Top to bottom, this industry is on the move and ever changing

23. 10 Super small companies
24. 10 Great medium-sized firms
26. LM's Big 50—The industry's largest landscape and lawn care firms
28. Top 10 news picks
30. 10 From the past: Where are they now?
32. 10 Tough landscapes—Be glad you don't have these to maintain
10 Super small companies

What makes a small company "super?"
Care for customers and employees, and often much more

BY CINDY GRAHL

All Seasons Landscaping
Hutchinson, MN

All Seasons serves commercial and residential customers with lawn care, landscape, irrigation, erosion control, renovation, snow removal, pond care and other services. Owner Steve Wadsworth credits the $3.7-million firm’s diversity with its success — it can offer customers one-stop, start-to-finish projects. Word-of-mouth referrals allows All Seasons and its 50 employees to take work away from big firms without advertising.

Appletree Nursery and Landscape Construction
Winnisquam, NH

Appletree’s range of landscape services also includes a full-service garden center, and it fields a property patrol to watch over summer cottages from November through March. Most revenues come from the design/build side (60%), with 30% going to maintenance and the balance to a variety of offerings. Owner Jay Rottonelli and many of the 26 employees in the $1.1-million firm volunteer to paint and landscape women’s shelters.

Farmside Landscape and Design
Wantage, NJ

Farmside offers design/build, installation and maintenance as an honest product for dollar value, grossing $2 million last year. Guided by their religious principles, owners Lisa and Miles Kuperus put extra effort into treating customers and employees with honesty and integrity, also achieving 95% employee retention.

Grasshopper Lawns Inc.
Edwardsville, PA

Grasshopper handles lawn care for a 90% residential and 10% commercial client base. Michael Kravitsky IV heads the $4-million family business, founded in 1964. He turns down unprofitable work and why not? The company boasts a 90% customer return rate. Grasshopper volunteers its time at Arlington National Cemetery for PLCAA’s Day on the Hill.

Green Earth Services, Inc.
Columbia, SC

Green Earth built a positive reputation for professional quality maintenance for large commercial and industrial properties by putting communication first, for a 95% customer retention rate. The 20-year-old company provides several design/build and maintenance services, has 45 employees and reached $3.2 million in revenue last year, said David Livingston, owner.

Lori Spielman
Landscaping, Ellington, CT

LSL is the largest female-run firm in the state, earning $5 million. For more than 17 years, Spielman has dedicated 50% of her services to wetlands mitigation, while also providing a variety of landscape services in the area. Half of the landscape work is commercial, 30% residential and 20% government. Customers dig the employees’ cleanliness, pin-stripped trucks and natty uniforms, she notes.

Lucas Lawn Care
Medina, OH

Lucas is a 26-year-old family business. They’re small, with $500,000 in revenues last year, but can point proudly to a 100% employee retention. The specialty is lawn fertilization, as well as tree and shrub care and related services. Homeowners appreciate owner John Lucas’ commitment to his community and his firm’s impeccable service.

Valley Green Lawn Care
St. Cloud, MN

Valley Green made $500,000 in revenues from lawn care services, with one-third of its work in irrigation. Owner Michael Horning says keeping promises and providing equal care to small and large clients has been the 12-year-old firm’s secret to success.

Work-a-holics Landscape Management
Naples, FL

Work-a-holics got its name from a customer 20 years ago, and has since lived up to it, notes owner Cullen Walker. Along with plenty of work effort, his 45 employees are responsible for each project they undertake, with crew leaders doing their own hiring, and are paid based on what they produce. Accounts are commercial and multi-family.

U.S. Lawns of New Orleans/Baton Rouge

This franchise was selected as franchisee of the year because of its rapid growth (revenues doubled in 2000) and attention to the U.S. Lawns’ business plan and policies. The three-year-old commercial maintenance firm earned $1 million last year and employed 18 workers, says owner Happy Lindeen.
10 Great medium-sized firms

Most medium-sized firms have been around for a while. Learn what they’ve learned about being “great”

BY VICKY POULSEN

Aldo 1 Landscaping & Lawn Service Inc., Ocean, NJ

Competitive prices and top quality service with a personal touch keep Aldo 1 Landscaping & Lawn Service Inc. ahead of its competition. “I look at each project and property — no matter what the size — as if it was my own,” says Chris Aldarelli, president of the 12-year-old firm, which serves a 50/50 mix of commercial/residential accounts. That philosophy may be responsible for an 18% increase in revenues from 1999 to 2000, to $12.1 million. This full-service firm employs 150 workers during the season and still serves 40% of their original customers.

Allin Companies
Erie, PA

Snow is bringing in the green for John Allin’s firm, where gross revenues for landscape and snow services jumped from $2.1 million in 1999 to $6.5 million in 2000. Projected revenues for 2001 are $12.5 million, with revenue goals set for $18 to $20 million in 2002. “Our phenomenal growth has come predominantly from increased snow revenues due to a national presence in over 14 states,” he says. Key services include landscape design/build, maintenance and hardscape for commercial customers. Around 65 employees enjoy a comprehensive benefits package.

Barnes Nursery
Huron, OH

Barnes Nursery is the biggest firm within 100 miles, if excluding industrial and highway landscaping. On the brink of its 50th anniversary, it scored $14 million in revenues in 2000, in part due to the 400 acres of nursery stock it carries. Its composting facility ships about five trucks full of mulch and materials daily to local buyers, says owner Bob Barnes. The service palette runs the gamut from design to maintenance and several others. Most of the 125 employees have been around for a long time, just like the customers.

