-round, while 18 percent indicated they prefer to make purchases in the second half of the calendar year and nearly 12 percent would rather acquire new vehicles during the first half.

On average, Lawn & Landscape readers cited price, durability, gas mileage and product quality as the top factors having the greatest impact on their purchasing decisions. Broken down by business segment, price was the top factor for mower/lawn maintenance and chemical tree/shrub care professionals, while design/build and full-service contractors placed more importance on durability. Interestingly enough, durability was the top concern among 67 percent of Lawn & Landscape readers spending more than \$20,000 annually.

When broken down geographically, Lawn & Landscape readers operating in the South and Northeast cited durability as their top factor when purchasing, while price was the top factor among contractors operating out of the Midwest and West.

Readers across the board deemed safety features as the least influential factor when it came to making vehicle purchasing decisions, followed by manufacturing support.

Surprisingly, despite skyrocketing fuel prices, gas mileage did not rank among the top two factors in contractors' purchasing decisions. Likewise, only 35 percent of contractors operating in the Northeast cited gas mileage as an issue, despite the fact that gasoline prices are, on average, about 68 cents per gallon higher than a year ago, and diesel is about 46 cents per gallon

ORS

higher than one year ago, according to the Energy Information

Administration.

Lastly, 82 percent of contractors replace their vehicles every four to eight years. Of that figure, 61 percent replace their trucks at four- to five-year intervals.

MODIFICATIONS. Very rarely do service vehicles come off of the assembly line equipped to handle the rigorous demands and daily needs of landscape professionals.

Whether they're new or used, leased or purchased, these vehicles need to be customized, with more than 33 percent of respondents indicating they modify nearly all of their service vehicles. This responsibility falls most often to the in-house mechanic, according to 46 percent of Lawn & Landscape readers.

According to Lawn & Landscape readers, a wide variety of after-market customizations are performed:

55 percent add additional storage

 45 percent install handheld equipment racks

33 percent add a snowplow

 21 percent perform other modifications including painting it the company color, adding a stronger or airbag suspension and/or adding a dump body.

And logically, more than 73 percent of chemical tree and shrub care professionals placed a priority on adding spray capabilities over modifying the vehicle for additional space and storage. Likewise, nearly 80 percent of full-service contractors opted to add a snowplow and/or salt spreader to their vehicles. – Mike Zawacki

Check out 2007 commercial truck models on page 84.

the replacements

How often are your service vehicles replaced?

RESPONSE	PERCENT OF CONTRACT
Every 4 to 5 years	51%
Every 6 to 8 years	31%
Every I to 3 years	18%

Source: Lawn & Landscape

customization considerations

What percentage of your service vehicles do you customize?

RESPONSE	PERCENT OF CONTRACTORS
81 to 100% of vehicles	36%
0 to 20% of vehicles	32%
41 to 60% of vehicles	15%
61 to 80% of vehicles	10%
21 to 40% of vehicles	7%

Who customizes the vehicles?

RESPONSE	PERCENT OF CONTRACTORS
In-house mechanic	46%
Dealer	26%
Customer parts manufactur	rer 22%
Vehicle manufacturer	6%

What after-market customizations are done to the vehicle?

RESPONSE I	PERCENT OF CONTRACTORS
Add storage	55%
Add hand-held equipment r	acks 45%
Add a snowplow	33%
Add ramps	22%
Other	21%
Add spray capabilities	16%
Add a salt spreader	15%
Change bed size	13%
Eliminate bed walls	3%
Source: Lawn & Landscape	



CALENDAR

Calendar Note

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

SEPT. 12 - 15 54th Annual Florida Turfgrass Association Conference & Trade Show, Bonita Springs, Fla. Contact: www.ftga.org, 800/882-6721

SEPT. 13 Lawn & Landscape Benchmarking Your Business Seminars, Washington, D.C. Contact: www.lawnbizseminars.com, 800/456-0707

SEPT. 13 – 16 American Nursery & Landscape Association 2006 Landscape Distribution Tour, Dallas, Texas. Contact: www.anla.org, 202/789-2900

SEPT. 14 Lawn & Landscape Lawn Care Seminars, Atlanta, Ga. Contact: www.lawncareseminars.com, 800/456-0707

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SEPT. 14 Lawn & Landscape Benchmarking Your Business Seminars, Boston, Mass. Contact: www.lawnbizseminars.com, 800/456-0707



USE READER SERVICE #29

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Whicle shown with equipment from an independent supplier. See the owner's manual for information on alterations and warranties @2005 GM Corp.

Dear Editor.

Good work on the story about what's going on in Canada with the lawn care bans and the impact those bans are having on Canadian turf care professionals ("Canada's Changing Landscape," *Lawn & Landscape*, July 2006). This is obviously a big issue for everyone who is a part of our industry, and your story is the first I have seen that has really delved into what has happened in Canada, how it happened, and what it has meant for the businesses up there. Nice job.

Bob West director of communications & industry affairs LESCO Cleveland, Ohio www.lesco.com



etters

Lawn & Landscape magazine welcomes letters from its readers. We feel that your honest feedback about our publication — whether it's positive or negative — is crucial to our future success. We take your comments very seriously and are always willing to respond or answer any questions you might have. To submit a Letter to the Editor, please send the letter via mail to Nicole Wisniewski's attention at 4012 Bridge Ave., Cleveland, Ohio 44113, or e-mail it to her at nwisniewski@gie.net. You can also call her at 800/456-0707.



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USE READER SERVICE #31



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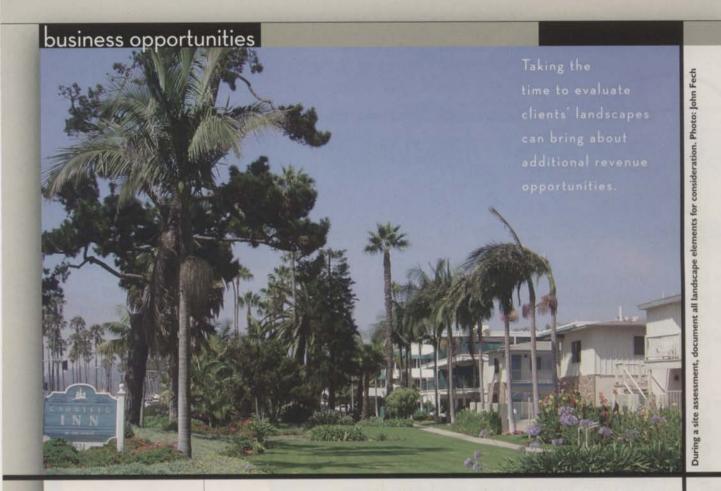
Pick a Date and Get Ready to Grow September 13, 2006 Washington, DC

September 14, 2006 Boston, Massachusetts

October 10, 2006 Tampa, Florida October 12, 2006 Houston, Texas

November 14, 2006 Detroit, Michigan

November 15, 2006 Chicago, Illinois



Conducting Site Assessment

very landscape is the same, right - same soil, wind, sun exposure, slope, neighboring trees, utilities and existing plants? Of course not. Help your clients make the most of their landscapes by inspecting their properties. These site assessments double as great ways to uncover landscape problems that you can fix and get paid for.

WALKING AND TALKING. A site assessment is not a service that requires lots of expensive equipment. For the most part, a clipboard, a survey/plan of the property, a screwdriver and a pocketknife are all that's required. Armed with these tools, you can document local conditions, diagnose problems and communicate the specifics to your customers.

Conduct the assessment in one of two ways: 1. Walk the property with the

by john fech



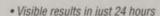
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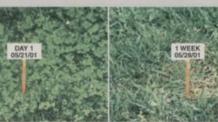
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business opportunities

client, asking questions, taking notes and beginning to suggest solutions to problems. 2. Walk the property alone, taking notes and preparing a set of suggestions to discuss with the client at a second walk-through.

There are advantages and disadvantages to each method. The first allows for lots of input that can really help you design a landscape or reduce

pest problems that you wouldn't have otherwise. It's pretty hard to know and understand 50 years of history and occurrences in a landscape without the client's help. The second approach may take more of your time, but in the long run could be helpful because it makes it easier to think of more thorough solutions than if the client is hounding you as you inspect

the sod for bugs. Naturally, each client will have their preferences and their own communication styles, as will you as a landscaper. The key to success with an assessment is knowing which approach is best for each client.

When it comes to documenting items, try to list as many landscape features as is feasible. Consider buried utilities, sun exposure, soil types, drainage patterns, wind patterns, sick and overgrown plants, suffering turf, and improperly located plants that could thrive in another part of the landscape. As you walk the property, simply jot down a phrase or two about each area or plant. Typical notations are phrases such as "severe slope," "soggy soil," "heavy shade" and "diseased turf." Once the specifics of the property are documented, they can be used to sell new landscape jobs, to better understand the current problems and to evaluate previous



Narrow, shaded areas can negatively affect some plant material over time. Be sure to include these notes in your site assessment. Photo: John Fech

landscape installations.

MANY PROBLEMS, MANY

causes. As you're probably quite aware, a landscape is a pretty complex ecosystem. When you encounter a problem, such as a sick tree, thin turf or standing water, ask yourself, "What could be causing this?" In most cases, the answer is several things. Sure, it's easy to look at a tree trunk, see small round holes and assume that the tree is suffering from insect feeding. However, the insect feeding may be only a secondary development. The tree could be under stress from compacted soil, which makes it more attractive to borers. Realizing the soil is compacted



is helpful, but why is it compacted? Does the site receive lots of foot traffic? Is the soil type heavy clay? Getting answers to those questions will provide more information, which will result in a better site assessment.

Lots of causal agents can be responsible for landscape problems. Recently, a landscape contractor told me about a situation where a customer was having trouble getting plants to grow near a black walnut tree. He recommended that several plant species, including daylilies, primrose and Russian sage, be moved. As they were about to expire, the plants were relocated to another part of the landscape, away from the walnut, and within a couple of weeks started producing new growth and blooming. What's even more telling is that the Russian sage plants were transplanted in the heat of summer under considerable heat/moisture stress. His site assessment saved the plants, but more importantly helped the client learn more about the landscape.

As you consider each of the possibilities, all are important, yet sun exposure is probably the most important. There's just no substitute for adequate sunshine or a good way to reduce damage from a shade plant installed on a sunny slope.

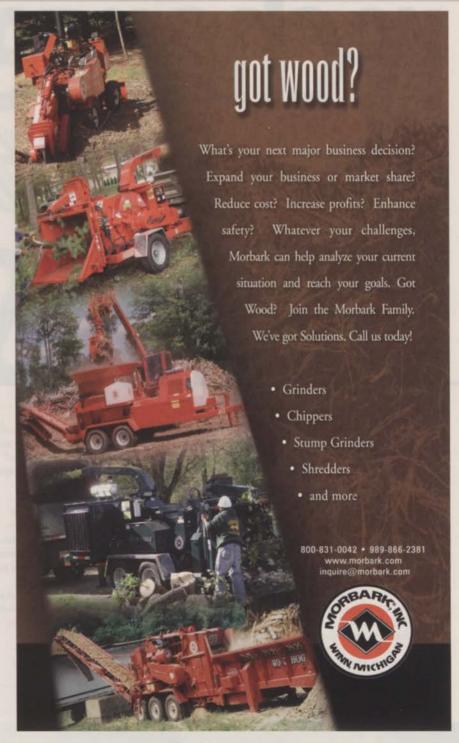
Another important landscape item to evaluate is the irrigation system. Assume it's broken. The only real unknown is just how badly broken. The possibilities are almost endless - the heads could be leaking, causing too much water to be retained in the soil near the roots of a shrub bed; vigorous tree roots may have grown around and started choking a supply line; ornamental plants may have grown larger than expected and are blocking the water pattern of a spray head, etc. The best way to determine what may be broken is to simply run the system through all its zones and take notes on the system's performance. Small collection devices, such as empty tuna cans, can be helpful to measure the lack of distribution uniformity.

Next, check out the soil. Most grass species grow best in moderately well-drained, slightly acid soil. A soil test is a good, inexpensive way to show the client that you care about their property. The test will provide an analysis of several nutrients and readings of other conditions, but the ones to focus on first are pH, bulk density, soluble salts and NPK.

Site assessments can be challenging to sell. It's great to think that all of your customers will be anxious to jump right in and start "assessing," In a practical sense, it's not likely that all of them will understand the concept. That's your job – to convince them of the merits of the procedure. Remember, it's practical and important for you to receive payment for your invest-

ment of time, talent and energy on assessments. Charge for your expertise. Once the assessment is finished, get paid a second time by pitching proposals for landscape improvements. IL

The author is a horticulturist and certified arborist at the University of Nebraska, Lincoln, Neb., and he can be reached at jfech@unlnotes.unl.edu.



USE READER SERVICE #35

recharge BUSINESS

rian Akehurst has always enjoyed growing the family business. At a young age, he willingly accepted grass cutting responsibilities and eventually championed the growth and development of Akehurst Landscape Service's grounds maintenance department.

"I honestly liked it," he says of cutting lawns.
"You go to a job and you leave seeing what you've done and accomplished."

Today, Brian Akehurst, the company's president, has grown the firm's mowing and lawn maintenance division from barely having a day's worth of work to managing a full schedule of nine mowing crews.

Traditionally, though, the Joppa, Md.-based full-service landscape company wasn't as aggressive. It held firm to a "mom-and-pop" small business model, says Bill Akehurst, vice president and landscape department director, and until the last few years the family approached growth conservatively.

For 130 years, five generations of Akehursts built the firm in Greater Baltimore. However, over the last decade, the landscape business hadn't adapted

bymike zawacki | managing editor

After 130 years,
Akehurst Landscape
felt stale, but
an image upgrade
brought new growth.



quickly enough to the area's shifting demographics. Gone were the clients who knew the company from its bygone nursery days. In their place were new denizens unfamiliar with the company's offerings.

By 1997, Brian and Bill, along with brother John, secretary and interiorscape department director, and cousin Jay Tarleton, treasurer and office administrator, were leading the family business. It didn't take long to reconsider this business philosophy.

"Money had never been the objective for us," Bill Akehurst says. "We were taking salaries not conducive to business owners. We were laborers with management responsibilities. Now, many of us have families and mouths to feed. We needed to expand

the scope of our business and grow to satisfy the needs of our families."

To overcome its malaise, Akehurst Landscape kicked its conservative growth cycle into gear. In 2004, they

agreed to aim for and sustain 25-percent growth – up from their traditional 10-percent objective – within

two to three years.

To meet this goal, the Akehurst family first needed a \$350,000, 3,000 square foot addition to its home base to provide the space necessary to hire purchasing and additional office support personnel. The 18-month project was completed last summer.

In addition, they'd need assistance from Mother Nature. Winter snow removal comprises 20 percent of its overall annual revenue. Consistent winter weather would provide more revenue.

Most importantly, they consulted business experts who encouraged recharging the way Akehurst Landscape conducts business and how to best package its image to the community.

controlled Growth. Aggressive growth is a tall order for Akehurst Landscape. Historically, the company has followed a conservative

business path.

For a long time, maintaining a manageable number of clients, establishing solid relationships and increasing business through additional services defined the Akehurst growth philosophy. Likewise, the company didn't jump, but rather eased into new markets and service offerings. For example, after nearly 15 years of subcontracting its irrigation services, Akehurst Landscape this year placed an irrigation technician on staff and picked up a new account to irrigate 18 commercial properties.

"We identified irrigation as a growth area but it wasn't something we jumped into," Brian Akehurst says. "Initially, we didn't want to get into something that might cause headaches in the long run."

"After 130 years, we know what to do in the field. Now we're trying to catch up in the office management part of the business."

- Brian Akehurst



In addition, the company, which reported \$6.1 million in sales in 2005, spent next to nothing – about 1 percent or around \$50,000 – on self promotion. Instead, it invests 90 percent of its annual profits back into the business, earmarking about 60 percent for new equipment.

"We've always felt our people were the major reason for our success with clients," Brian Akehurst says. "Part of that is equipping them with the best

equipment possible.'

ENTER THE CONSULTANTS. The decision to use consultants proved to be the right one to identify and rectify the firm's shortcomings.

"After 130 years, we know what to do in the field," Brian Akehurst says. "We were trying to catch up in the office management part of the business."

Three years ago, Akehurst Landscape hired an outside consultant to assess its business processes and practices. Beforehand, the family's business acumen was gained "the hard way," Brian Akehurst explains.

This changed under the consultant's tutelage. "He not only evaluated what we were doing in the office, but he rode along with our supervisors to provide input from the field," Brian

Akehurst says.

"He looked at our operations and then asked us why we were doing things a certain way," Bill Akehurst says. "It allowed us to get a better handle on our business operations."

The consultant encouraged the human resource department to establish a training ladder to more fairly compensate workers as they ascended the company's ranks. This provides pay ranking among workers and, over the long-term, strengthens retention.

"We always trained, but we never really had a process for evaluating

Akehurst Landscape Service

PRESIDENT: Brian Akehurst HEADQUARTERS: Joppa, Md.