Dennis’ 7 Dees Landscape
Portland, OR

Dennis’ 7 Dees offers its 200 employees a strong training and education program that aids in their professional growth and encourages them to achieve their CLT designation. In business for 45 years, this Snodgrass family-run firm maintains a 90% customer retention rate and services a 60/40 ratio of commercial and residential accounts. Revenues are projected at $12 million in 2001, says David Snodgrass, president.

Gachina Landscape Management
Menlo Park, CA

Strong community involvement and second-to-none customer service pay off for this commercial landscaping firm, which saw gross revenues jump 22% in 2000, to $9.3 million. The 13-year-old Silicon Valley company has a second location in Campbell, CA. President John Gachina says its 220 employees, mostly Hispanic, benefit from in-house English and landscape technician training.

Realty Landscaping Corp.
Newtown, PA

Known for quick customer response, Realty Landscaping has been in business since 1985, doing mainly design/build services for a 65/35 residential/commercial client base. It has branch offices in Oaks, PA and Burlington, NJ. Regional Manager David Plechner reports, “We have 65 crews spread over two, sometimes three states, which give us ability to rectify any problems within 24 hours.” The company grossed $10 million in 2000, and expects to hit $11.5 million in 2001. An 80% employee retention rate is the result of benefits such as human resource management, which offers 108 employees everything from financial advice to counseling.

Yardmaster Inc.
Painesville, OH

Bringing trained landscape architects together with project managers, experienced installers and maintenance technicians has made Yardmaster Inc. a comprehensive resource for its residential and commercial clients. The company has five locations in Ohio and 250 employees to handle a mix of landscape design, construction and maintenance services grossing $9 million in 2000, says Kurt Kluznik, CCLP and president. He serves on the advisory committee for high school and college landscape programs.

Greater Texas Landscapes Inc., Austin, TX

A committed staff and a local presence give this mostly commercial landscape firm a competitive edge, notes Debby Cole, president. Approaching 20 years in business, Greater Texas provides mainly maintenance and related services (12% irrigation installation and service). She says 2000 gross revenues hit $3 million and are likely to grow 15% in 2001. The company is noted for a strong customer relations program, which includes monthly focus groups and bi-monthly e-mail newsletters.

Thornton Landscape
Maine, OH

Rick Doesburg ASLA, CCLP, and Thornton president, says employees count: “Our strong point is our ability to keep both our employees and our clients.” Almost half of the company’s 40 employees have worked at Thornton for 10 years or more, with six over the 30-year mark. The 40-year-old firm offers only design/build services to mostly commercial accounts. Revenues hit $3.3 million in 2000. Doesburg says his company is not about selling plants but designs.

Del Conte’s Landscaping, Inc., Fremont, CA

Del Conte Landscaping is committed to building dependable relationships with both its customers and employees. The 29-year-old firm offers mostly commercial landscape installation service and earned $6.5 million in 2000, a 43% increase over 1999. It aggressively trains its 115 employees and hosts a formal budget meeting each year where key employees and allies are involved in planning the company’s direction, says President Tom Del Conte.
If you have any doubt about the diversity and fragmentation of this industry, check out this listing of the industry’s largest landscape maintenance, lawn care and landscape design/installation companies. While most of them concentrate on traditional landscape and lawn care services, several specialize in interesting side-lines like erosion control, retail garden centers, hydroseeding and rentals.

<table>
<thead>
<tr>
<th>Company</th>
<th>Headquarters</th>
<th>Branches &amp; franchises</th>
<th>Services</th>
<th>Other services</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Tru-Green LP</td>
<td>Memphis, TN</td>
<td>400</td>
<td>MN, CM</td>
<td>SR, RV, GC, AC, NY</td>
</tr>
<tr>
<td>2. Environmental Industries</td>
<td>Calabasas, CA</td>
<td>60</td>
<td>55% D/B, 45% MN</td>
<td>SR, RV, HS, GC, AC, EC, NY, IS</td>
</tr>
<tr>
<td>3. The Davey Tree Expert Company</td>
<td>Kent, OH</td>
<td>70+</td>
<td>1% D/B, 98% MN, &gt;1% IR</td>
<td>SR, GC, AC, NY</td>
</tr>
<tr>
<td>4. Brickman Group</td>
<td>Langhorne, PA</td>
<td>78</td>
<td>15% D/B, 80% MN, 5% IR</td>
<td>SR, RV, HS, AC, PL</td>
</tr>
<tr>
<td>5. RBI (Randall &amp; Blake, Inc.)</td>
<td>Littleton, CO</td>
<td>13</td>
<td>19% D/B, 20% MN, 29% IR, 32% HS</td>
<td>SR, RV, HS, GC, AC, EC, PL, NY, ST</td>
</tr>
<tr>
<td>6. OneSource Landscape &amp; Golf Serv.</td>
<td>Tampa, FL</td>
<td>12</td>
<td>15% D/B, 80% MN, 5% IR</td>
<td>SR, RV, GC, AC, PL, ST, IS, MN, aquatic floriculture</td>
</tr>
<tr>
<td>7. Gothic Landscaping</td>
<td>Valencia, CA</td>
<td>4</td>
<td>15% D/B, 55% Install, 10% MN, 20% IRGC</td>
<td>HS</td>
</tr>
<tr>
<td>8. Weed Man</td>
<td>Mississauga, Ont.</td>
<td>145</td>
<td>100% MN</td>
<td>NA</td>
</tr>
<tr>
<td>9. Lawn Doctor</td>
<td>Holmdel, NJ</td>
<td>405</td>
<td>100% MN</td>
<td>PS, AC, pH balancing, MN</td>
</tr>
<tr>
<td>10. FirstService</td>
<td>Toronto, Ont.</td>
<td>76</td>
<td>5% D/B, 55% install, 95% MN</td>
<td>SR, RV</td>
</tr>
<tr>
<td>11. American Landscape Co.</td>
<td>Canoga Park, CA</td>
<td>6</td>
<td>43% install, 18% MN, 29% IR, 10% NY sales</td>
<td>SR, RV, HS, GC, gctr, AC, EC, NY</td>
</tr>
<tr>
<td>12. The Bruce Company</td>
<td>Middleton, WI</td>
<td>1</td>
<td>35% D/B, 18% MN, 2% IR, 14% GC, 15% retail</td>
<td>SR, RV, HS, GC, gctr, AC, EC, PL, NY</td>
</tr>
<tr>
<td>13. Grounds Control Div. of Sanitors</td>
<td>San Antonio, TX</td>
<td>6</td>
<td>35% D/B, 50% MN, 15% IR</td>
<td>SR, RV, EC, HS, PL, horticultural care (chemical)</td>
</tr>
<tr>
<td>14. The Groundskeeper</td>
<td>Tucson, AZ</td>
<td>7</td>
<td>50% D/B, 50% MN</td>
<td>RV, HS, GC, AC, EC</td>
</tr>
<tr>
<td>15. Landscape Concepts</td>
<td>Graylake, IL</td>
<td>2</td>
<td>55% D/B, 40% MN, 5% IR</td>
<td>SR, RV, HS, GC, AC, PL</td>
</tr>
<tr>
<td>16. Vila &amp; Son Landscaping</td>
<td>Miami, FL</td>
<td>2</td>
<td>85% D/B, 5% MN, 10% IR</td>
<td>RV, HS</td>
</tr>
<tr>
<td>17. Jensen Corporation</td>
<td>Cupertino, CA</td>
<td>3</td>
<td>72% D/B, 28% MN</td>
<td>RV</td>
</tr>
<tr>
<td>18. Oak Leaf Landscape</td>
<td>Anaheim, CA</td>
<td>1</td>
<td>60% D/B, 5% MN, 30% IR</td>
<td>SR, RV, GS, AC, EC, PL, NY</td>
</tr>
<tr>
<td>19. Scott Byron &amp; Co.</td>
<td>Lake Bluff, IL</td>
<td>1</td>
<td>80% D/B, 20% MN</td>
<td>RV HS</td>
</tr>
<tr>
<td>20. Marina Landscape</td>
<td>Anaheim, CA</td>
<td>1</td>
<td>45% D/B, 10% MN, 45% IR</td>
<td>RV, GC, AC, EC, PS, rental</td>
</tr>
<tr>
<td>21. Lipinski Landscape &amp; Irrigation</td>
<td>Mentor, NI</td>
<td>2</td>
<td>50% D/B, 35% MN, 15% IR</td>
<td>SR, RV, HS, AC, NY</td>
</tr>
<tr>
<td>22. Teufel Nursery</td>
<td>Portland, OR</td>
<td>1</td>
<td>40% D/B, 40% MN 20% IR</td>
<td>RV, RV, HS, GC, AC, EC, PL, NY</td>
</tr>
<tr>
<td>23. Mariani Landscape</td>
<td>Lake Bluff, IL</td>
<td>1</td>
<td>50% D/B, 50% MN</td>
<td>SR, RV, HS, gctr, NY</td>
</tr>
<tr>
<td>24. Scotts Lawn Service</td>
<td>Marysville, OH</td>
<td>45</td>
<td>100% chemical app.</td>
<td>RV, PC, AC (chemical app)</td>
</tr>
<tr>
<td>25. Naturalawn of America</td>
<td>Frederick, MD</td>
<td>53</td>
<td>100% MN</td>
<td>MN</td>
</tr>
<tr>
<td>26. The Celtis Group (formerly Diablo Landscape)</td>
<td>San Jose, CA</td>
<td>7</td>
<td>35% D/B, 50% MN, 15% IR</td>
<td>RV, HS, AC, EC</td>
</tr>
<tr>
<td>27. Duke-Weeks Landscape Services</td>
<td>Duluth, GA</td>
<td>7</td>
<td>45% D/B, 45% MN, 10% IR</td>
<td>SR, RV, HS, AC, EC, IS</td>
</tr>
<tr>
<td>28. Spring-Green Lawn Care Corp.</td>
<td>Plainfield, IL</td>
<td>56</td>
<td>100% MN</td>
<td>AC</td>
</tr>
<tr>
<td>29. Tropics North</td>
<td>Miami, FL</td>
<td>3</td>
<td>50% D/B, 40% MN, 10% IR</td>
<td>AC</td>
</tr>
<tr>
<td>30. Nanak's Landscaping</td>
<td>Orlando, FL</td>
<td>4</td>
<td>20% D/B, 80% MN</td>
<td>AC</td>
</tr>
<tr>
<td>31. Cagwin &amp; Dorward</td>
<td>Novato, CA</td>
<td>13</td>
<td>32% D/B, 62% MN, 6% IR</td>
<td>RV, AC, EC</td>
</tr>
<tr>