FOUNDED: 1876

EMPLOYEES: 45-50 year-round, 100 seasonal

GREATEST LABOR CHALLENGE: Finding individuals

who choose landscaping as a career.

SERVICE BREAKOUT: 30% maintenance/mowing, 19% design/build, 19% snow & ice removal services, 12% installation only, 9% chemical lawn care, 7% interiorscape, 3% tree & ornamental, 1% irrigation services

CLIENT BREAKOUT: 40% commercial, 39% commercial residential, 20% residential, 1% government/municipal

REVENUE BREAKOUT:

2006 Revenue:	\$7 to \$8 million (projected)
2005 Revenue:	\$6.1 million
2004 Revenue	\$5.3 million
2003 Revenue	\$5.6 million
2002 Revenue	\$5.4 million
2001 Revenue:	\$3.5 million
2000 Revenue	\$3.4 million

THREE GREATEST CHALLENGES:

1. Lack of qualified labor

2. Fuel cost

3. Insurance costs

GREATEST LABOR CHALLENGE:

Finding qualified foreman and crew leaders and dealing with future H-2B issues.

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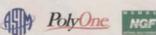
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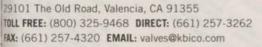


Gate Valves













employees to see how they fit in from a compensation perspective," Brian Akehurst says.

After realigning other internal controls, such as how leads were passed on to the correct department, Akehurst Landscape set out to re-establish its connection to Greater Baltimore.

"Our name recognition in the community wasn't what it used to be," Brian Akehurst says. "As more new people moved into the area and more companies relocated to Greater Baltimore they didn't know the Akehurst name, but they knew the names of the big, national landscape companies and we were losing new business to them."

Increasing its marketing budget to 3 percent of sales, or about \$160,000, Akehurst Landscape brought on a Baltimore-based marketing firm to assess how it promoted itself to the community. To the family's surprise, the marketers suggested re-evaluating the company's logo. "We've kept

rethinking targeted marketing

While hiring a marketing consultant was invaluable from a branding perspective, Bill Akehurst isn't convinced it improved their target marketing initiatives. Previously, Akehurst Landscape's target marketing was done in house. A mailing went out once a month at a cost of about \$500 (not including labor costs) to 300 perspective residential clients living in homes valued at \$350,000 and higher. On an average year, Akehurst spent about \$6,000 on mailings.

The marketing agency provided a new approach. For \$3,000 per mailing, the agency targeted 1,000 residents earning more than \$150,000 per year and living in homes starting at \$750,000.

"The results were not as good as they should have been," he says.
"I believe the 'Call to Action' was all wrong and we didn't get the bang for the buck that we should have."

Akehurst tracks how new clients came by the company's services and many of the new jobs didn't mention post-card mailers. Instead, he suspects the recent addition of van-body trucks – or, as he calls them, "rolling billboards" – has generated more new business leads.



the same logo for years because we thought that's how people had known us," Bill Akehurst says.

From a promotional perspective, Akehurst Landscape had always lauded "Established in 1876" as a source of pride and commitment. The marketing experts, though, encouraged a more modern message.

While it meant something to us, it looked old and we needed to step up with the times," Brian Akehurst says. "From a stylistic perspective, all the changes were where we needed to

be today.

Akehurst Landscape, the marketing experts ascertained, was sending mixed and incomplete messages. For example, some considered the firm as grass cutters and didn't realize its full-service features. To resolve this, Akehurst Landscape overhauled its Web site. At the very top of the home page, the Web site now communicates that Akehurst Landscape provides design/build, maintenance, interiorscape and snow removal services.

This fall, Akehurst Landscape is adding department-specific brochures to augment its company-wide literature. Now any department can provide clients with a 360-degree perspective of the company's additional services.

We're concentrating on promoting all of our services and being ready to acquire that next sale from the client," Brian Akehurst says. "We're working on getting everyone on board. We're certainly glad we made the changes that we did, but it's an ongoing process to improve and grow."

A PERFECT WORLD. While communication and business practices have improved, work remains to reach the 25-percent growth goal.

Indeed, the company is seeing a return on its investment. Ending its fiscal year on June 30, the company experienced 20 percent growth over the previous year. And while the 2005-06 winter may have been a dud, the landscape department saw 40 percent growth over the last year.

And the company's improvement to its branding message is producing results. "People are beginning to see us as a fullservice company," Bill Akehurst says. "Over the last two months, I've prepared more bid packages than I ever have before. I imagine the marketing is helping to drive this increase in interest."

While last year's gains may mark the start of a positive improvement trend for the landscape business, the Akehurst family remains patient and committed. Then again, Akehurst Landscape Service has longevity on its side. "Everyone wants the perfect world," Brian Akehurst says. "But it's going to take a lot of work to get there." (

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Check the September issue online to see how Akehurst Landscape used consultants to augment its business processes and encourage growth.

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A shrinking workforce. A broken immigration system. An imminent election delaying reform. And a solution called H-2B that's stuck in the middle. Landscape contractors are caught in a debate that isn't promising swift resolution.

HELP Wanted

n 1999, John Mohns was forced to fire 90 of his 200 employees. The workers were well-trained craftsmen who were moving up in their respective positions. They came in to work on time and were willing to stay late to get the job done. They had long-term potential – some had worked there nine years.

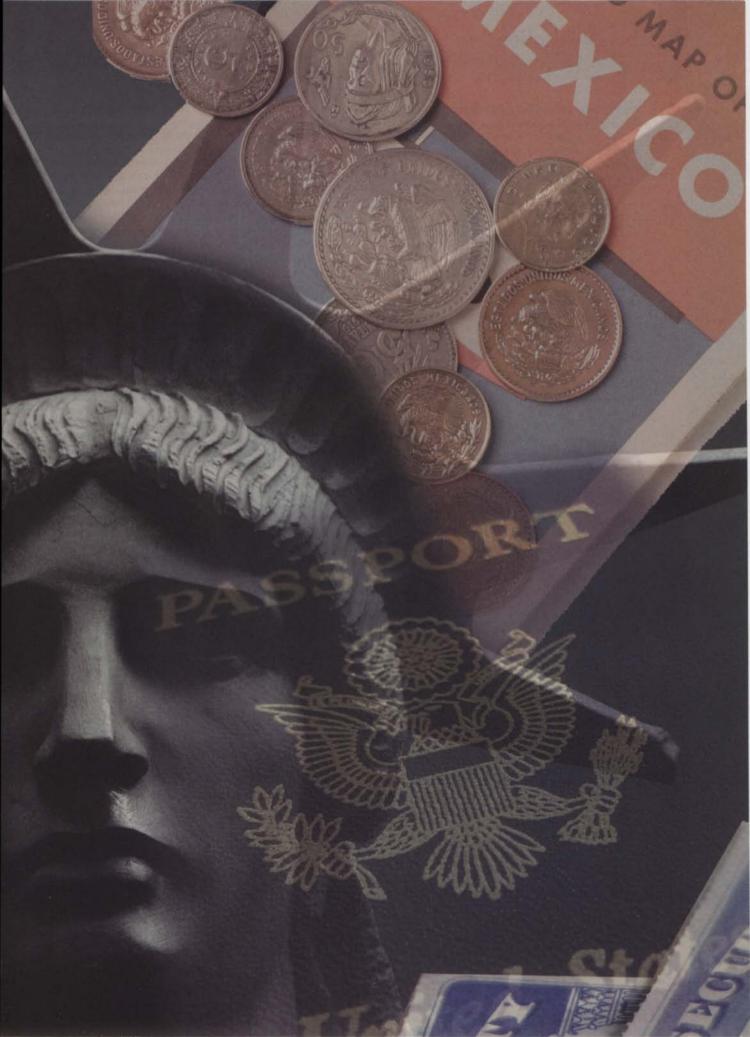
The problem? They were immigrants accused of using counterfeit documents to gain U.S. employment. And INS ordered Mohns to make

That year, Mohns, president of \$18-million Benchmark Landscaping, San Diego, suffered a 15percent financial loss and endured a 200-percent increase in workers' compensation costs because experienced employees had to be replaced with amateurs. Some of those 90 lost were irreplaceable. Faced with the choice of hiring workers lined up at their doorsteps holding paperwork that appears legal vs. waiting on responses from classified newspaper ads, most contractors would give the classifieds a fair shot and then when they needed to start jobs or risk losing them, they'd immediately hire the willing workers. Some have been so disappointed by the lack of Americans eager to take outdoor jobs over positions in air-conditioned spaces or that require college degrees they have grown to rely on immigrant labor – legal or not.

According to industry professionals, the government has backed them into a corner by dangling a carrot of job opportunity immigrants find hard to resist, and then only intermittently enforcing current immigration laws and moving much too slowly in creating new ones that are easier to execute. As a result, employers say they are operating the best they can by U.S. rules.

"The system is really set up to fail," Mohns says. "I resent the government for allowing me to build and train a good workforce and then coming in and telling me a percentage of them are using counterfeit documents and I have to fire them tomorrow. The gov-

by nicole wisniewski | deputy editor



ernment has created a huge problem for employers that cannot be undone."

As the political climate surrounding immigrant labor begins to change, contractors fear business will only become more difficult.

In the meantime, a government plan that appears to provide relief - the H-2B program - has its own challenges and imminent threats, as well as being tangled up in comprehensive immigration reform bills that most politicians want to table in order to use to their advantage in upcoming elections vs. deal with today.

All the while, labor remains in

short supply.

'My business is stagnant," explains Pete Navarro, president of Blue Skies Landscape Maintenance, San Diego, Calif. "I can't take another job because I can't find another employee to put

We are desperate," agrees Roger Myers, president of American Beauty Landscaping, a \$2-million company based in Boardman, Ohio. "I need bodies. And the situation is getting worse every day. I feel helpless.'

A CHANGING WORKFORCE. Most industry professionals agree the root of the labor problem stems from America's changing workforce, which is getting older and better educated everyday, leaving industries that rely on low-skilled labor without workers.

The shrinking size of the American family also plays a role in this," Navarro points out, with the average family size at 1.6 children today vs. 2.7 children in 1960, according to Population Action International. "And parents are pushing these children to attend college so they can obtain office-type jobs.'

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SAVE H-2B WHILE YOU STILL CAN

Worried about the passing of the Save Our Small and Seasonal Business Act of 2006, a bill that will continue the exemption of returning workers from the H-2B cap, permitting closer to 100,000 legal temporary workers into the country vs. only 66,000? You still have time to make a difference. Check out the September issue online to download talking points to intelligently discuss your views on the bill, as well as sample support letters to send to your senators and representatives. Hurry, the current legislation expires Sept. 30.

American schools also do not support trade work, contractors feel. "Our schools are set up for one purpose - to prepare our children to go to college," Myers says. "Kids who aren't college material and like to work with their hands are not being given other options. Landscape work is perceived to be unprofessional."

"We're in a whole new generation," adds Andrew Aksar, president of Outdoor Finishes, a landscape business based in Walkersville, Md. "Baby boomers are retiring. Kids are growing up lazy - very lazy. Everything is automated. American culture has changed drastically.'

Adding to a contractor's challenge of filling open positions is a low unemployment rate of 4.8 percent (as of July 2006 Department of Labor figures), which is "below the average of the past four decades," according to U.S. Secretary of Commerce Carlos M. Gutierrez. "It's almost to the point of structural unemployment, meaning everyone who wants a job has a job," explains Libby Whitley, president, MAS (Mid Atlantic Solutions), an H-2B provider in Lovingston, Va.

Enter immigrants. They come here with the hope of finding jobs that pay more than \$5 a day and know they can get more than that per hour with little experience in U.S. industries like agriculture, construction and landscaping. But crossing the border illegally through some dangerous conditions is viewed by some as easier than going through the government's legalization process. The result? Nearly 12 million illegal immigrants living in the United States today, accounting for more than 5 percent of the labor force, according to the Pew Hispanic Center, Washington, D.C. In the landscape industry alone, 20 to 25 percent of employees nationwide are believed to be illegal immigrants, Navarro says. Patrick Jeanette, an H-2B specialist, North County Legalization Services, Del Mar, Calif., believes this number could be even higher - 50 to 70 percent - when looking specifically at entry-level field workers or in areas like California with greater populations of illegal immigrants. Stillwater, Okla.-based Chuck Twist, coowner, TNT Lawn & Landscaping and president of H.O.L.A. Labor Consultants, believes as many as 90 percent of landscape companies using immigrant labor are employing illegal workers.

Today, Mohns has grown to 300 employees, and 90 percent of them are Hispanic. "I don't have high school kids knocking on my door looking for summer jobs - they want to sleep in until 11 a.m. and then go to work at the air-conditioned mall or at In & Out Burger," he says. "Whether they are here legally or illegally, the immigrants who apply to work in this industry are people who know we need hard workers, and they are reliable, responsible and productive."

But the immigration issue continues to intensify with 52 percent of Americans saying immigrants are a burden because they steal jobs, housing and health care, according to a March 2006 Pew Hispanic Center study. This number is up from 38

percent in 2000.

Many contractors blame their unprofessional, unlicensed counterparts who don't have insurance and pay low wages under the table for giving the industry and its use of immigrant labor a bad name. The few who get caught in these acts fuel anti-immigration groups, whose members say illegal immigrants depress wages and make it difficult for Americans to compete. "For the right money, people will work at any job," insists Jon Dougherty, a political analyst with Dulles, Va.-based Freedom Alliance, an anti-immigration group.

Contractors balk at these types of comments. "I do realize there are employers who might take advantage of this situation and are only looking for cheap labor, but most employers in our industry pay all of their workers fairly despite whether they are Americans or immigrants," believes Mohns, who starts employees at his company in the \$8 to \$10 range. "It's hard work, and Americans just don't

want to do it."

According to Lawn & Landscape, entry-level mower operators, construction workers and spray technicians earn average hourly rates in the \$8.20 to \$8.80 range, while experienced workers receive \$10.60 to \$12.40. These figures are higher than or on par with state prevailing wages and the national minimum wage.

The reality is that we have jobs that American citizens either aren't willing or aren't available to do," Gutierrez says. "We need sources of labor from other countries to fill jobs

that aren't getting filled."

"All we want as employers is for people to show up and do an honest day's work for an honest day's pay – we don't care where they come from, we just need them," Twist agrees. "We wouldn't be asking for them if we couldn't find them."

U.S. citizens in general tend to side with contractors on this issue, 65 percent of them believing that immigrants take jobs Americans don't want (only 24 percent believe they take jobs away from Americans), the Pew Hispanic Center study says. The report also reveals that only 16 percent of Americans feel they or a family member lost a job to an immigrant worker.

But illegal immigrants aren't helping the situation. Some contractors feel they are being coached poorly by their peers and are seen by some as using American opportunities without paying for any of the benefits or learning English so they can truly become part of society. One example is claiming zero dependents on their W-2 forms and then failing to file tax returns. As a result, 53 percent of Americans feel illegal immigrants should be required to go home, and only 25 percent of that group believe they should be allowed to use a temporary worker program, the Pew Hispanic Center reports.

The other issue that fuels this debate is one of security. Lawmakers examine all existing and proposed immigration-related laws more closely since the 9/11 attacks to ensure measures are taken to protect the country from future occurrences. Therefore, any programs created to aid immigration take more time and money to draft and approve. Whitley says this is understandably necessary. "I wouldn't want to be a part of the program or security measure that wasn't strong enough to keep out the next Muhammed (Atta al-Sayed - a suicide pilot believed to be the leader of the 9/11 attacks).'

TOUGH ENOUGH? Immigration isn't a new issue for the United States. In fact, Gutierrez says there are fewer foreign-born people living in the country today – 12 percent – than there were in 1890 when 14.8 percent of the population was foreign-born.

The most recent example of a bill put into place to reduce illegal immigration is The Immigration Reform and Control Act of 1986, which started the auditing of I-9 forms employers must fill out within three days of hiring an immigrant worker and established an amnesty program for illegal immigrants, granting a percentage of them legal status. The bill also tried to reduce employment prospects and tighten border security to prevent further illegal immigration.

Critics of this bill point to the simple fact that for each illegal immigrant granted amnesty under the plan (more than 2.7 million) approximately four new ones have since replaced them.

Many say the problem is one of enforcement. But as the immigration issue moves to the forefront, regulation execution is picking up pace. "There are laws that have been on the books for years that the government is finally starting to enforce," Jeanette points out.

In April alone, Immigration and Customs Enforcement (ICE) arrested more people (employers and employees) for unauthorized employment than they had in the entire previous year, according to the Greenberg Traurig Attorneys' *Immigration Alert*. Public statements issued by Assistant Secretary of ICE Julie Myers and other Department of Homeland Security officials indicate that worksite enforcement will continue and that employers who fail to adhere to employment verification procedures can expect to face heavy civil and criminal penalties.

Jeanette says the government is already becoming stricter on its imposing of fines as a result of mis-match letters, which are sent to employers by the Social Security Administration (SSA) or ICE when employee names and Social Security numbers on W-2 or I-9 forms do not match.