<td>32. AAA Landscape</td>
<td>Phoenix, AZ</td>
<td>2</td>
<td>50% MN, 50% D/B, IR</td>
<td>RV, GC, AC, EC, PL, NY</td>
</tr>
<tr>
<td>33. Urban Farmer</td>
<td>Thornton, CO</td>
<td>1</td>
<td>62% D/B, 25% MN, 13% IR</td>
<td>SR, RV</td>
</tr>
<tr>
<td>34. Park Landscape</td>
<td>Santa Ana, CA</td>
<td>4</td>
<td>10% D/B, 80% MN, 10% IR</td>
<td>SR, RV, HS, GC, AC, EC</td>
</tr>
<tr>
<td>35. The Highridge</td>
<td>Issaquah, WA</td>
<td>2</td>
<td>45% D/B, 40% MN, 15% IR</td>
<td>SR, RV, HS, EC, PL, S</td>
</tr>
<tr>
<td>36. Keller Outdoor</td>
<td>Sanford, FL</td>
<td>1</td>
<td>61% D/B, 28% MN, 11% IR</td>
<td>AC, NY, dumpster roll service</td>
</tr>
<tr>
<td>37. Lies Nursery Co.</td>
<td>Sussex, WI</td>
<td>2</td>
<td>60% D/B, 30% MN</td>
<td>gctr, NY</td>
</tr>
<tr>
<td>38. Post Landscape Group</td>
<td>Atlanta, GA</td>
<td>4</td>
<td>48% D/B, 46% MN, 6% IR</td>
<td>SR, RV, HS</td>
</tr>
<tr>
<td>39. Western DuPage Landscaping</td>
<td>Naperville, IL</td>
<td>2</td>
<td>65% D/B, 35% MN</td>
<td>SR, RV, HS</td>
</tr>
<tr>
<td>40. Dubrows' Nurseries</td>
<td>Livingston, NJ</td>
<td>6</td>
<td>33% D/B, 53% MNSR, 14% IR</td>
<td>SR, RV, HS, gctr, AC, NY, lighting</td>
</tr>
<tr>
<td>41. Clarence Davids &amp; Co.</td>
<td>Matteson, IL</td>
<td>2</td>
<td>50% D/B, 45% MN, 5% IR</td>
<td>SR, RV, HS, AC, PL, NY</td>
</tr>
<tr>
<td>42. New Garden Landscaping &amp; Nursery</td>
<td>Greensboro, NC</td>
<td>1</td>
<td>50% D/B, 43.5% MN, 6.5% IR (services only)</td>
<td>SR, RV, HS, gctr, AC, PL, NY</td>
</tr>
<tr>
<td>43. Dora Landscaping Co.</td>
<td>Apopka, FL</td>
<td>1</td>
<td>45% D/B, 40% MN, 15% IR</td>
<td>RV, HS, AC, EC</td>
</tr>
<tr>
<td>44. Lewis Landscape Design</td>
<td>Las Vegas, NV</td>
<td>2</td>
<td>45% D/B, 10% MN, 45% IR</td>
<td>HS, NY, NY wholesale</td>
</tr>
<tr>
<td>45. McFall &amp; Berry Landscape Mgmt.</td>
<td>McLean, VA</td>
<td>5</td>
<td>20% D/B, 80% MN</td>
<td>RV, AC, EC</td>
</tr>
<tr>
<td>46. The Greenery Inc.</td>
<td>Hilton Head, SC</td>
<td>3</td>
<td>46% D/B, 38% MN, 6% IR, 10%</td>
<td>retail gctr</td>
</tr>
<tr>
<td>47. Terrain Systems, Inc.</td>
<td>Phoenix, AZ</td>
<td>0</td>
<td>80% D/B, 20% MN</td>
<td>HS, NY</td>
</tr>
<tr>
<td>48. ALDO1 Landscaping &amp; Lawn Serv.</td>
<td>Ocean Twp., NJ</td>
<td>1</td>
<td>60% D/B, 30% MN, 10% IR</td>
<td>SR, RV, HS, GC, EC, PL</td>
</tr>
<tr>
<td>49. Clintar Groundskeeper Serv.</td>
<td>Toronto, Ontario</td>
<td>9</td>
<td>6% D/B, 92% MN, 2% IR</td>
<td>SR, RV, HS, AC</td>
</tr>
<tr>
<td>50. Pro-Grass</td>
<td>Wilsonville, OR</td>
<td>5</td>
<td>20% D/B, 80% MN</td>
<td>EC</td>
</tr>
<tr>
<td>Client mix</td>
<td>Employees</td>
<td>Revenues</td>
<td>Expected changes</td>
<td>Years in Business</td>
</tr>
<tr>
<td>------------</td>
<td>-----------</td>
<td>----------</td>
<td>------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>80% RS, 20% CM</td>
<td>20,000</td>
<td>$1,600,000,000</td>
<td>—</td>
<td>27</td>
</tr>
<tr>
<td>100% CM</td>
<td>5,600</td>
<td>475,000,000</td>
<td>25% growth MN</td>
<td>51</td>
</tr>
<tr>
<td>N/A</td>
<td>600</td>
<td>325,000,000</td>
<td>growth in all areas</td>
<td>120</td>
</tr>
<tr>
<td>2% RS, 95% CM, 3% GV/other</td>
<td>940</td>
<td>240,000,000</td>
<td>18% growth in all areas</td>
<td>62</td>
</tr>
<tr>
<td>5% RS, 45% CM, 50% GV/other</td>
<td>900</td>
<td>77,500,000</td>
<td>30% growth DB athlete; 50-75% less GC</td>
<td>26</td>
</tr>
<tr>
<td>1% RS, 75% CM, 20% GV/other</td>
<td>1,400</td>
<td>65,000,000</td>
<td>10% growth in all areas</td>
<td>50</td>
</tr>
<tr>
<td>20% RS, 80% CM</td>
<td>1,100</td>
<td>63,250,000</td>
<td>11% growth in MN, 35% growth sales</td>
<td>17</td>
</tr>
<tr>
<td>95% RS, 5% CM</td>
<td>1,500</td>
<td>60,000,000</td>
<td>10% MN</td>
<td>31</td>
</tr>
<tr>
<td>96% RS, 4% CM</td>
<td>2,000+</td>
<td>97,500,000</td>
<td>9% growth chemical app.</td>
<td>33</td>
</tr>
<tr>
<td>80% RS, 20% CM</td>
<td>650</td>
<td>46,000,000</td>
<td>11% growth MN</td>
<td>26</td>
</tr>
<tr>
<td>65% CM, 35% GV/other</td>
<td>550</td>
<td>34,000,000</td>
<td>15% growth in all areas</td>
<td>27</td>
</tr>
<tr>
<td>30% RS 65% CM, 5% GV/other</td>
<td>350+</td>
<td>33,500,000</td>
<td>5% growth in all areas</td>
<td>49</td>
</tr>
<tr>
<td>20% RS, 80% CM</td>
<td>750</td>
<td>33,000,000</td>
<td>$7 million growth MN, DB</td>
<td>12</td>
</tr>
<tr>
<td>75% CM, 25% GV/other</td>
<td>700</td>
<td>29,000,000 to 30 M</td>
<td>—</td>
<td>25</td>
</tr>
<tr>
<td>100% CM</td>
<td>60</td>
<td>28,000,000</td>
<td>25% growth MN, 10% less DB/DBI</td>
<td>20</td>
</tr>
<tr>
<td>10% RS, 40% CM, 50% GV/other</td>
<td>305</td>
<td>25,770,000</td>
<td>10-15% MN &amp; NY, 0-5% less landscape</td>
<td>17</td>
</tr>
<tr>
<td>20% RS, 70% CM, 10% GV/other</td>
<td>215</td>
<td>24,000,000</td>
<td>16% growth in all areas</td>
<td>31</td>
</tr>
<tr>
<td>100% CM</td>
<td>350</td>
<td>24,000,000</td>
<td>—</td>
<td>30</td>
</tr>
<tr>
<td>95% RS, 5% CM</td>
<td>110</td>
<td>24,000,000</td>
<td>5% growth DB/DBI, MN</td>
<td>30</td>
</tr>
<tr>
<td>100% CM</td>
<td>20</td>
<td>23,000,000</td>
<td>5% growth private; 10% less public</td>
<td>25</td>
</tr>
<tr>
<td>40% RS, 60% CM</td>
<td>85</td>
<td>22,500,000</td>
<td>10% growth in all</td>
<td>25</td>
</tr>
<tr>
<td>5% residential, 80% CM, 15% GV/other</td>
<td>250</td>
<td>18,800,000</td>
<td>10% growth</td>
<td>110</td>
</tr>
<tr>
<td>95% RS, 5% CM</td>
<td>300</td>
<td>21,200,000</td>
<td>10% in all areas</td>
<td>45</td>
</tr>
<tr>
<td>90% RS, 10% CM</td>
<td>600</td>
<td>21,200,000</td>
<td>12% growth RS</td>
<td>4</td>
</tr>
<tr>
<td>98% RS, 2% CM</td>
<td>14</td>
<td>21,000,000</td>
<td>20-30% growth MN</td>
<td>14</td>
</tr>
<tr>
<td>5% RS, 75% CM, 20% GV/other</td>
<td>300</td>
<td>20,000,000</td>
<td>7% growth MN</td>
<td>25</td>
</tr>
<tr>
<td>100% CM</td>
<td>230</td>
<td>20,000,000</td>
<td>20% in all</td>
<td>15</td>
</tr>
<tr>
<td>90% RS, 5% CM, 5% GV</td>
<td>40</td>
<td>20,000,000</td>
<td>5% in all</td>
<td>24</td>
</tr>
<tr>
<td>97% CM, 3% other</td>
<td>250</td>
<td>20,000,000</td>
<td>25% growth MN</td>
<td>30</td>
</tr>
<tr>
<td>100% CM</td>
<td>390</td>
<td>19,800,000</td>
<td>12% growth MN</td>
<td>28</td>
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<tr>
<td>95% CM, 5% GV/other</td>
<td>338</td>
<td>19,783,889</td>
<td>7% growth MN; AC 4% less install</td>
<td>46</td>
</tr>
<tr>
<td>85% CM, 15% GV/other</td>
<td>450</td>
<td>18,000,000</td>
<td>10% in all areas</td>
<td>26</td>
</tr>
<tr>
<td>2% RS, 83% CM, 15% GV/other</td>
<td>220</td>
<td>17,300,000</td>
<td>10% growth MN</td>
<td>18</td>
</tr>
<tr>
<td>95% CM, 5% GV/other</td>
<td>450</td>
<td>17,000,000</td>
<td>10% growth CM</td>
<td>15</td>
</tr>
<tr>
<td>40% RS, 60% CM</td>
<td>300</td>
<td>16,000,000</td>
<td>2% growth MN</td>
<td>16</td>
</tr>
<tr>
<td>20% RS, 77% CM, 3% GV/other</td>
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<td>16,000,000</td>
<td>10% growth in all areas</td>
<td>14</td>
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<tr>
<td>70% RS, 30% CM</td>
<td>123</td>
<td>16,000,000</td>
<td>N/A</td>
<td>50+</td>
</tr>
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<td>20% RS, 80% CM</td>
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<td>15,903,000</td>
<td>25% MN</td>
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<tr>
<td>40% RS, 60% CM</td>
<td>160</td>
<td>15,011,000</td>
<td>5% CM</td>
<td>25</td>
</tr>
<tr>
<td>10% RS, 90% CM</td>
<td>80</td>
<td>15,000,000</td>
<td>13% grounds MN</td>
<td>44</td>
</tr>
<tr>
<td>15% RS, 75% CM, 10% GV</td>
<td>80</td>
<td>15,000,000</td>
<td>10% growth in all areas</td>
<td>50</td>
</tr>
<tr>
<td>60% RS, 40% CM</td>
<td>85</td>
<td>14,600,000</td>
<td>10% growth in all areas</td>
<td>25</td>
</tr>
<tr>
<td>10% RS, 70% CM, 20% GV/other</td>
<td>100</td>
<td>14,500,000</td>
<td>10-12% growth DB</td>
<td>25</td>
</tr>
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<td>1% RS, 89% CM, 10% GV/other</td>
<td>200+</td>
<td>14,000,000</td>
<td>17% growth CM</td>
<td>13</td>
</tr>
<tr>
<td>100% CM</td>
<td>160</td>
<td>13,900,000</td>
<td>8% growth MN; 10% less SR</td>
<td>25</td>
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<tr>
<td>40% RS, 60% CM, 20% GV/other</td>
<td>240</td>
<td>12,500,000</td>
<td>20% growth DB, MN</td>
<td>27</td>
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<td>20% RS, 39% CM, 50% GV/other</td>
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<td>12,180,000</td>
<td>12% growth in all areas</td>
<td>12</td>
</tr>
<tr>
<td>2% RS, 68% CM, 30 GV/other</td>
<td>120</td>
<td>12,000,000</td>
<td>15% growth in CM</td>
<td>28</td>
</tr>
<tr>
<td>90% RS, 10% CM</td>
<td>14</td>
<td>12,000,000</td>
<td>10% growth in all areas</td>
<td>21</td>
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What forces are shaping our industry this year? Here’s a peak at some people and events that will affect your operations for months to come