On June 14, ICE issued proposed federal regulations outlining procedures employers should follow upon receipt of mis-match letters, and requested comments from businesses regarding these suggested policies. Initial responses say rule time lines are impractical and the rules themselves overly broad, ignoring employer responsibilities in certain situations, such as if SSA fails to respond timely to inquires or an employee is an identity theft victim.

In addition to beefing up consequences as a result of mis-match letters, President George W. Bush

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WANT MORE INFORMATION?

The challenges concerning H-2B and comprehensive immigration reform aren't expected to go away soon. Visit our September issue online to learn more about potential H-2B cap changes, H-2B myths vs. realities, how to hire a quality H-2B provider and for a listing of H-2B provider companies as well as regular news and updates concerning legislation on both H-2B and comprehensive immigration reform. Feel free to send comments and questions concerning this issue to nwisniewski@gie.net.

made the decision in May to send 6,000 National Guard troops to the Southern U.S. border to assist the Border Control in regulating the flow of illegal immigrants pouring in from Mexico, and it's starting to have an effect. The Associated Press reports that in June with the arrival of less than 100 of these support troops along the border, detentions were down 21 percent border-wide and 23 percent in Arizona alone, the state with the busiest border, according to Dougherty. Jeanette reports border crossing being down 45 percent with just 1,100 extra guards in these early stages of enforce-

ONE SOLUTION. In the midst of these concerns, some contractors think the H-2B program is the only way to find a legal workforce.

The H-2B nonimmigrant program permits U.S. employers to hire foreign workers for temporary nonagricultural work, which may be one-time, seasonal, peak load or intermittent. There is a 66,000 per year limit on the number of foreign workers who may receive H-2B status during each U.S. Citizenship and Immigration Services (USCIS) fiscal year (Oct. 1 through Sept. 30). The process for obtaining H-2B certification is similar to but less extensive and time consuming than permanent certification. Employers must apply for workers no more than 120 days before they need them after failing to hire American workers via advertisements through the state and federal labor depart-

According to Lawn & Landscape, 26 percent of contractors currently use the H-2B program, up from 19 percent in 2003. And certified workers in the landscape laborer H-2B category totaled 48,590 in fiscal year 2004, making the industry the largest user of the program. This increased from 36,299 in fiscal year 2003.

The H-2B program's strict requirements resulted in marginal usage until the past five to seven years as contractors learned to better work with its limitations, resulting in 10 to 25 percent growth annually, Whitley says. Employers' reliance on the program increased until the cap was hit for the first time on March 9, 2004, and even sooner the next year on Jan. 3, 2005. As a result, President Bush signed the Save Our Small and Seasonal Businesses Act into law in May 2005 as a two-year temporary fix. The law exempts return workers who used the

H-2B program for the previous three fiscal years and splits the program cap into two 33,000-person segments to help prevent spring and summer employers from being closed out of its use.

While the bill does not set a ceiling, the Department of Homeland Security estimates that an additional 30,000 people a year are admitted under this expanded cap.

According to Lawn & Landscape research concerning fiscal year 2005, 15 percent of contractors said their applications for H-2B workers did not get in by the time the cap was reached Jan. 3, with 5 percent missing it by one week, 5 percent missing it by more than one week and 5 percent re-

porting they hadn't even reached their 120-day deadline yet. After the Save Our Small and Seasonal Businesses Act was passed, some of these contractors did receive relief via returning H-2B workers, and only 3 percent of contractors reported that they did not receive their H-2B workers before the first fiscal year 2006 cap was reached Dec. 16, 2005 and that they would not reapply for the second 33,000 fiscal year cap.

But, as the government stated when the law was passed, it's a "temporary solution," and one that reaches its deadline Sept. 30. Landscape contractors have been busy making Capitol Hill visits urging senators and representatives to co-sponsor and

employers face further fines, liability

As it stands today, employers who hire immigrant workers are protected by I-9 forms as long as they review each immigrant's documentation and it appears official. But proposed comprehensive immigration reform bills promise to strictly penalize employers for hiring illegal immigrants despite whether or not the paperwork looks legit.

The two comprehensive reform bills currently being reviewed and debated by the House and Senate include stiff penalties for hiring or continuing to employ unauthorized workers, starting as low as \$500 and moving up to \$5,000 to \$7,500 for first time offenses and going all the way up to \$40,000 for repeat violators who fail to comply with the law.

According to an August 2005 Government Accountability Office Report, document fraud and the large number of documents acceptable for proving work eligibility have caused significant confusion among employers. "Contractors can't be document experts," laments Bob Wingfield, owner, Amigos Labor Solutions, Dallas, Texas.

But with comprehensive immigration reform the government is promising to give employers the tools to ensure they don't make paperwork assessment mistakes.

U.S. Secretary of Commerce Carlos M. Gutierrez describes a biometric card identification system, where through technology a person's unique characteristics, such as a fingerprint, could be used to verify his or her immigration status.

"We have an underground industry built on producing false documentation for illegal workers," Gutierrez says. "Employers have a hard time helping enforce the law because they are not sure what documents they should require. The rules must be clear enough to hold businesses accountable for hiring people with the proper documentation.

"When we have a biometric system – and we have a temporary worker program – the dynamics will change," Gutierrez continues. "Over time, it will become unlikely that people will risk their lives coming across the border illegally if it is well-known that unless you have a temporary worker's permit, you will not find a job."

Unfortunately for employers, 49 percent of Americans agree the government should penalize employers for hiring illegal immigrants, ranking it their No. 1 solution to illegal immigration problems, followed by increasing border patrol at 33 percent, according to Pew Hispanic Center research.

Contractors disagree with these measures, saying the government could "cripple the economy if employers are made more responsible," says John Mohns, president, Benchmark Landscaping, San Diego, Calif. "The solution is not to further penalize the employer but to create a system that ensures there are enough legal workers in the country for employers."

pass the proposed Save Our Small and Seasonal Businesses Act of 2006 bills in the House and Senate today (H.R. 4740/S. 2284) that extend the returning worker exemption for three more years. Without it, many say the cap will be reached even sooner, maybe as early as November, Whitley says, and more will be left without workers.

What's slowing down H-2B? Senate and particularly House members feel they cannot renew an H-2B law without also moving forward on comprehensive immigration reform.

The Senate and House have both proposed bills dealing with the subject, albeit they are very different. The Senate's bill (S. 2611) combines border enforcement with a temporary guest worker program and lists requirements illegal immigrants must meet to pursue legal status and qualify for citizenship. It is also supported by President Bush. The House bill

(H.R. 4437) focuses solely on border enforcement, authorizing construction of 700 miles of security fencing along the U.S.-Mexico border and making it a felony to come across the border illegally or to help illegal immigrants.

Industry professionals support the Senate's bill because it provides a guest worker program, is a bit more lenient concerning illegal immigrant hiring violations and can convert some of their current illegal workers into employees of legal status.

"The Senate bill wants to make a certain number of undocumented workers legal – that's awesome,"
Navarro says. "The only thing I worry about is illegal immigrants who have been in the country the past few years who may not qualify. As landscape companies have grown from the housing boom, it's inevitable that they have some newer workers at their companies. Look around your office – can you lose five people right now and still get the same level of work done? Some companies might have to considerably scale back the amount of work they do if they lose these workers."

Unfortunately, neither bill has budged. And House members insisted on holding summer hearings on the subject before trying to compromise with the Senate, pushing formal negotiations until September, when lawmakers typically shy away from tough issues because campaigns are entering their final weeks. This leaves many in the industry fearing that agreements on comprehensive immigration reform or H-2B won't be reached before November, and more importantly for H-2B before Oct. 1.

If Congress does not act this year, the House and Senate will have to

"I want a legal workforce

- that's what I want. I want
to have the confidence in
knowing that my workers
are 100 percent legal."

- John Mohns



begin anew in 2007 should lawmakers want to pursue immigration changes.

THE CONFUSION. So far, H-2B and comprehensive immigration reform bills remain intertwined in House and Senate discussions, but many industry professionals think the two issues should be evaluated separately.

"People are very confused," Twist says. "Anti-immigrant people are afraid non-immigrants will come here on H-2B visas with the intent to migrate. My experience is this is rare."

In fact, 98 percent of H-2B workers return home to their countries of origin each year as their visas expire, according to Bob Wingfield, president of H-2B provider Amigos, Dallas, Texas. "Nothing about H-2B has to do with immigration - it's a non-immigrant program," he explains, adding that the industry and the government need to focus on H-2B now and worry about comprehensive immigration reform later. "Thinking that Congress can revamp the immigration system in a few weeks is idiotic. Fixing H-2B now would allow companies to survive until they figure it out."

"Comprehensive immigration reform is not the answer," Whitely agrees, "and holding ourselves hostage to it is a mistake. Supporting the general need for reform will not at the end of the day get H-2B fixed." However, some contractors have not had the same success with H-2B or don't understand the program and therefore feel comprehensive immigration reform is the better issue on which to focus.

"I think the H-2B program is flawed and I do not agree with it," Aksar shares. "Immigrants are already here on this soil. Background check

them and give them work permits."

The dispute could intensify as the two issues continue to split the House and Senate, as well as the industry.

"Many companies in many industries depend on foreign workers," explains Chad Stern, owner of Mowing & More, a landscape business based in Chevy Chase, Md. "If the government is going to crack

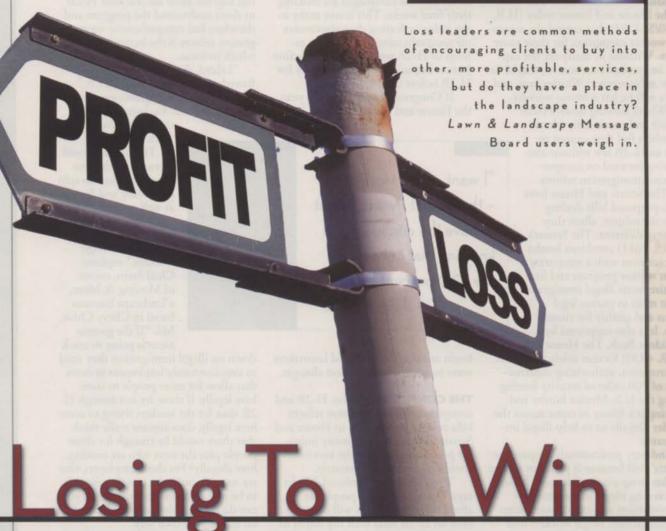
down on illegal immigration they need to simultaneously implement systems that allow for more people to come here legally. If there are not enough H-2B visas for the workers trying to come here legally, does anyone really think that there would be enough for those people plus the ones who are coming here illegally? For those employers who try to go through the visa process only to be met with disappointment all you can do is forget the government and do things your own way."

Throughout the continued debate, the industry and the government "must show leadership, face reality, deal with immigration as it is and not as we wish it were and avoid letting emotion take over," Gutierrez suggests. In the meantime, despite the controversy and disparity surrounding both issues, the bottom line remains the same, Mohns explains: "I can't find workers. I know as time goes on the workforce will continue to shrink so I'm trying to think long term. I want a legal workforce - that's what I want. I want to have the confidence in knowing that my workers are 100 percent legal. Right now, we do our best to screen them, but that 100 percent confidence is not always there.

"Business is tough even without the government looking at you," Wingfield agrees. "Contractors are doing the best they can." "







n other industries, it's a common business practice to provide services that do not generate a great deal of profit for the business owner.

The trade-off, of course, is that the money-losing venture – often referred to as a "loss leader" – entices clients into committing to additional more profitable products and services. For example, restaurants may take a loss with the price of an entrée, but make a profit on the price mark-up for beverages and liquor. And service stations, as another example, make a slim margin on selling gasoline and diesel at the pump, but make their real profits in convenience store sales and with repair/auto mechanic services.

So is there an acceptable loss leader in the green industry? It's a question Chad Stern, the owner of Mowing & More in Chevy Chase, Md. recently posed to fellow professionals for debate on the Lawn & Landscape Message Board.

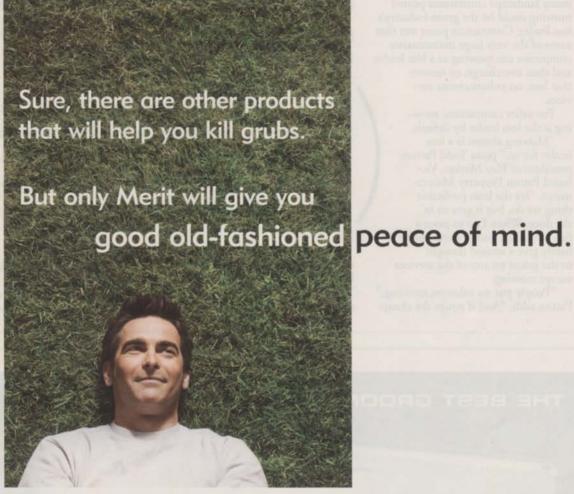
"Do you think that in the green industry it is a good idea

to provide unprofitable services as a means of driving up sales for profitable services?" Stern asks fellow message board participants. "Or, is it better to just abandon any services that do not generate any direct profits?"

MOWING - WINNER OR LOSER?

Many contractors participating in this discussion suggest first identifying the base service, or entry point, that encourages clients to contact a landscape professional.

For example, Steve Cissel, founder and CEO of the online green industry directory GIYP.com, posted that his local pick-your-own farmer uses sweet corn as

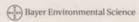


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a loss leader. "People flock to the place and then the farmer nails them on tomato sales," Cissel posts.

Following this business logic, many landscape contractors posted mowing could be the green industry's loss leader. Contractors point out that some of the very large maintenance companies use mowing as a loss leader and then overcharge, or recover that loss, on enhancement services.

For other contractors, mowing is the loss leader by default.

"Mowing almost is a loss leader for us," posts Todd Patton, president of Hay Market, Va.-based Patton Property Maintenance. "It's the least profitable thing we do, but it gets us in the door. When I go to price a full-service account I swear they barely give a second thought to the prices on any of the services except mowing.

"People put no value on mowing," Patton adds. "And if you're the cheapest and portray a somewhat positive image, you'll get the job. I always try to get better mowing prices, but it's the hardest job to get unless you're cheap."

Cissel suggests identifying other potential loss leaders besides mowing. "What do people do in the spring that is a one-time service that could get a repair are possibilities. Certainly there is a living to be made mowing grass, and to use it as a loss leader is questionable."

Stern agrees and adds that while mowing may seem like the obvious loss leader, it may not be the most prudent choice for one.

"Do you think that in the green industry it is a good idea to provide unprofitable services as a means of driving up sales for profitable services? Or, is it better to just abandon any services that do not generate any direct profits?" – Chad Stern

company in the door as a loss leader?" he asks message board participants. "Gutter cleaning, storm window change out to screens and driveway

"In my mind, the problem with that is that you will attract cheap people who will not be valuable longterm customers and who will only





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Irrigation Direct 877.436.6922 use the mowing service," Stern posts. "Then you're left with an underpriced mowing job without add-ons to generate an acceptable profit. If anything, I may price the job a little bit higher if I know they will just be a mowing customer.'

In a larger market there is enough business for everyone and less of a need for a loss leader to gain that business, posts Kelly Tohill, owner

of Atlanta-based Tohill Landscape Management.

"I don't feel the need to give work away to try and gain something down the road," Tohill posts to the message board. "I can only take on so many accounts and they all have to be profitable right off the bat."

RELATIONSHIPS - A REAL LOSS WINNER. Many contractors posted to the Lawn & Landscape Message Board that they believe a loss leader isn't needed if the contractor is successful at establishing a strong relationship with the client from the very beginning.

More often than not, once a client chooses a service provider they will most likely use that same company for whatever additional or future services they need, says Todd McCabe, president of McCabe Landscape Group in Wrightsville Beach, N.C.

Most of the time they are not going to get bids for each little project," he posts. "And unless they are being completely ripped off, they probably would not think they are overpaying for a service."

To establish stronger relationships, Stern suggests informing clients that a competitor is using a loss leader to get their business but is charging exorbitant prices for other services.

"You would be showing that you are more honest and up front than the competition right off the bat," Stern posts to the message board.

Some contractors responded to the group that the tactic could be used to lure customers in, but it's a dangerous practice to bad mouth the competition to a client.

"How would you know who is charging what unless you have their proposal in hand and think you can beat it," Patton warns the message board. "Bringing anything negative into the conversation will go against you and not the other guys. Even if I told you that's what I did, it's not going to make a difference. Your prices shouldn't be the same as mine anyhow. How would you know my overhead?'

What it comes down to is value and relationships, McCabe posts, and not loss leaders in establishing maintenance services with clients that are profitable for the contractor.

"I do agree that very few people put value on mowing," McCabe states. "We had a \$60,000 installation that we did last year. We had the mowing contract for a couple of months and then we were dropped. The homeowner swears we did nothing wrong and says that it just didn't make sense to him, financially, to pay us what we were charging when he could have it done for so much less. He still wants us to do everything else - mulch, seasonal color change outs, fertilizing, pruning, etc. - the stuff he sees value in."