BY JASON STAHL / MANAGING EDITOR

1. New EPA administrator
Green Industry pros are trying to read new EPA Administrator Christie Whitman. The fairness they’re seeking might best be represented by second-in-command Linda Fischer, formerly of Monsanto, says Tom Delaney, executive vice president of PLCAA.

"In some aspects, I think Fischer might not include herself in decisions on biotechnology," Delaney says, "but she’s seen the other side and maybe will be more understanding."

Whitman singled out pesticides early this year by saying, "I think we’ve done a good job to curb the pesticide program," and Delaney feels the statement hinted at her desire to make as few enemies as possible.

2. Bye-bye Dursban
It wasn’t surprising to lawn care professionals when Dow AgroSciences agreed to the EPA to voluntarily cancel Dursban last year. Most had phased it out of their inventories already, but it signaled a bleak future for organophosphates. As Allen James, executive director of RISE, said, "That’s nothing to say they’ll (the EPA) be more even-handed with other products."

3. Web sites nosedive
Last year, everyone was talking e-commerce. Then, tech stocks crashed, and investor money dried up. Web sites like Greenzebras.com lost their funding and were forced to either close shop or find a partner. Word is that e-commerce is still alive, and many entrepreneurs are still convinced there are solid business plans out there.

4. Economic woes?
While many industries are feeling the impact of a slow economy, the Green Industry is not. Most landscape and lawn care businesses are growing revenues at 10 to 20%. But it’s still early, and the Green Industry will likely be one of the last to be impacted.

5. Clearing the air
Houston and Galveston, TX-area landscape pros suffered a blow when the Texas Natural Resource Conservation Commission (TNRCC) banned them from using gasoline-powered lawn and garden equipment during morning hours. On a positive note, the leaf-blower bill sponsored by Arizona Rep. Christine Weason was abandoned due to organized industry opposition.

6. John Deere Landscapes
Deere & Company stated last year that its goal was $6 billion in revenues by 2006. So far, they’ve shown they meant business. In December, the company acquired Great Dane. Less than a month later, the company acquired McGinnis Farms, a full-line supplier of nursery stock, landscape supplies and irrigation products through the Southeast. Then, McGinnis Farms’ name was changed to John Deere Landscapes, and Richton International Corporation was added to it on May 29, 2001.

7. Pesticides still attacked
Long Island-area commercial pesticide applicators gained a small victory when a judge in Nassau County, NY overturned the neighbor notification law.


8. ServiceMaster struggles
ServiceMaster’s revenues went up for 2000, but profits were less than 1999. Net income from its largest business segment, the reorganized and unified TruGreen Group, was well below planned levels due to what the company said was the “as-similation and integration of our TruGreen landscape business.” Talk about a management headache. Integrating more than 100 different companies has been more than a challenge at ServiceMaster; it’s been a costly one. Now, the company’s focus is not on buying up companies but running those operations well and increasing profit.

9. Mergers & acquisitions
On the chemical side, AstraZeneca PLC and Novartis AG made a big splash by merging and spinning off into a separately traded concern named Syngenta. So did BASF when it bought American Cyanamid. TruGreen-Landcare bought the $22 million Leisure Lawn. But everyone saw how dangerous consolidation could be when AgriBioTech went bankrupt and was forced to sell off all the businesses it had acquired just a few years earlier. Watch for a few more big ones on the chemical and equipment side this year.

10. Water issues
When the Water Quality Act was created in 1998, all nurseries and greenhouses were required to have nutrient management plans. Now, as the act makes its way to the state level for implementation, it’s hitting home on our industry.

“Water issues are going to add costs to everyone’s bottom line,” says Fred Langley, Manager of State Government Relations for RISE. “As we go forward, this industry will have to look at any place that discharges material that could impact water quality.”
Richard Ackerman
Built Northwest Landscape
Richard Ackerman ran one of the largest landscape companies in the Pacific Northwest's, but he's back in school now. He loves it. Three years after leaving landscaping, Ackerman serves on the Lake Oswego (OR) School Board, coaches the offensive line on the school's football team and spends a lot of time with family, community and local youth. "After 26 years in business, I thought it was time I started giving a lot back," says Ackerman. Business interests? "I'm doing some real estate developing with some of our former clients, but not much," he says.

Bob Parmley
Former PLCAA president
After Bob Parmley's served as president of PLCAA in 1989, he left his 18-year lawn care career to run equipment maker Savage Bros., Elk Grove Village, IL. Actually, he and a partner had purchased the company 12 years earlier, mostly to acquire its machining tools. But they saw continued demand for its equipment, and Parmley switched careers.

Elliot Roberts, Ph.D.,
Directed the Lawn Institute
From 1982-1991, Dr. Elliot Roberts, a soil scientist by training, does some public speaking on the topic of evolution, which he says he's rethinking.

Jerry Faulring
Ran Evergreen Services
In 1968 Rod Bailey was a management consultant, and one of his clients was a landscape company. In 1970, he and a partner bought that Seattle-area company, Evergreen Services. In Dec. 1998 he sold it to TruGreen. Today, his Alder Springs Enterprises business management firm helps other landscapers build their organizations. "I don't feel like I've left the business because I work with clients in the industry," says Bailey.

J. Martin Erbaugh
Ran multi-state operation
J. Martin "Marty" Erbaugh's entrepreneurial spirit still burns bright. His Lawnmark, a strong regional lawn care company, in 1995, and today manages J.M. Erbaugh Co., an investment company. He also founded and helps direct H2Cool, a Chicago-based company that delivers bottled water. "I miss the lawn business and I still follow the success of some of the former Lawnmark people," he says.

Paul D. Schnare, Ph.D.
PLCAA founding member
Paul D. Schnare, Ph.D., one of PLCAA's founding members in 1979. Paul sold Accugrow Lawn Care to his employees in 1998. He served for two years as an assistant professor of agriculture at Southeast Missouri University, and he and his wife now operate Sunny Hill Garden & Florists, Cape Girardeau, MO.

James Brooks
Executive VP PLCAA 1983-90
Jim Brooks brings acting skills to the Centerstage North amateur theatre group in Marietta, GA. Brooks claims to be "temporarily retired," but besides theatre, he is also president of his community swim & tennis club. Brooks is a founding and board member of the Evergreen Foundation.

Bruce Wilson
30 years with ECI
Bruce Wilson left landscape giant Environmental Care, Inc., and entered the Internet business world. He was a key player in GreenZebras, an internet site formed last year. It merged with Green2go, just this spring. "We're back on track now and we're going to be one of the survivors," says Wilson of the b2b supplier to the Green Industry. "It's been a refreshing change and a good experience having to do something entirely different, but a lot of work.

Where are they now?
They led our industry in its formative years, then moved on. What are they doing today?

By Ron Hall
Think you have problems? Check out these 10 very challenging landscapes that require the professional touch

BY GEORGE WITTERSCHEIN

Graceland Mansion, Memphis, TN
The biggest challenge at Graceland Mansion, Memphis, TN, is its 650,000 annual visitors.
"My crew starts blowing driveways and pathways and checking the gravesite at 7 a.m.,” says maintenance manager Jimmy Gambill.
"Our work is dictated by the climate. Last summer, we had consistent temperatures in the 90-to-100-degree range with little rain. We have no sprinkler system (Elvis installed a lot of TV and security wires and cables—a major barrier to installing an irrigation system), so we do all watering by hand."

Utah State University’s Logan Campus
Standards are high at Utah State University in Logan, in part because of a top-notch landscape architecture department on campus. The campus is also part of the state arboretum.
Local conditions also make things challenging. It’s not necessarily warm in May in Utah, but the campus expects flowers in bloom for early May graduation. Ellen Newell and her staff use the winter months to get as ready as possible, and plant pansies and other flowers that should bloom in time for the event. To address water restrictions, Newell installed a Maxicom satellite system for more efficient water use.