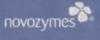


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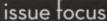


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Sprayhead and rotor advancements improve performance by shooting for optimum irrigation efficiency.

mart controllers are the big-ticket, hottopic items in the irrigation market. These provocative, high-tech toys garner attention for the water and cost savings they create for customers and because they boost contractors' bottom lines. Besides, who doesn't like a new gadget? There are, however, more passive, lower cost ways to improve a system's performance. "Something I mention when I talk to cities about creating irrigation specifications is that the cost difference is very low between a quality irrigation system and a poor one," says Matt Piper, general manager of Dallas-based GP&E's water management services division. Taking advantage of sprayhead and rotor advancements - including hybrid sprinklers, check valves and pressure regulators - is a simple way to step up an irrigation system's efficiency.

"The cost is low, but the long-term effects are great."

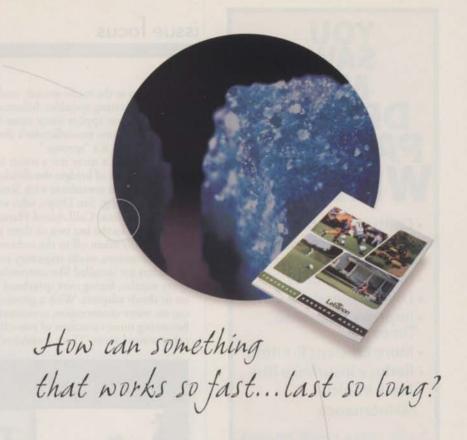
WHAT'S A SPROTOR? Conventional sprinkler wisdom dictates sprayheads are used to irrigate narrow areas from 8 to 15 feet and rotors are used for wide-open areas 25 to 35 feet apart. Rotors tend to water turf more efficiently than sprays because rotors' application rates better match the turf's absorption rate.

One new sprinkler development is changing those rules. The so-called "hybrid" product, which entered the market within the last several years, can be used in areas from 4- to 30-feet wide. Manufacturers say this crossbreed prod-

by marisa palmieri | associate editor

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issue focus

uct, known as the multi-stream, multitrajectory rotating sprinkler, behaves like a sprayhead but applies water more like a rotor. In fact, one manufacturer's distributor nicknamed it a "sprotor."

"It's neither a spray nor a rotor; it's a device that sort of bridges the divide," says Jeff Carowitz, a consultant with Strategic Force Marketing, San Diego, who works with San Marcos, Calif.-based Hunter Industries. "In the last two or three years they've really taken off in the industry."

Multi-stream, multi-trajectory rotating sprinklers are installed like conventional spray nozzles, fitting over sprayhead bodies or shrub adapters. With a growing focus on water conservation, consumers are becoming more conscious of run-off and other wasted water. These sprinklers' low

precipitation rates (from 0.40 to 0.60 inches/hour) significantly reduce run-off and allow water to percolate deeper into the soil, which helps establish stronger, deeper root systems, in turn reducing how frequently the turf needs to be watered.

These sprinklers have been documented to use 30 percent less water compared to conventional sprays, says Mike Baron, MP Rotator sales manager for the Walla Walla Sprinkler Co., a division of Nelson Irrigation, Walla Walla, Wash. Manufacturers say they cost from \$4 to \$8.25 each.

In addition to appreciating their lowapplication rate and high-uniformity, contractors praise multi-stream, multitrajectory rotating sprinklers for their

o with the flow stoppers



The ability to turn off a single rotor without shutting down the entire zone is a feature irrigation manufacturers brought to the market as a result of contractors' requests.

"Flow shut-off devices have become popular with contractors as an installation and maintenance feature and also with homeowners so they can turn off sprinklers one by one if need be," says Jeff Carowitz, a consultant with Strategic Force Marketing, San Diego, who works with

San Marcos, Calif.-based Hunter Industries.

Mark D'Alonzo, vice president of Cow Bay Sprinkler Co., Port Washington, N.Y., says this feature increases productivity by eliminating extra trips to the controller to shut off the zone. He sells rotors with shut-off devices as an upgrade.

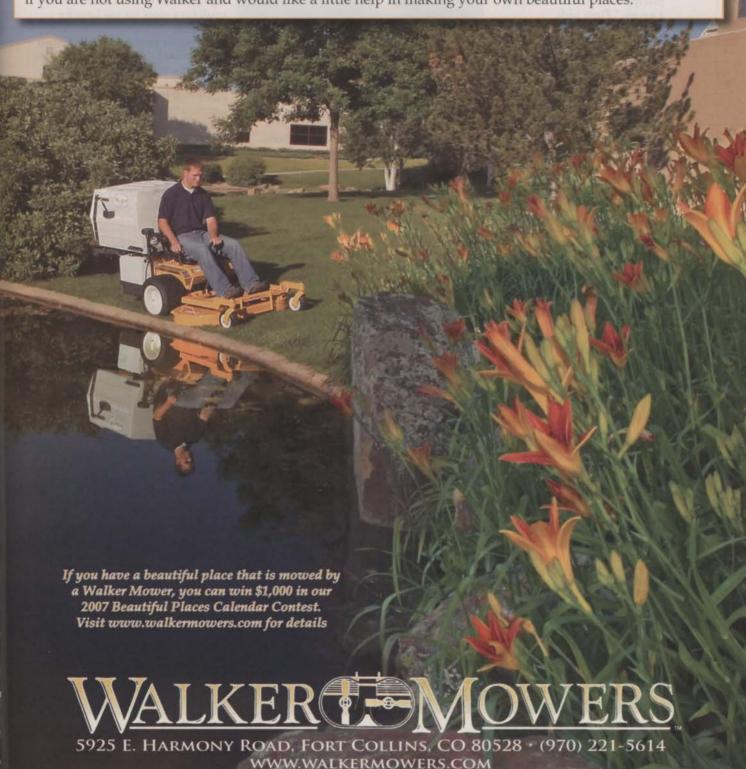
This feature is beneficial beyond allowing contractors to service single heads without getting wet, manufacturers says. It gives flexibility to poorly designed irrigation zones by allowing contractors or homeowners to cut off irrigation to an over-watered shady area.

"This feature is usually used for maintenance purposes like bringing in sod or topdressing," says Don Fisher, a product and marketing manager with The Toro Co.'s, Riverside, Calif.-based irrigation division. The shut-off feature can make landscape maintenance tasks like resodding a lawn or aerating easier, too. Previously, contractors flagged heads so they wouldn't run over them while mowing or aerating. With this feature a contractor can shut off the heads, turn the system on, and the heads will pop up without spraying water.

"I think flow shut-off devices are interesting products, but they're not being used widely," says Matt Piper, general manager of Dallas-based GP&E's water management services division. "But I've been around long enough to know that there is a place for these products."

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"retrofitablity" and because they eliminate the need for interchangeable nozzles.

"I like that it's adaptable," Piper says. "I deal with a lot of existing properties, so I appreciate a product that's retrofitable to an older system.

"Also, I like that you can automatically get matched precipitation without changing a nozzle," Piper adds.

Other contractor benefits include easy arc and radius adjustment and less complex system design because more heads can be installed per zone, requiring fewer zones and reduced installation time.

As with any new technology, manufacturers are challenged with communicating the value of these sprinklers to their customers. "Getting contractors and end-users to buy in to the technology can be tough because it is relatively new, and changes in the irrigation industry tend to be incre-



Photo: Weathermatic

mental," says Todd Vanden Branden, a product manager for Rain Bird's contractor division, Glendora, Calif.

Baron agrees it's difficult to convince a contractor who has been installing traditional sprayheads and rotors for years to change his habits and perception of what works.

Mark D'Alonzo of Cow Bay Sprinkler, Port Washington, N.Y., is one contractor who isn't convinced yet. He's toyed with one brand of spray/rotor hybrid sprinklers, but says he wasn't pleased with their durability. "They're new and we just haven't reached a comfort level with them yet," says D'Alonzo, a Cow Bay vice president who runs the company's irrigation division. "But the idea is certainly good," he says, confirming that situations occur that are too small for a rotor yet too large for a sprayhead.

"It works great for the application it's intended for," Carowitz notes, "but it doesn't always work for everything."

POPPING UP. Another irrigation sprayhead/rotor trend is a push toward higher pop-up heights for turf applications and pop-ups replacing risers in planted areas.

With water conservation experts emphasizing the importance of taller turf heights to promote deep root growth, the time between mowing is











lengthening and sprinkler head popup heights are getting taller.

"As turfgrass is cut to a taller height we're seeing the 6-inch height becoming more popular for this application," says Carowitz, noting that 4-inch pop-up heads are still the most popular for turf applications, but 6-inch pop-ups are gaining ground, especially in California and Florida.

In planted areas, the use of pop-ups rather than risers is growing for aesthetic and practical purposes. "Customers no longer want to have the risers if they can have the pop-ups, which they don't have to see in their hedges," says D'Alonzo, noting that 12-inch pop-ups are common for shrubs. In addition to visibility issues, contractors and customers prefer pop-ups to risers because they recede into the ground lessening the chance for breakage.

UNDER PRESSURE. Pressure regulators, located in sprinkler pop-up stems, are also catching on. Typical

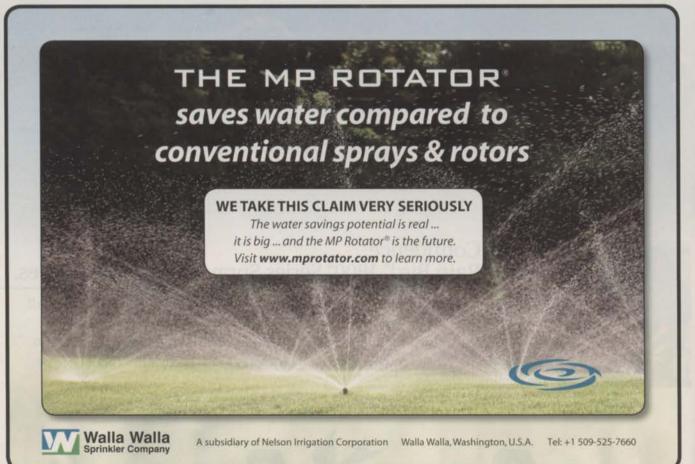
"I deal with a lot of existing properties, so I appreciate a product that's retrofitable to an older system."

- Matt Piper

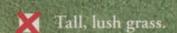
city water pressure is 50 to 60 psi, however optimum operating pressure for a spray nozzle is 25 to 30 psi. While it's possible to regulate pressure at the valve level, many manufacturers are adding this feature to sprinkler stems. "This way you don't get misting and overspray, and you can be sure all sprinklers are performing uniformly," says Don Fisher, a product and marketing manager with The Toro Co.'s Riverside, Calif.-based irrigation division.

Cost can be a concern, considering this feature typically adds 20 to 25 percent to the cost of the sprinkler, but Carowitz notes the payback probably will come in less than one season. "Having the pressure regulator built right into the sprinkler just makes it easy," he says. "Some manufacturers are claiming a savings of 25 to 30 percent just by using pressure regulation."

Bill Savelle, sales and product manager for Dallas-based Weathermatic, agrees that today's contractors understand the benefits of and need for pressure regulation. "Many of the manufacturers have had pressure-regulating sprayheads out there for many years, but I don't see the average contractors investing in these." He says contractors are turning to an older product – the flow control valve – to tune each zone, which achieves a similar pressure-regulating effect at a lower cost. "You could pay \$1.20 per head or upgrade to a flow control valve for a dollar per zone," he says.



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issue focus

CHECKING IN. Customers are clueing in to low-head drainage, which creates a spongy area in their yards and wasted water running from their properties into the street. Local governments have taken notice and are taking action. "A lot of cities are starting to mandate the check valve both on sprays and rotors so they can retain the water in the pipe and prevent losing and wasting that water," Savelle says.

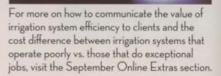
Because check valves are fairly standard on most manufacturers' sprinkler heads, contractors often install them across the board – even in locales where mandates don't exist. "Now it's just part of the application process," D'Alonzo says. "It's usually required by the water department, but we take that regulation and carry it from town to town whether it's required or not. Using sprinkler heads with check valves has cut down a lot of service calls that aren't billable because there's nothing wrong with the heads – it's just gravity."

In Dallas/Fort Worth, Texas, where Piper operates, an abundance of clay soil increases the chance for run-off. "Check valves are very useful here," he says. "But a lot of times you see check valves in every single head on the property where there is no slope. To me that's not an effective use of the product." For older systems, Piper says aftermarket snap-in check valves are available, and sloped areas should be zoned separately during the design process so they can be controlled independently.

Check valves typically add less than \$1 to the cost of the head. "It costs maybe 75 to 85 cents per head, but it's helping us a lot more in the long run because it's cutting down on non-billable service calls," D'Alonzo says.

IN CONTROL. While all eyes are on ET- or weather-based controllers right now, sprayhead and rotor technology is part of the package that makes a system run smart. "There is a tremendous amount that's coming out on the control side of the business," Savelle says. "But the advanced controls are going to drive up the performance expectations of the sprinklers."

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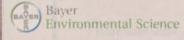
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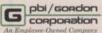






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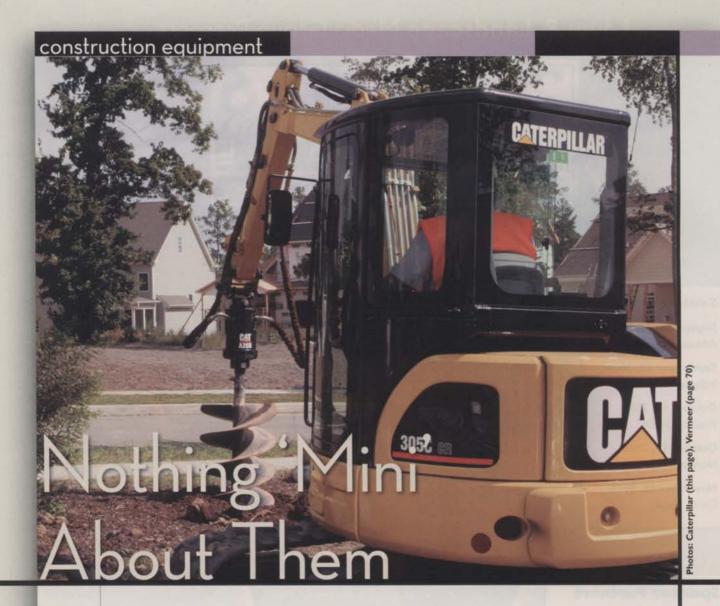
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Mini-excavators can perform a host of tasks at a fraction of the cost of their larger counterparts.

orge Huerta says it's not uncommon to see mangled sidewalks or torn-up turf left in the wake of large excavators and heavy backhoes on a jobsite. "It's an unintended consequence of moving heavy equipment," explains the field superintendent for Fairco Developer Landscape Services, with offices in Scottsdale, Ariz. and San Diego, Calif.

But a smaller machine has been winning over fans with its versatility and light feet - the mini-excavator. Since its inception, contractors have been using it to drill holes, dig trenches, grasp large stones and perform a host of other tasks. Its ability to squeeze into tight areas can make it ideal for congested suburban neighborhoods. And because many mini-excavators move on rubber tracks instead of inflatable tires, operators can work without worrying about tearing up turf or suffering flat tires, Huerta says.

EXPANDED USES. Mini-excavators were first used in Japan, where they were developed for their ability to squeeze into work areas where their larger counterparts could not. "They had to have a way they could dig on one end, rotate around and be able to dump with the other," says Mike Lumbers, senior product manager for compact utility products for Ditch Witch, Perry, Okla. "Since they were in between buildings, they didn't want to have to be limited by the obstruction of the building. A mini-excavator can rotate in the footprint of its tracks. It just gives you more flexibility."

Flexibility is what contractors are searching for, but flexibility comes with a

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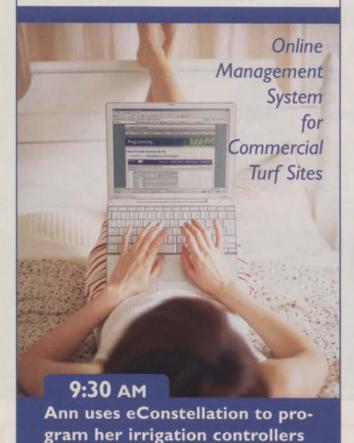


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price. Generally, the mini-excavators landscape contractors use weigh between .7 and 6 metric tons. That puts the engine at roughly between 12 and 50 horsepower. Prices for machines in that range are \$12,000 to \$60,000. Depending on the model, digging depth can be between 4 and 13 feet.

One of the reasons, besides size, that a mini-excavator can work in confined spaces has to do with "zero-tail spin." In traditional excavators, the tail hangs over the tracks as the cabin spins to perform a task. Unless the machine has a counterweight installed, most mini-excavators leave little hanging over the tracks as the cabin rotates. "You're not going to bang the tail end of the machine into an obstacle, like a wall or a tree," says Matt Mumford, the North American mini-excavator industry manager for Caterpillar, Peoria, Ill. "Equally important, you're not going to damage the siding on someone's house. These machines can work right next to a building without the fear of having an impact."

Not only can a mini-excavator operator move the boom by

the learning curve

Though they may be viewed as more complicated machines compared to others contractors use, mini-excavators are fairly easy to learn to operate, manufacturers say. Jorge Huerta, field superintendent for Fairco Developer Landscape Services. Scotts-



dale, Ariz, and San Diego, Calif., says it normally takes about a half-hour for a worker to feel comfortable using a mini-excavator.

Most mini-excavators feature a pattern-changer that switches between excavator- and backhoe-style controls. "With the flip of a switch, it allows them to change their control patterns to whatever they're more comfortable with," says Matt Mumford, the North American mini-excavator industry manager for Caterpillar, Peoria, III.

Herb Babman, owner of Matrix Concrete & Landscaping, in Cedar Hill, Mo., owns a mini-excavator he bought for his three-man crew. "I've had some of my employees who have never used one before taking about a half-hour to get used to the controls, and they were digging about two hours later," he says.

On the job site, Huerta uses at least one spotter per machine to help watch for obstructions and give instructions to the operator. If someone wants to learn how to operate a mini-excavator, he'll have them serve as the spotter. "The more operators I can train, the better it is for the company," he shares.

To learn more about how to operate a mini-excavator, Kuyers suggests contractors seek out training opportunities from their dealers and read the owner's manual.

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rotating the cabin, but many machines also feature a swing boom that can move independently from the cabin. "When you swing the boom all the way to one side, and then when you turn the house of the machine, it enables you to dig right up next to a foundation or a wall," Mumford says.

Mini-excavators also feature

hydraulics instead of cables that can stretch during use. "The nice thing about this is that the controls will feel the same over time as they did when they were new," Mumford says.

"You have the constant pressure of the hydraulics, so as you move them, everything is already pre-loaded," Lumbers adds. "That allows full force or pressure to be applied even at low RPMs. That gives you some options so you don't have to have the machine at full flow to be able to get a good, smooth action and get full pressure for a side load or pick-up."

Because of the weight distribution and rubber tracks, mini-excavators are also gentle on turf. "Many of them have less than 4 pounds per square inch of ground pressure," Lumbers says. "Because you have a lot of track on the ground, you have good flotation and traction."

Also, because the tracks help spread out the weight, "you can drive over a trench and you don't have to worry about cave-ins nearly as much," explains Jon Kuyers, compact solutions manager for Vermeer, Pella, Iowa, adding that rubber tracks are also good on sandier soil in Southeast locations like Florida.

The reasons for using mini-excavators are as varied as the number of attachments made for them.

They're ideal for lifting and placing materials and clearing debris through the use of grappling devices such as hydraulic thumbs, Lumbers says. Trenching tools also can be attached to the end of the boom.

A trimmer also can be attached, "where you can actually trim trees when you're sitting in your excavator," Lumbers says, adding that augers, breakers and buckets are considered must-have attachments.

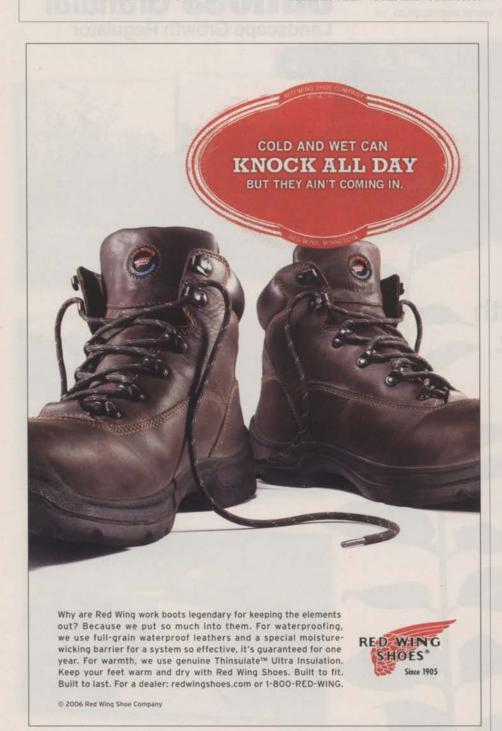
Mini-excavators are ideal during hardscaping, when digging the footings or foundation for a retaining wall, Kuyers points out.

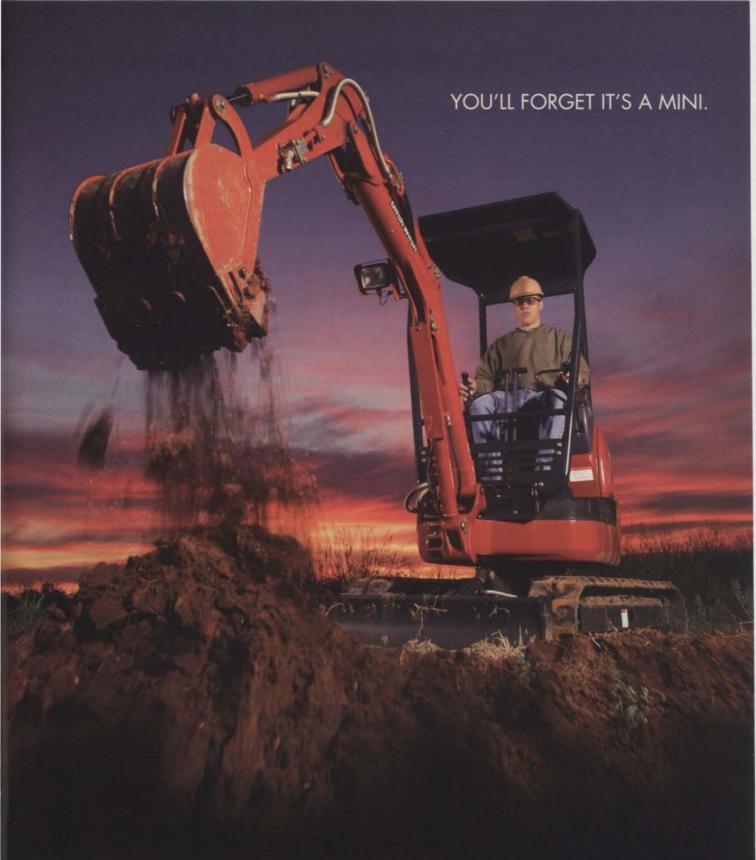
Time saved is a high priority when deciding whether to use a mini-excavator. "It could probably reduce your labor in half, if not by three-fourths, compared to conventional digging," Kuyers says.

While getting a job done quickly saves money, using a mini-excavator could also reduce worker's compensation claims. "Digging trenches is back-breaking work," Kuyers says. "When you're doing it with a machine, you don't have to worry."

BUYERS' GUIDE. There are a number of factors a contractor should consider when thinking about purchasing a mini-excavator. Two of the most important are digging depth and reach of the boom, Kuyers says.

Whether or not the mini-excavator will be used to load a truck is





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an important consideration, Kuyers explains. "If a truck is too high and the boom can't reach it, it defeats the purpose," he says.

The attachments must also match the mini-excavator in terms of hydraulic flow, which is measured in gallons per minute. An ill-matched attachment and machine won't work. "A lot of times a customer will rent an attachment and it's not properly sized

- are all very important," he says. "Many excavators used to have four cab posts that framed the windows. The trend now is two posts. That opens up your whole viewing area to where you're operating the excavator."

How the hydraulics perform under the stress of operation is also an essential factor to consider. "Can you get full power or full push at a very low idle so you can control the hydrau-

lics very smoothly?" Lumbers asks, adding that smoothness in hydraulic perfor-

"A mini-excavator could probably reduce your labor in half, if not by three-fourths, compared to conventional digging." - Jon Kuyers

hydraulically, so the performance is poor," Kuyers says.

Contractors should also look for cabins that offer a comfortable workspace, Lumbers says. "The whole layout of the operator's cabin - how roomy is it and the visual obstructions mance is also important.

If a contractor is not really sure if a mini-excavator is a piece of equipment they need or aren't sure they can afford it financially, rental is another avenue, Kuyers says. "If you notice you're renting it more than two to

three times a week, then you might want to consider buying it," he says.

For contractors worried about return on investment, Kuvers advises them to think long-term. "With a machine, you're actually replacing labor, so ask yourself, 'How many workers and their salaries will it replace?"

Herb Babman, owner of Matrix Concrete & Landscaping in Cedar Hill, Mo., says he rented mini-excavators a number of times over the years before he finally bought one. Babman, who has three employees, recommends them to contractors. "I can have three guys digging on one trench for a week and that mini-excavator can do it in about three hours," he says. "Those are the kind of manhours you can save." (L

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For more information on mini-excavator safety features, visit the September issue of Lawn & Landscape online.

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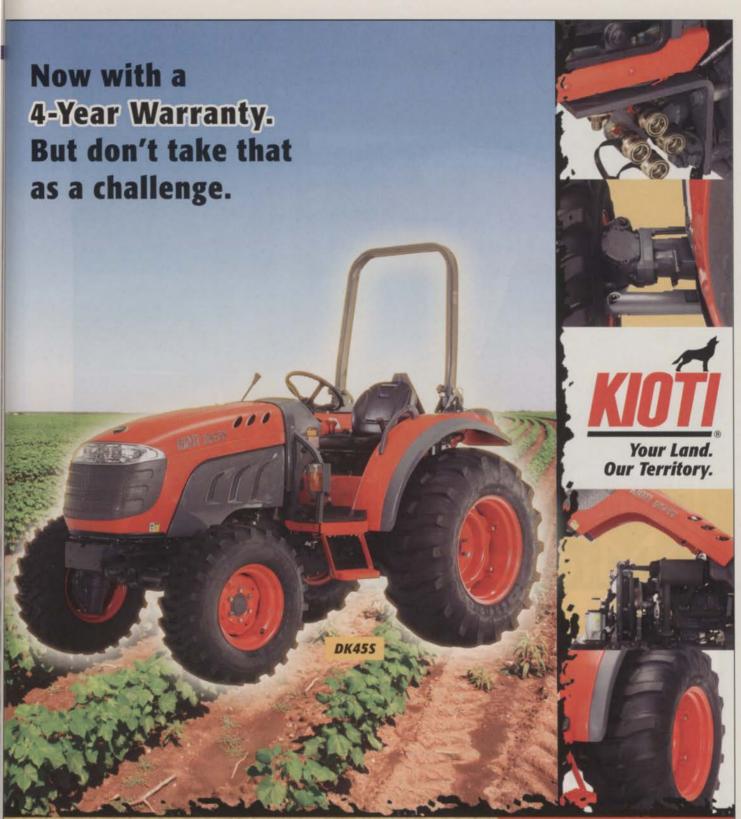


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This tree care service presents profit potential for contractors committed to learning the craft.

rees can make or break a property. For some prospective homebuyers, an evergreen timberline flanking a lot or a solitary ash tree anchoring a front-yard landscape can turn a possible purchase into a done-deal. Aesthetic qualities aside, trees improve property values by as much as 25 percent depending on size, type, location and health, according to the Tree Care Industry Association (TCIA). Trees also shade and insulate properties, creating heating and cooling savings. They can block up to 90 percent of solar radiation, which naturally cools a home and can increase an air conditioning unit's efficiency by 10 percent, according to the U.S. Department of Energy. In addition, properly placed trees can reduce winter heating bills by 15 percent, the TCIA says.

It's no wonder customers opt to pay up when these organic assets are threatened. Customers' willingness to protect trees – especially in a global economy where insects like the Asian Long-Horned Beetle and Emerald Ash Borer (EAB) can be transported from one locale to the next – presents a profitable opportunity for contractors to branch out into tree care services like microinjection.

"Landscape companies can include microinjection very simply in their organizations," says Wayne White, sole proprietor of Emerald Tree Care, White Lake, Mich. Before spinning off his own company last year, White, a board-certified master arborist, worked for Great

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Oaks Maintenance, Novi, Mich., building up a base of tree-care clients. Since 2002 he's been attacking EAB using microinjection treatments as one part of his remedy.

Adding microinjection to a landscape company's list of services is a solid idea, White says, pointing out that this is especially true for companies that guarantee plant material on new installations. "If you're going to have a warranty for plant care, why don't you recommend to people how to take care of their plants?" he says. "Microinjection is an effective method for treating trees with insecticides, fungicides, fertilizers, micronutrients and plant growth regulators." Jim Haas, president of Lincoln Tree Service, Lincoln, Neb., explains that landscape maintenance companies are poised to reap microinjection revenue. "When you're out mowing lawns that puts you on an awful lot of properties," he says. "Especially when mowing – you're already out there 36 times a year. Those are opportunities to sell additional services."

He recommends contractors make use of the power of suggestion. "The best way to sell microinjection is to be out there letting customers know if there are tree problems and that you can take care of them." Like other add-ons, many consumers would rather pay one provider they know and trust for multiple services than gamble with hiring a new contractor.

THE BASICS. Commercial microinjection, which has been around since the 1950s, has spawned two major application methods: low-pressure and high-pressure. Both require the use of concentrated systemic pesticides, which are injected into trees and then transported throughout by their vascular systems. The difference lies in how the chemical is mainlined into the tree (for a side-by-side comparison of the two methods, see "Low-Pressure vs. High-Pressure" on page 82).

Low-pressure injection, the older method of the two, is also known as "passive infusion," says Nate Dodds, president of J.J. Mauget, Arcadia, Calif. Dodds likens the low-pressure approach to an IV drip a human receives in the hospital.

The applicator drills a hole (typically ¼ inch or less) into the tree and then inserts a plastic capsule that contains the chemical. The plastic unit remains in the tree as the tree's transport system takes up the material at its natural rate. When the capsules are empty, the applicator removes and disposes of them.

"The downside of the infusion system is the chemical is being entered at the tree's own sap-stream rate, so it can take a few minutes to several hours for the product to be placed in the tree's system," Dodds says.

If low-pressure microinjection is like an IV, high-pressure microinjection is similar to a shot. No drilling is required; instead, applicators use a special syringe-like, direct-inject unit. "The high-pressure system is on the front side very good because you put



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the chemical in the tree under hundreds of pounds of pressure," Dodds says. "It's fast; the applicator does not have to come back and remove any device from the tree. They can walk away and the tree has treatment."

The drawback, critics say, is some research shows that the pressure inflicted on the tree may damage its cambial zone, which results in bark splitting or dead xylem tissue (areas of discolored wood). Also, the tree accepts a lesser amount of the active chemical.

Both systems have their believers. "The quick speed and the fact that you don't have to return to the tree to remove the delivery system makes high-pressure attractive to the practitioner," Dodds says. "The higher volume of active ingredient placed into tree with the low-pressure system is also valued by many."

Compared to other add-on services like pruning or pond building that may require contractors to make



Microinjection is one method that's being used to combat EAB. From left: Dan Hermes, department of entomology, The Ohio State University; Eric Bristol and Joe Doccola of Arborjet, Ron Howell, owner of Howell Tree and Landscape; and Dr. Bal Rao, manager of research and technical development, The Davey Tree Institute. Photo: Arborjet

major capital investments, start-up training and supplies for low and high-pressure microinjection generally cost no more than a few hundred dollars. The low-pressure method requires a rechargeable, battery-powered drill and a rubber or plastic-faced mallet, for a total of approximately \$100. As is standard when dealing with chemicals, experts recommend safety goggles, pro-

tective clothing and chemical-resistant gloves, too.

A high-pressure system is pricier but still low-cost compared to capital purchases for other add-on services. The start-up cost of a high-pressure system employing a directinject tool is less than \$600, says Chip Doolittle, president of ArborSystems,

Omaha, Neb. "Most guys can pay for the device in a day," he adds.

TREE-DOC TRAINING. Tree care professionals acknowledge that microinjection is "easy" and can be "picked up in five minutes," but there's more than just learning the proper drilling or injection technique.

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microinjection successfully and build customer loyalty, acquiring diagnostic ability is essential. "We see a lot of people who just go out there and inject trees randomly without knowing what the problem is," Haas says. "You don't want to put a hole in the tree if you don't have to."

Tree care product suppliers are one of the main microinjection education providers, as they are required by the Environmental Protection Agency to certify people who use injecticides,

Dodds says.

Typically, suppliers certify applicators by requiring them to pass a test after they've completed home-study courses or hands-on classes conducted by distributors or company representatives. "It is an invasive process – you're putting chemical into the living part of tree – and there can be some dramatic consequences if you put the wrong chemical in or you treat a tree that doesn't need to be treated," Dodds says, adding that an understanding of plant physiology is essential to prevent misapplication.

In addition to supplier education, arbor schools and tree care industry associations, such as the International Society of Arboriculture (www. isa-arbor.com) and the Tree Care Industry Association (www.tcia.org), offer training. "It's really important for a landscape contractor who doesn't know anything about trees to take classes," Doolittle stresses.