Overpeck Park, Bergen County, NJ
Todd Cochran, regional director of the Professional Grounds Management Society (PGMS), is the assistant superintendent of parks for Bergen County, NJ. The challenge there is environmental: much-visited Overpeck County Park is built on a reclaimed landfill. “Every few feet, the soil type may be different,” Cochran explains. It also sits at the edge of a protected wetlands that is the source of salt water infiltration and debris.
Other challenges? The ground settles often, making sinkholes that General Supervisor Mike Gallucci and his crews must keep refilling. A constant wind dries things up, and methane gas from garbage buried in the landfill hurts trees. The park also adjoins the New Jersey Turnpike, one of the most traveled highways in the world...and one of the biggest litter producers.

Villanova University, Philadelphia, PA
As campus Superintendent of Grounds, Kevin O’Donnell has a classic task at Villanova University: keeping a large, semi-urban academic landscape beautiful despite substantial foot traffic and public events drawing large crowds.
O’Donnell and his crew of 16 grounds employees have a clear strategy for the 150-year-old campus designated as an arboretum: “Take care of the basics first,” O’Donnell says. “Keeping litter off the ground helps maintain a pleasant atmosphere and the beauty of the landscape. We think today’s effort results in less litter being deposited in the future because, when an area is clean, people tend to leave it clean and respect it.”

Groundmasters, Cincinnati, OH
For Mike Rorie, president of Groundmasters, it’s not the landscape that’s challenging but the...continued on page 34
client. Groundmasters has a sub-
spedalty in homeowners' associa-
tions (HOAs), and the typical client is
a board of volunteers, none of
whom are landscape professionals.
"They are under tremendous bud-
getary pressure from their fellow
homeowners, creating an intense
focus on price," Rorie says. "Plus, as
soon as an individual develops ex-
pertise in landscaping, he or she is
replaced by someone else and we
start the learning process all over
again.

The best way to deal with this,
Rorie says, is to "know the players
and educate them about the de-
tails of the agreement and the re-
cent history of the community's
landscaping."

Hilton Grand Vacation
Club, Orlando, FL
Adam Koenigsknecht is an ac-
count manager with Environmen-
tal Care Industries, Orlando, FL,
where his responsibility includes
the Hilton Grand Vacation Club, a
high-end time-share with a strong
appetite for attractive landscap-
ing. It's a large property with 13
units containing timeshares, plus
the clubhouse and a sales center.
A multi-year drought, however,
made his job a lot harder.

"Florida irrigation systems
were installed to supplement rain-
fall water, not replace it,"
Koenigsknecht says. "Without
rain, the dropping groundwater
causes problems with pumps,
coverage pressure and everything
else having to do with irrigation."

The key to success is an edu-
cated client. "As the account
manager, I'm constantly keeping
the client aware of the changing
water restrictions and ways to
deal with them. It's time-consum-
ing, but it's my job."

Busch Gardens, Tampa, FL
Ron Schmoyer is president of
OneSource Landscape and Golf
Services, Tampa, FL, which main-
tains both Busch Gardens theme
parks (Williamsburg, VA and
Tampa Bay). The Florida theme
park is the most challenging be-
cause of the state's drought and
its year-round operation.

"We have hundreds of pots
and baskets of annuals to keep
watered. The restrictions come
from a local water management
board and change from time to
time as the drought conditions
vary," Schmoyer says.

Another challenge is fixing the
damage caused by guests who
Busch Gardens believes should
have a "hands-on experience"

Busch Gardens
with the landscape. Landscape
features are not barricaded and
fenced off, which means the crew
has to replace many flowers.

The Grand Casino,
Tunica, MS
The Grand Casino, Tunica, MS, lists
landscape maintenance challenges
that are built into the soil and water
itself, according to project manager
Scott Brewer and director Rod Ro-
tolo, both of whom work for Jack's
Landscape in Mississippi, a sub-
sidiary of Randall and Blake, Little-
ton, CO.

The property and landscape is
designed around a sizable barge
casino. The resort's parent com-
pany, Park Place Entertainment, de-
mands that the property look first
class. That, however, isn't easy.

"We're situated in the Mississippi
Delta on land that has different soil
types with pH levels that have to be
adjusted," Brewer says. "Also, our
service road is a seven-mile and 4 to
5-lane 'highway' that requires a lot
of landscape maintenance."

City Place,
West Palm Beach, FL
Rick Leal, vice president of Vila
and Son Landscaping Inc., Miami, takes
care of City Place in West Palm
Beach, a retail/residential complex
in the city's downtown area.

The demands are similar to
Graceland's: "Watering the pots
and keeping the flower beds in-
tact is a challenge given the sev-
eral thousand people who walk
through every day," Leal says.

"Because the aesthetic standards
are high, we have to get the place
looking good by morning when
the stores open for business."

Universal Studios,
Orlando, FL
The most formal landscapes at
Universal Studios Orlando are at
the entrances. The Resort Garden
Walkway has no hours of opera-
tion, so guests come and go at all
hours. Employees must be out of
guest view by 7 a.m. every morn-
ing and stay out of view until 2
a.m., 365 days a year.

Rainfall is another big problem.
Some years, it's 30 inches. Others,
it's seven inches. This keeps some
of the 100 employees running
around adjusting irrigation com-
puters and programs all the time.