PRICING AND PROFITS. Once contractors are diagnostically adept, they can move on to the next step – being profitable.

When pricing microinjection services, tree care professionals first measure the tree's diameter at breast height. Injections are made every 2 to 6 inches. A tree that's 12 inches in diameter at breast height typically requires six injections for both highand low-pressure systems, Doolittle says.

The chemical costs vary widely with fertilizers at the low end, costing about \$1.50 per injection, and some insecticides at the high end, priced at

about \$2 to \$3 per injection.

Once a contractor knows the tree's size and the chemical cost, pricing becomes simpler, Doolittle says. For example, assuming an insecticide cost of \$2 per milliliter, the product for a high-pressure injection would cost approximately \$12, because 6 milliliters (1 milliliter per injection) of chemical is needed, he explains. Considering an application time of three to 10 minutes and assuming an applicator's wage to be \$10 per hour, labor for a high-pressure job costs 30 cents to \$1 (not counting travel time). Thus, Doolittle says treating a 12-inch tree using a high-pressure system would cost a contractor a total of about \$13.

Making the same assumptions (a 12-inch tree that requires six injections), low-pressure treatment chemicals would cost a contractor \$36, or three times as much, however the tree receives three times the amount of active ingredient (3 milliliters per injection for a total of 18 milliliters), Doolittle points out. Because a low-pressure microinjection service can last anywhere from 30 minutes to two hours, the labor cost (again at a rate of \$10 per hour) is about \$5 to \$20. In total, a low-pressure system would cost a contractor about \$41 to \$56.

Once a contractor knows his true costs, then he can markup the service accordingly to factor in profit. "You should charge three to four times your cost," Haas says, noting that overhead and market conditions should dictate the appropriate markup percentage. "But everybody's different."

High-pressure microinjection can be profitable because an applicator can inject many trees in a short time. White, for example, has administered as many as 100 high-pressure injections in one day.

Speed isn't the essence of low-pressure microinjection treatments, but that might not matter for contractors who provide customers with services in addition to microinjection. Dodds recommends technicians perform injections at the time of routine lawn maintenance. "Treat the tree first – it takes just a few minutes – then do the rest of the work and check the capsules before leaving," he says. "Most of the time no repeat trip is necessary, and you'll have added to your bottom line." (II)

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For the differences between using spray vs. microinjection treatments to treat tree problems, check out the September Online Extras section.

low-pressure vs. high-pressure

Thinking about adding microinjection to your repertoire and not sure which approach to adopt? Each branch of microinjection methodology has its pros and cons. Here's a breakdown of the difference between low-pressure and high-pressure systems.

	Low-pressure	High-pressure
Also known as:	Passive infusion; microinfusion	
Equipment needed:	Drill, mallet	Direct-inject tool
Time to treat one tree:	Six- to 18-minute application time, plus 30 minutes to several hours to guard tree during uptake time	
Critics say:	Drilling permanently damages a tree's sapwood, causing a wound that can attract pests and diseases and affect the tree's ability to move water and nutrients and store food	The pressure inflicted can damage a tree's cambial zone and may not effectively transport chemicals to the xylem
Applicators like:	Small, low-risk investment – a drill and mallet can be purchased for less than \$100; tree accepts a larger amount of active ingredient	Fast application time plus no downtime fo tree guarding

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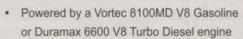
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Motor companies have rolled out their 2007 commercial truck models.

compiled by heather wood | web editor

2007 Chevy Kodiak C5500 and 2007 GMC TopKick C4500



- Includes standard Allison transmission and TranSynd synthetic transmission fluid
- 4x4 available on Crew Cab and Regular
 Cab models, providing ground clearance from the bumper to the ground
- Large windshield and sloped hood provide a field of forward vision starting as close as 13 feet from the front bumper
- Tight wheelcut of 53 degrees produces an ideal turning diameter
- Chevy 800/862-4389, www.chevy.com/mediumduty;
 GMC – 800/462-8782, www.gmc.com/mediumduty

Circle 200 on reader service card

2007 Dodge Ram 3500 Chassis Cab

- Includes option of Cummins Turbo
 Diesel, now available in 6.7-liter displacement
- Features new, from-the-ground-up commercial-grade chassis
- Flat, "clean" frame rails with the industry-standard 34-inch frame rail spacing
- Includes 121.7 cubic feet of interior room for Quad Cab models
- · Oil change intervals span 15,000 miles
- Dodge 800/423-6343, www.dodge.com/commercial

Circle 201 on reader service card

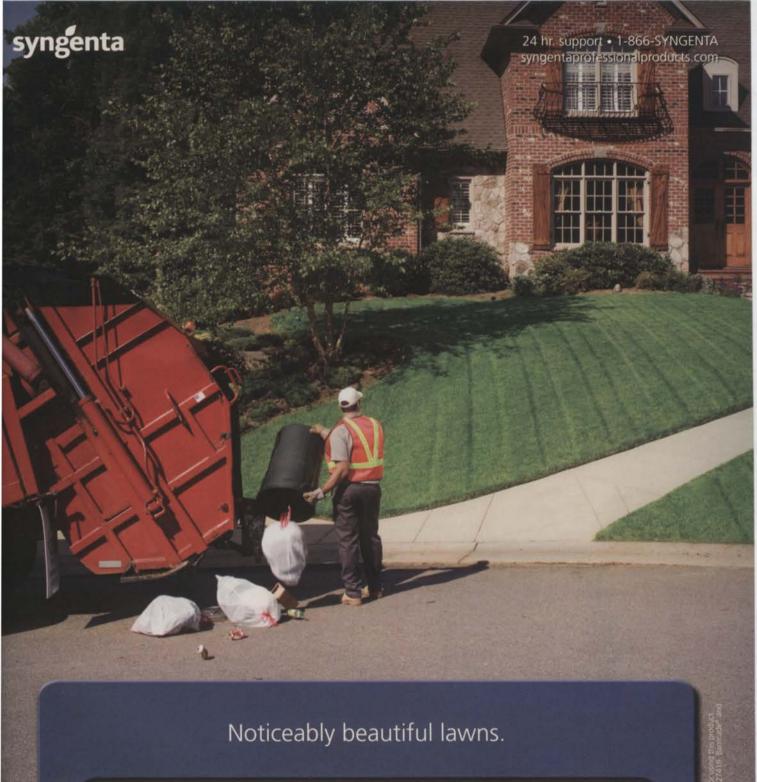


Ford F-150

- New FX2 Sport Package available on 4x2 SuperCab and SuperCrew XLT
- Features a towing capacity of 10,500 pounds
- Has a maximum payload of 3,050 pounds
- Engine choices include 4.2-liter V-6, a 4.6-liter Triton V-8 and 5.4-liter, three-valve Triton V-8
- 4.6-liter V-8 horsepower increases from 231 to 248
- Ford 800/392-3673, www.ford.com

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International Truck and Engine 4100 Truck

- Class 5 truck
- Designed to provide good life-cycle value by using the same commercial truck components and chassis featured in International class 6 and 7 models
- Powered by a V8 diesel engine
- Includes three spacious cab configurations
- Features cab over design, which offers greater visibility
- Can be outfitted by a variety of bodies, including stake or van bodies
- International Truck and Engine 800/448-7825, www.internationaldelivers.com

Circle 203 on reader service card

Isuzu N-Series

- Medium-duty Low Cab Forward truck
- Designed for high visibility and tight turning radius
- Trucks are offered with crew cabs that seat up to seven or twoand three-passenger cabs
- Powered by a Vortec 6000 6-litre V-8 gasoline engine, which delivers 300 horsepower and 360 pounds per feet of torque
- Also available with an optional 5.2-litre I-4 diesel engine

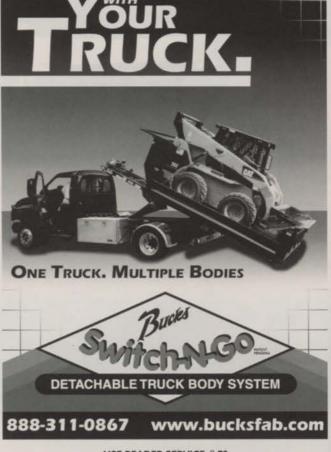
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- Designed to save on fuel costs
- Includes a wider door and ergonomic step position for easier entry and egress
- Cab volume measures more than 80 cubic feet
- Powered by a 4.9-liter turbo diesel engine with 175 horsepower at 2700 rpm
- Sterling Truck 800/785-4357, www.sterlingtrucks.com

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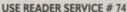
Super Lawn Trucks System

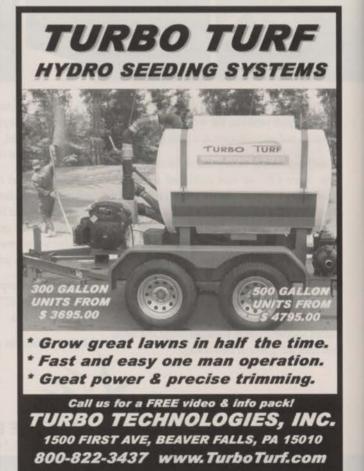
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- Super Lawn Trucks 866/923-0027, www.superlawntrucks.com

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- Published by Lawn & Landscape Media Group and GIE Media's Snow Magazine
- 224 pages in a durable softcover



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A companion to Managing Snow & Ice, this CD-ROM contains all the forms and documents essential to snow removal. Taken directly from forms John Allin uses in his highly successful snow removal operation!

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- Subcontractor agreements
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Adapted from the system used by successful snow removal contractor **John Allin**, this software system will ease the estimating process. A user-friendly platform walks contractors through the estimating process, computes the information entered and delivers a time, material and cost estimate per job. The system delivers price in per-push, perevent and per-season formats.

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- Includes default production rates based on rates used by Snow Management Group

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9-2006

Turning Point

Check out the new zero-turn mowers on the block.

compiled by heather wood | web editor

BOB-CAT FastCat Compact ZT

- Available with 36-, 42-, 48- and 52-inch decks
- All feature Kawasaki engines starting at 17 horsepower
- Reaches speeds up to 8 miles per hour
- · Features high-back deluxe seat
- Includes a two-year commercial warranty
- · BOB-CAT www.bobcatturf.com

Circle 207 on reader service card

Bush Hog M2673 Mid-Mount Zero-Turn Mower

- · Equipped with 10-gauge steel frames
- Features 7-gauge steel fully floating deck
- · Includes 51/2-inch deep side discharge
- Quick Foot height adjustment from the seat and anti-scalp rollers available
- · Has a 73-inch cutting width
- Powered by a 26-horsepower Kohler Command Pro EFI engine
- Bush Hog 334/874-2700, www.bushhog.com

Circle 208 on reader service card



Cub Cadet Z-Force Line

- Two new models introduced the Z-Force 48 and the Z-Force 60
- Z-Force 48 features a durable, fabricated deck
- Z-Force 60 features an enlarged,
 60-inch triple-blade stamp deck
- Both offer a pivoting front axle and semi-floating deck
- Powered by a 23-horsepower Kohler Command engine
- Mowers include anti-scalping wheels
- Cub Cadet www.cubcadet.com

Circle 209 on reader service card







Whether it's engines, plumbing products or world-class resorts, Kohler sets the most demanding standards for design, engineering and innovation. For the most demanding professionals.

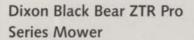
Dixie Chopper Silver Eagle Mower

- Models range from a 22-horsepower mower with a 34-inch deck to a 54-horsepower diesel version with a 72-inch cut
- 34- and 44-inch models offer the ability to mow in tighter areas
- 50- and 60-inch deck models can mow
 3 to 5 acres per hour
- All models come standard with electric blade engagement, digital hour meter, foot-assisted deck lift and a flip-up floor plan

 Lifetime warranties offered against rust on the stainless steel, breakage of the front forks and damage to the front caster-bearing assembly

 Dixie Chopper – 765/246-7737, www.dixiechopper.com

Circle 210 on reader service card



- Features a 34-inch cut-width model for a small footprint
- · 44-inch cut-width model also available
- Powered by a Kawasaki KAI 16-horsepower twin-cylinder or Kohler Command
 Pro 18-horsepower single cylinder engine
- Includes Parker hydraulic pumps and wheel motors
- Oversized front and rear tires aid in handling, a comfortable ride and lower soil compaction
- Removable foot plate provides access to spindles and belts for cleanup
- Optional attachments include a two-bag grass catcher, mulch kit, ROPS and snow blade
- Dixon 877/288-6673, www.dixon-ztr.com

Circle 211 on reader service card



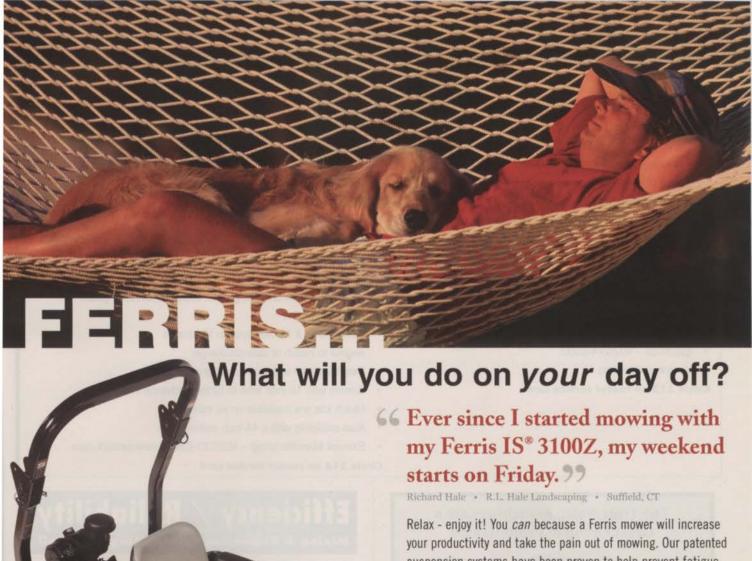
Encore X-TREME Z-Riders

- Offers 48-, 52- and 60-inch deck sizes
- Features bigger tires, heavy-duty pumps and wheel motors powered to mow at 10 miles per hour
- · Designed for power and versatility
- Powered by 19-, 23- or 25-horsepower air-cooled Kawasaki engines or 20- or 25-horsepower Briggs & Stratton engines
- Encore Power Equipment 800/267-4255, www.seriousred.com

Circle 212 on reader service card







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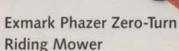
product spotlight

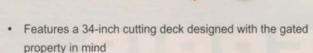
EverRide Warrior Zero-Turn Riding Mower

- · Features tough clutch with 200 feet per pound of torque
- · Offers pivoting front axle
- Includes 1.5-inch blade overlap to eliminate
- Twin HydroGear BDP-16 pumps available
- Powered by a 26-horsepower Briggs & Stratton engine
- Available with a 60-inch cutting deck
- Tunnel deck has a 149-square-inch discharge area
- EverRide 402/274-8600, www.everride.com

Circle 213 on reader service card







- · Powered by a 19-horsepower Kawasaki engine to mulch or side-discharge
- Designed with a low center of gravity
- Comes with 18-inch tires to further enhance stability
- Mulch kits are available on all models
- Also available with a 44-inch cutting deck
- Exmark Manufacturing 402/223-6300, www.exmark.com

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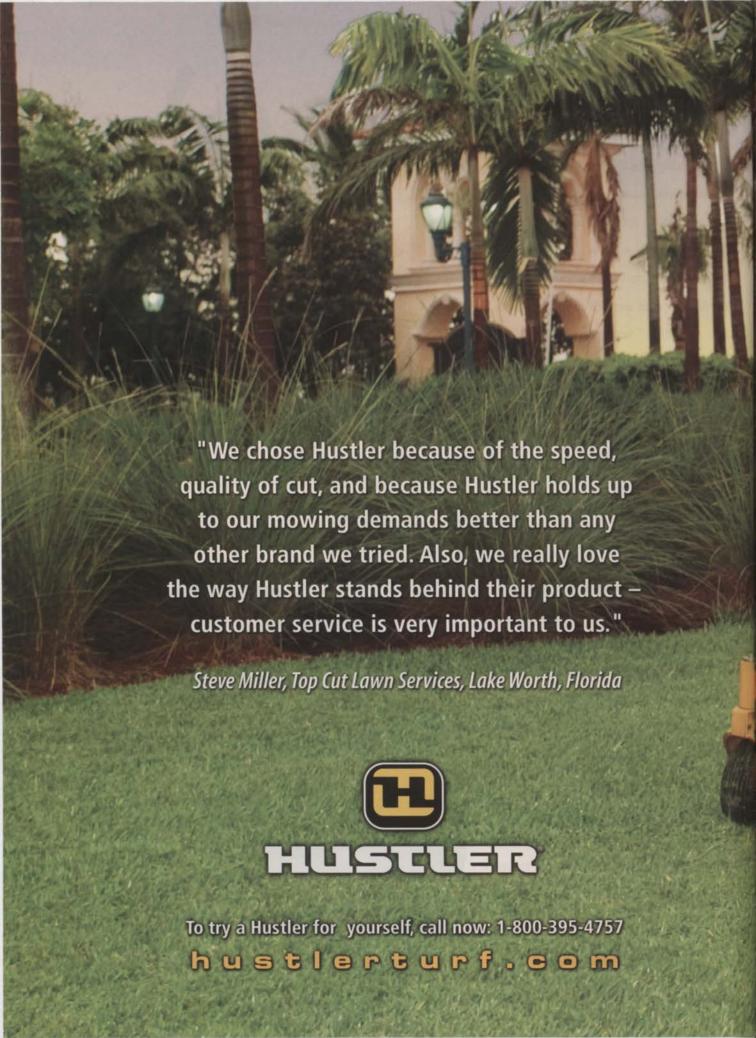
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Ferris IS 2000Z Model Zero-Turn Mower

- · Features Ferris' patented four-wheel suspension system
- Includes a 61-inch double-top 10-gauge deck
- · Engine options include a 25-horsepower Kawasaki or 27-horsepower Kohler gasoline engine
- · Drive train features high-capacity, fan-cooled hydraulic pumps and large-displacement wheel-motors
- Additional features include Roll Over Protection System with retractable seat belt, deck lift and flexible discharge chute
- Ferris Industries 800/933-6175, www.ferrisindustries.com

Circle 215 on reader service card

Grasshopper True ZeroTurn 100 Series Mowers

- Feature 41- or 48-inch MidMount or DuraMax decks that side discharge or convert to optional mulching or vacuum collection using the same deck
- · Operator station includes shock impact reduction system, low center of gravity and operator protection structure
- · Cutting height can be adjusted from 1.5 to 4.5 inches
- · Powered by a 20-horsepower V-twin gasoline engine
- · Includes an adjustable beverage holder
- · Has a 6-gallon fuel capacity
- Grasshopper 620/345-8621, www.grasshoppermower.com

Circle 216 on reader service card

Gravely Extra Durability Zero-Turn Mower Line

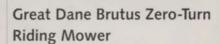
- · Feature a 30 percent overall increase in durability
- Available in 144, 148, 152 and 160 models of the Gravely 100 series and the 252, 260 and 272 models of the 200 series
- · Improvements to the subsystems include ground drive, electrical, deck drive and deck
- · Results in cooler hydraulic temperatures that result in longer pump and motor life and increased durability
- · Improvement to electrical systems designed to eliminate corrosion and downtime
- Gravely 920/756-2141, www.gravely.com

Circle 217 on reader service card









- Features twin 12 cc hydraulic pumps
- Powered by a 25-horsepower Kawasaki or 27-horsepower Kohler engine
- Includes a 52- or 61-inch cutter deck
- · Offers enhanced cutter deck baffling
- · Other features include a simple frame and a cushioned. full-suspension seat with a retractable seat belt
- Great Dane 402/274-8600, www.greatdanemowers.com

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product spotlight

Hustler Super Z Mower

- · Features a top speed of 15 mph
- Offers the choice of a 64-, 60-, 66- or 72-inch XR-7 mowing deck
- High-capacity hydraulic pumps and wheel motors designed for reduced pressure and longer system life at high speeds
- · Includes hydraulic oil cooler
- Has a 14.4-gallon fuel capacity
- Powered by a Honda, Kawasaki or Kohler engine
- Hustler Turf Equipment 800/395-4757, www.hustlerturf.com

Circle 219 on reader service card





John Deere 757 Mid-Frame Z-Trak Mower with Mulch-on-Demand Deck

- Mulch-on-Demand Deck is a factory-installed option and allows operator to switch from side discharge to mulch mode by moving a lever
- · Powered by a 25-horsepower horizontal shaft, air-cooled Kawasaki engine
- · Includes either a 54- or 60-inch 7-Iron II mower deck
- Low-effort dial height-of-cut adjustment with foot assist deck lift system included
- · Single tank holds 9.5 gallons of fuel
- John Deere 800/537-8233, www.johndeere.com

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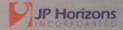
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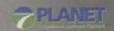
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- Available in 21, 25 and 28 horsepower
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- · Integral type twin hydrostatic transmission is hermetically sealed, requiring no maintenance beyond an occasional fluid change
- Seven-gauge steel-fabricated ZD-PRO deck offers cutting performance in all grass varieties and conditions
- Available in a 60- or 72-inch cutting width
- Kubota 888/458-2682, www.kubota.com

Circle 221 on reader service card

Lastec 2861 AGC Zero-Turn Mower

- 61-inch commercial articulating rotary mower
- Features three fully articulating 21-inch decks
- Designed to eliminate turf damage and scalping
- Features a modular baffling system, allowing the deck to be a rear or side discharging deck that can be set up to mulch
- · Has a height of cut range from 1 to 41/2 inches and can be adjusted from the operator's seat
- Powered by either a 28-horsepower fuel-injected or carbureted Kohler engine
- Lastec 317/892-4444, www.lastec.com

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Massey Ferguson ZT29 and ZT33 Zero-Turn Mowers

- · Feature a 3-cylinder, liquid cooled diesel engines in 29 or 33 horsepower
- · Available with a 60-inch, standard 72-inch or high-volume 72-inch mower deck
- · Offers leg room for comfort
- · Built-in mower lift system designed to give easy access to the under side of the deck for servicing
- Tilt hood provides fast daily service checks
- Massey Ferguson 800/767-3221, www.masseyferguson.com

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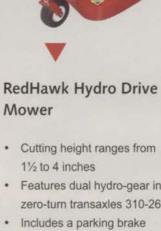




Mower

- · Features dual hydro-gear integrated zero-turn transaxles 310-2600
- · Holds 5 gallons of fuel
- · Has quick tracking adjustment
- · One-year commercial warranty offered
- RedHawk 800/508-3246. www.redhawk-usa.com

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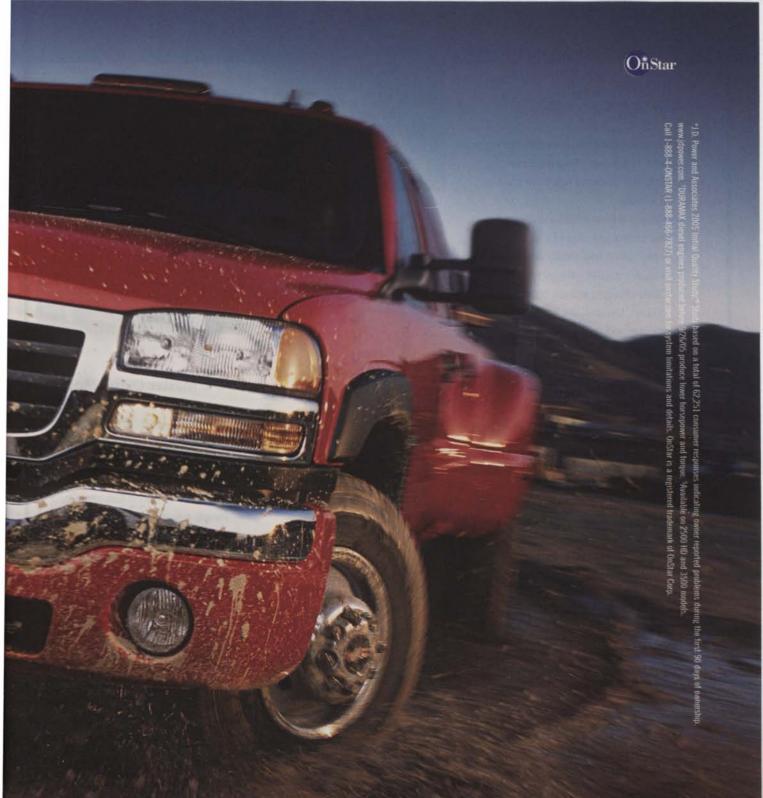
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There can only be one leader. And this one's as powerful as it gets. The GMC Sierra 3500 with an available DURAMAX™ 6600 diesel engine.† With best-in-class horsepower and best-in-class torque, it overpowers everything in its way. Competition included. Along with a new, improved 6-speed Allison® transmission,§ the DURAMAX diesel also delivers outstanding towing capability. GMC Sierra 3500. Meets your highest standards. Has yet to meet its match. Visit WWW.GMC.COM or call 1-800-GMC-8782.





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Rich Mfg. Convertible

- · Engine has been relocated from under the seat to the rear of the machine
- The seat pedestal has been lowered 5 inches
- · Reconstructed position and size of the control arm allow for a more compact walk-behind and comfortable zero-turn rider
- · Includes a quiet canister muffler
- · Other changes include color, engine options, tire size, deck, lift system, foot rest contour and choke location
- Rich Mfg. 765/436-2744. www.convertiblemower.com

Circle 225 on reader service card

Scag Turf Tiger Zero-Turn Rider

- · Includes a 52-, 61- or 72-inch cutter deck
- · Features 16 cc hydraulic pumps, auxiliary oil coolers, double tube steel main frame and a driveshaft-powered cutting deck
- · Low center-of-gravity and wide stance provide positive traction and stability
- · "Command-Comfort" operator station includes adjustable "Quick-Fit" steering levers and adjustable deck lift pedal
- Scag Power Equipment 920/387-0010, www.scag.com

Circle 226 on reader service card

Snapper 3500 Pro Series



- · Features a 57-inch wide track
- · Powered by a 30-horsepower air-cooled Kohler V-Twin or 32-horsepower air-cooled Briggs & Stratton Vanguard engine
- · Includes a 7-gauge welded steel frame and mower deck
- · Reaches a forward speed of 10 miles per hour
- · Twin 7-gallon fuel tanks included
- Snapper 800/935-2967, www.snapperpro.com

Circle 227 on reader service card









Toro Z Master Diesel Mowers

- Powered by a 23-horsepower Kubota liquid-cooled diesel engine
- Included on 52- and 60-inch machines
- Feature a 12-gallon fuel capacity
- · Reach a ground speed of 11 miles per hour
- · Include an adjustable baffle that lets the operator fine-tune the performance of the deck
- Toro 800/348-2424. www.toro.com/professional

Circle 228 on reader service card



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Isuzu trucks have been America's #1 selling low cab forward truck for 19 straight years for a lot of reasons. With their panoramic visibility and incredible handling, they easily get you around the tightest traffic.

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Tilt/Telescoping Steering wheel Tachometer Standard for Diesel Engines

YEARS

Power Door Locks Standard Power Windows Standard

Washer Fluid Refill in Dash Air Filter Indicator

















Walker Riding Mowers

- · Eight models are offered and range from 13 to 31 horsepower
- · Gas and diesel engines are available
- Eleven mower deck sizes are available, ranging from the 36- to the 74-inch deck
- · Include grass collection, side discharge or mulching capability
- All decks tilt up to 90 degrees for maintenance and compact storage
- Walker Manufacturing 970/221-5614, www.walkermowers.com

Circle 229 on reader service card

Woods FZ- and MZ-Series Mow'n Machine Zero-Turn Mowers

- FZ-Series is powered by either a 21-horsepower Kubota liquid-cooled diesel engine, a 23-horsepower Vanguard gasoline engine or a 28-horsepower Kawasaki gasoline engine
- MZ-Series is powered by a 33-horsepower Generac industrial V-twin engine
- FZ-Series available in deck sizes ranging from 52 to 72 inches, while the MZ-Series features a 61- or 72-inch deck
- · Both series offer a full-suspension seat
- Woods Equipment 800/319-6637, www.woodsequipment.com

Circle 230 on reader service card

Wright Mid-Mount, Zero-Turning Radius Commercial Mower

- · Nearly 3 inches lower than most mid-mounts
- · Hydro drive pulley is mounted on the bottom of the engine drive shaft, allowing the pumps to be mounted lower
- · Features a lower center of gravity
- The rear wheel motors can be moved in three different settings for proper weight balance with collection systems
- . Available with 21-, 23- or 25-horsepower engines and 48-, 52- or 61-inch deck widths
- Wright Mfg. 301/360-9810, www.wrightmfg.com

Circle 231 on reader service card

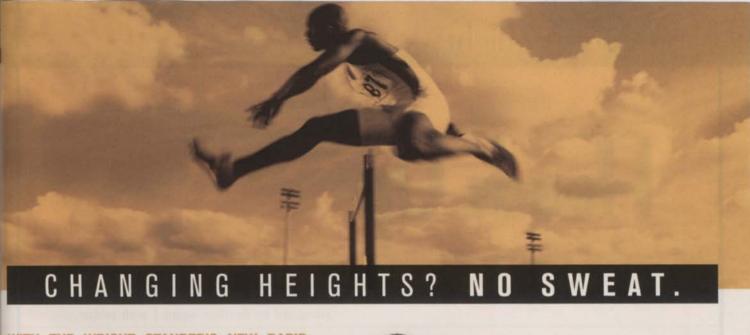


- Series has expanded to include the ZMKH61251
- Features 11.2-gallon fuel capacity
- Full-floating cutting deck is constructed of 10-gauge steel with reinforced 7-gauge size skirts
- Offers a low center of gravity and wide wheel stance for increased stability and smooth performance
- Includes large pneumatic tires
- Ground speed reaches
 9.5 miles per hour
- Yazoo/Kees 877/368-8873, www.yazookees.com

Circle 232 on reader service card







WITH THE WRIGHT STANDER'S NEW RAPID HEIGHT ADJUSTMENT, YOU CAN CHANGE DECK HEIGHTS WITHOUT BREAKING A SWEAT. THAT'S WHAT IT MEANS TO RIDE WRIGHT.

Wright mowers are smaller, lighter, and more agile than the competition, so you get more done in less time.

You can handle changing conditions without changing mowers, and finish faster.

You can adjust deck heights for tall or short grass instantly, with a single lever—and without getting off the mower.

To cut different types of grass in sun and shadow, you have to change the deck height quickly and easily — because in lawn maintenance, time is always money.

Now, Wright's Stander RH™ and Sentar® mowers feature rapid deck height adjustment, controlled by a single lever. Combined with the speed and agility lawn maintenance professionals have come to expect from Wright's riding mowers, Wright's lever-action height adjustment can help you rise to any mowing challenge — and cut the competition down to size.

Power, performance, and a little excitement. That's the Wright way to mow.







THE WRIGHT WAY TO MOW.



For more information, call 1.301.360.9810 or find our dealer locator at www.wrightmfg.com.

Heads Up

The latest in spray heads and rotors may be heading to a lawn near you.

compiled by heather wood | web editor

Ewing MP Rotators

- · Supplemental irrigation system
- · Comprised of 8- to 30-foot rotators
- · Multi-trajectory, rotating stream sprinklers
- Fits popular spray heads and shrub adaptors
- · Offers matched precipitation even after arc and radius adjustment
- Ewing Irrigation 800/393-9530, www.ewing1.com

Circle 232 on reader service card

Horizon TurfGro Pro Series Spray Heads and Nozzles

- Available in 21/2-, 4-, 6- and 12-inch pop-up heights
- Feature 12 fixed-pattern nozzles
- · Accept all standard female thread pop-up spray nozzles
- Flush cap helps ease nozzle installation
- · Heads have a double-lipped wiper seal that ensures sand and debris are kept out of the body and seal
- · Friction collar is designed to cut installation time and allow 360-degree adjustment on the piston
- Horizon 866/887-3476, www.turfgro.net

Circle 233 on reader service card



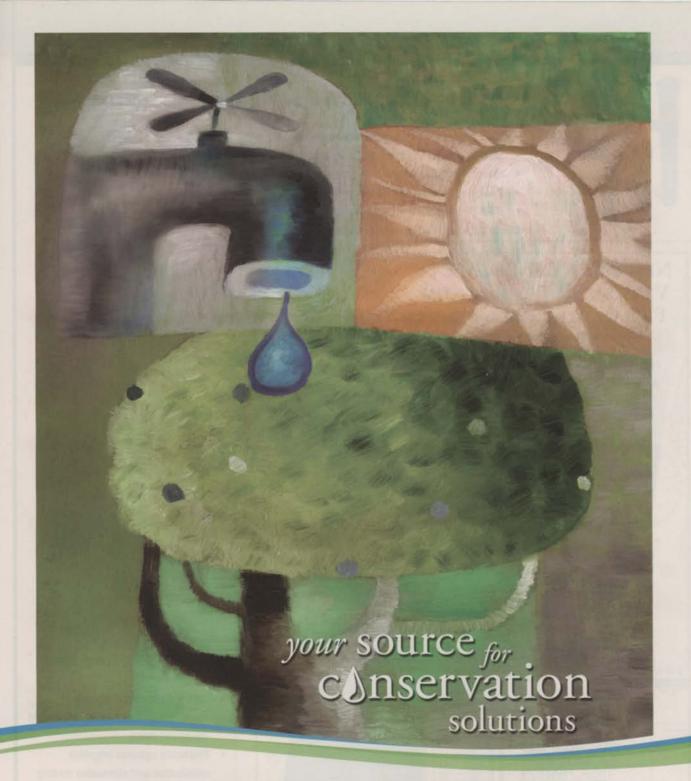


Hunter Pro-Spray **Fixed-Pattern Nozzles**

- · Now available in popular arc patterns
- Feature the female-threaded design
- Radius ranges include 8, 10, 12, 15 and 17 feet
- Each includes a radius adjustment crew for fine tuning
- · Color coding helps with radius identification
- Hunter Industries 760/744-5240. www.hunterindustries.com

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Ewing: Keeping you informed of the latest Water Management Products and Trends

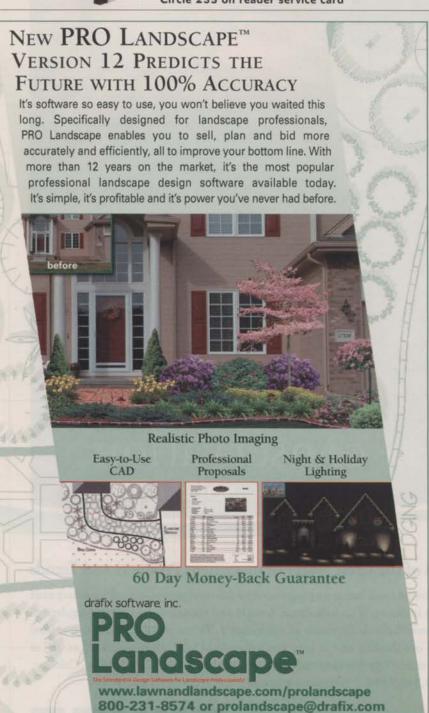
Water availability will continue to be an issue we must face as we progress; water delivery systems and infrastructure can't keep up with development and population increases. With widespread drought and increasing government regulations contributing to the rising cost of water, conservation is the future of our industry. We are proud to serve as your local experts in irrigation efficiency, and will do our absolute best to keep you informed of local rebate programs, as well as keep you up-to-speed on the latest product technology from key manufacturers such as Hunter, Toro, Baseline, Calsense, MP Rotator, and Planter Technology. 800.343.9464 | www.ewing1.com



Rain Bird 5000/5000 Plus Pressure Regulating Stem Series Rotors

- · ¾-inch rotors with pressure regulating features in the stems
- . Similar to 1800 PRS Series Spray Heads; require no extra pieces to be installed
- Ideal for projects where high pressure or pressure fluctuations are common
- · Designed to efficiently distribute water
- Rain Bird 800/724-6247, www.rainbird.com

Circle 235 on reader service card





Toro 570Z PRX Fixed Spray

- Offers an in-riser Pressure Regulator that maintains a constant 30-pound rating
- Promotes optional irrigation distribution and eliminates misting and fogging caused by excess sprinkler pressure
- Ideal for systems with high or varying water pressure
- Equipped with an X-Flow shutoff device that restricts water loss to removed or damaged nozzles
- Toro 800/664-4740, www.toro.com

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For when you want it gone and you want it gone fast

Customer callbacks – they're a part of the business. Did you spray these weeds? Why aren't they dying? These calls take time to answer – time you don't have!

Razor Burn[™] is the new post-emergent, systemic herbicide that controls weeds quickly and easily in ornamentals, in bed maintenance, for crack and crevice treatments, brush and vine clearing and perimeter treatments. Visible results occur in 24 to 48 hours!

This unique liquid formulation is a great product for situations where mechanical efforts are not suitable or other herbicides don't provide the speedy visual results.

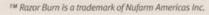
- ► The complete control of glyphosate combined with the quick burndown of diquat – visible results in as little as 24 to 48 hours
- Unique, liquid formulation is easy to pour, measure and mix and will not settle out in solution and is essentially non-volatile



- ➤ Squeeze-and-measure container ensures there is no waste and no worries about over-application that might lead to incomplete control
- Reduces applicator followup, creating more productivity and customer satisfaction

RAZOR BURN

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Always read and follow complete label instructions.



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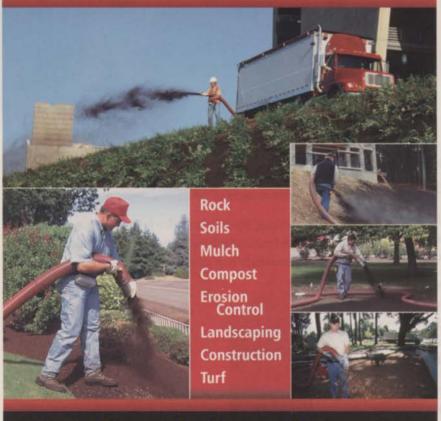


Walla Walla MP Rotator Strip Sprinklers

- · Left, Side and Right Strip models available
- · Feature matched precipitation even after radius reduction with head-to-head spacing
- Any MP Strip model can be used on the same zone with the MP1000, MP2000 or MP3000 and still maintain matched precipitation; offer improved uniformity and wind-fighting ability
- · Feature adjustable right edges to fit curved strips
- Walla Walla Sprinkler Co. 509/525-7660, www.mprotator.com

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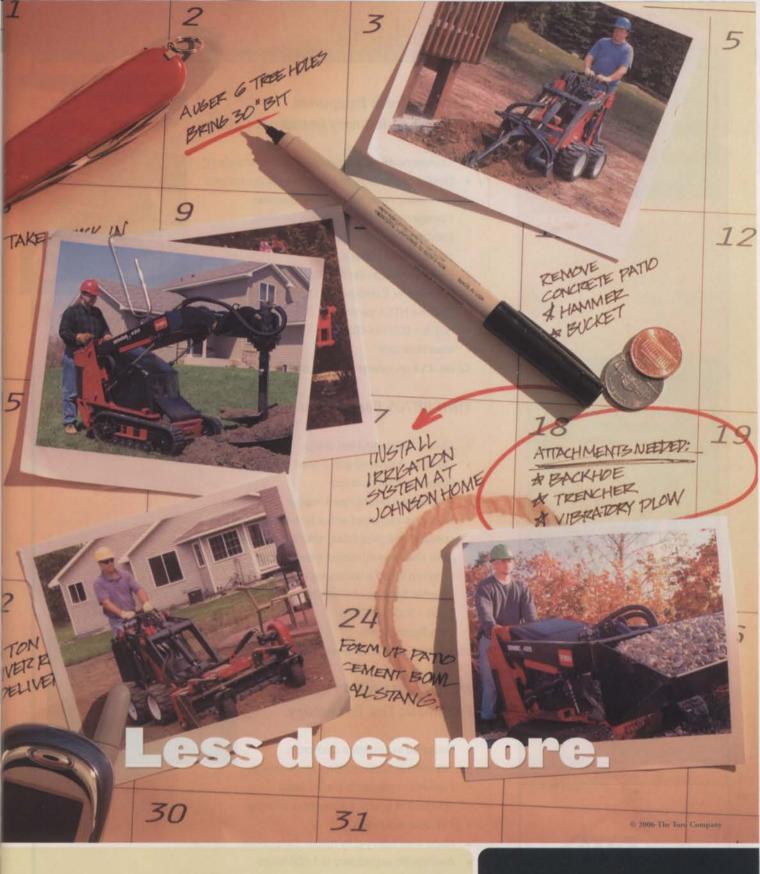
USE READER SERVICE #92



Weathermatic T3 Part Circle Rotor

- Features "point and shoot" arc adjustment for faster installation
- No tools are required to arc set the 40- to 360-degree adjustable head
- Available as a 4-inch pop-up or shrub model with a radius range from 23 to 61 feet
- Includes a nozzle rack with 14 options, including low angle and flow+ with up to 14.9 gpm
- Micro-filter provides contamination resistance in dirty water
- Weathermatic 888/484-3776, www.weathermatic.com

Circle 238 on reader service card



The Toro* Dingo* compact utility loader helps you do more work in less time.

With more than 35 attachments that can be changed in seconds, manual labor and equipment costs aren't the only things it saves. The light footprint of Toro's wheeled and tracked models minimizes damage to existing landscapes. Call 1-800-DIG-TORO for a demonstration, or visit toro.com/dingo.

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For more information, call 800.554.4863, fax 570.602.3053 or email rotadaironemrex@aol.com.

USE READER SERVICE #94

products

National Truck Equipment Association Industry Resources Catalog

- · Complements the association's online "storefront"
- Describes products including buyer's guides and directories; news publications; business management and market data services; training guides and technical and vehicle certification resources
- Features new products including the Sales,
 Productivity, Earnings and Quality Plan Manual
- Outlines NTEA services
- NTEA 800/441-6832, www.ntea.com

Circle 239 on reader service card

FINN BB705 Bark Blower

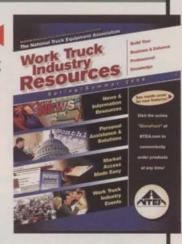
- Uses a trailer-mounted design
- Can be customized with a seed injection system or front conveyor
- Includes a 4.5-cubic-yard hopper
- Hopper is integrated with a time-tested blower, specially designed rotary airlock, upgraded floor drive shaft and increased gear capacity
- · Powered by a 71-horsepower engine
- Includes 140 feet of 4-inch hose
- FINN 800/543-7166, www.finncorp.com

Circle 240 on reader service card

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- Designed to provide a cushioned ride even in harsh working environments
- Features strategically placed holes designed to create the proper cushioning
- · Tire does not flatten
- · Made from heavy-duty rubber compounds
- Average life expectancy is 1,000 hours
- · Ideal for skid-steers and backhoes
- McLaren 800/836-0040, www.mclarenindustries.com

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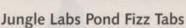












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- Each tablet treats 50 gallons of water
- Tabs include specific treatments for water conditioning and water shading, water clarification, fungus, parasites and ick
- · Features Pond Oxy Clear, which has potassium permanganate to help eliminate harmful organics
- Jungle Labs 800/357-7104, www.junglepond.com

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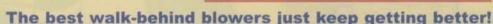
Gempler's E-track Tie-Down System

- Can be used on any trailer
- Includes vertical and horizontal steel with 1/4-inch diameter holes that can be mounted or welded
- · Both tracks are 4 inches wide and 2 to 5 feet long
- · Colors include green, gray and galvanized
- Straps use rings and snap-in fittings
- Tie-downs are made from heavy-duty polyester webbing and have extra-wide ratchet handles
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2006 Little Wonder Division of

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New Confront Dimension coming Spring 2007!

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Innovative spike anchoring adaptors slide into the track system, holding 3/8 inch diameter steel landscape spikes and allowing for optimum versatility with spike placement.





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products



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- ALLSCAPE 800/854-8277, www.alllighting.com

Circle 244 on reader service card

Husqvarna Protective Apparel Powerkit



- Available in two different versions for contractors
- Kits include protective helmet systems, work gloves, protective glasses and a lanyard
- One kit is ideal for situations where there may be falling branches or debris; the other is for a variety of cutting projects
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- Husqvarna 706/826-6900, www.husqvarna.com

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- Individually released water chambers only need to be refilled once every three watering cycles
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ZUZ

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- Two attachments available: AHS short shaft articulated hedge trimmer and PS short shaft pole pruner
- Designed to fit the Shindaiwa M2510, M231 and M230 multi-tool systems
- Features a positive coupler design for quick changing
- Ideal for applications where tight maneuvering is essential
- Shindaiwa 800/521-7733, www.shindaiwa.com

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THE BOSS Snowplow Sight System

- Allows operators to align their plows on the first try
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- Drivers can use the site system and then drive right into the plow
- Standard on BOSS snowplows for the 2006 season
- THE BOSS 800/286-4155, www.bossplow.com

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- Hannay Reels 877/467-3357, http://go.hannay.com/IND

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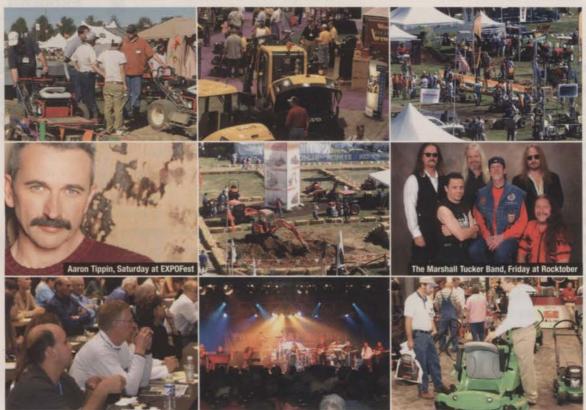


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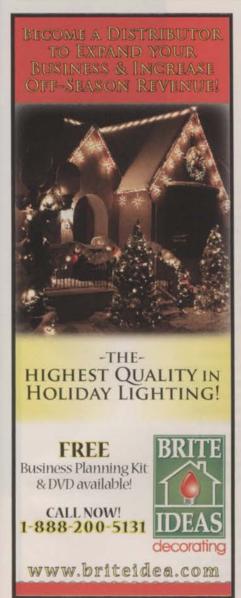
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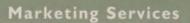
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The author is president and CEO of Crawford Landscaping Group based in Naples, Fla.

Setting Standards At Crawford Landscaping

hen we started Crawford Landscaping Group in July 2004, I had never heard of the International Organization for Standardization (ISO) certification for a landscape company. But, as we started developing systems to make every operation and procedure run as smoothly as possible, I thought about my years in the automotive field where ISO is the quality benchmark. I figured if it could work for that industry, maybe it could apply to ours as well. And even if we couldn't secure certification, we'd have developed solid systems and quality control measures for operating a successful landscape business.

The first step was to detail our systems, policies and procedures in writing. Over the next year, little by little, we established the work orders, billing forms and manuals that would help define ISO to our landscape company, and before we knew it we had a documented system for every major aspect of work.

The initial structure took a team of us about four months to develop. Since then, it has generally taken two to four people to create new or modify existing processes and to integrate them into the overall system. Best of all, we are able to achieve and maintain all of this with no cost to the company since we develop it ourselves in-house.

At Crawford, our work process begins with a route sheet that organizes customer jobs by location and tasks. When our uniformed crews arrive at a job site, they follow a standardized system for parking their trucks and putting out safety cones. Then they get to work, approaching each property in a standardized process with minor modifications depending on that specific customer.

For example, we have a standard for how we cut lawns, prune plants and trees, clean up and leave a property. We have standardized forms that detail, track and report completed work, time required, mileage, expenses and so on. Then the details of each job site's report are given to our customer service manager for entry into our computer software system.

Since each step is performed according to set, written instructions, each procedure becomes a company-standard process, and because it is repeatable it is measurable. These two aspects – repetition and measurability – enable employees to become more proficient, increasing efficiencies in travel and work time and reducing waste time, while allowing supervisors to measure the crew's performance and identify where possible efficiencies can be gained.

Any reduction in time may result in an increase in profit since we can then use that time to address additional interests or anticipate the needs of our clients thus increasing our client satisfaction; perform additional main-



Blake Crawford, president and CEO



Crawford Landscaping Group detailed its systems, policies and procedures in writing to create documented systems for every major aspect of its work.

tenance on our equipment thereby reducing equipment down-time and continuing the quality of our services; and provide additional training, if needed, promoting cross-training, if applicable.

We have found that when we increase our efficiencies on our current properties through the monitoring of our crews, we are able to apply that in the future, in terms of projected growth, saved time and potential cost

savings for future clients.

When it comes to tracking our costs and performance, we use business software especially developed for the landscape industry. The software we invested in, including installation, upgrades, training and implementation was packaged for less than \$5,000. Not only does it categorize the information into various key fields that measure time and cost efficiencies, but it generates daily reports for our review and analysis. These reports are then compiled into monthly overviews for our managers with drill-

down capability to virtually the smallest detail of a given job on a given day. We are able to pinpoint to the minute where waste times are occurring and make adjustments as needed. Moreover, with the same accuracy, we are able to spot where lower waste time has been realized and reward respective crews accordingly.

So far the process seems fairly straight-forward, and it is – provided we know the outcome we are seeking

for each customer.

Communicating this outcome to our employees is where the real value of developing solid systems and quality control measures comes into play. Because our employees have an exact, written and measurable method for approaching each and every task, we have found that our work meets and often exceeds customer expectations.

What's more, the time it takes to train an employee is significantly reduced. Indeed, after being paired with an experienced crew leader, most trainees learn 'the Crawford way' within a mere three weeks, then either join that crew or are assigned to another depending on the needs of the company. Prior to developing and adopting these systems, training could have taken as long as six weeks?

When employees are given a clear road map that has repetitive excellence built into it, the pride of workmanship rises exponentially and that translates into happy employees. This is especially valuable in an industry

with a high turnover rate.

Now that we have written our core playbook, we have started looking into formally pursuing ISO certification. For us, this process has helped us define who we want to become for our customers, for our employees and for ourselves. It continues to enforce our founding beliefs: quality, service and a commitment to honoring our word. Implementing that vision not only keeps us a great company, it allows us minimum headaches and maximum reward. – Blake Crawford

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