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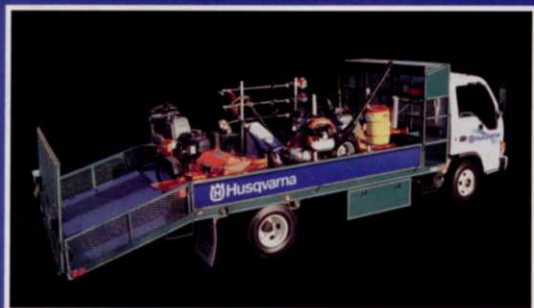
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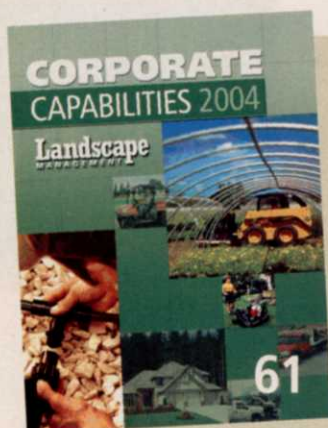
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Quiet contemplation rules at Multnomah Bible College & Seminary, Portland, OR



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WHO'S WHO IN LM



Steve Tubbs, CEO of Turf Merchants, Inc., Tangent, OR, provides a nice, tight overview of the seed industry's progress against the devastating turf disease gray leaf spot. This is a must read, especially if you're installing or maintaining perennial ryegrass landscapes. If turf's your game, you have to turn to page 58.

David Held, Assistant Professor of Entomology with Mississippi State University's Coastal Research and Extension Center in Biloxi, tells you how to manage ornamental pests starting on page 54. When he's not developing a research and extension program in horticultural entomology, he enjoys fishing, his children and, of course, chasing bugs.



Bob Coulter's 22 years serving as a coach and people developer makes him a valuable team member on the JP Horizons consulting team. Need balance in your firm? Don't miss what he has to say beginning on page 44.

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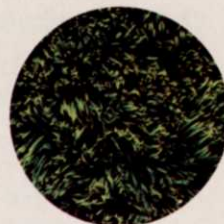
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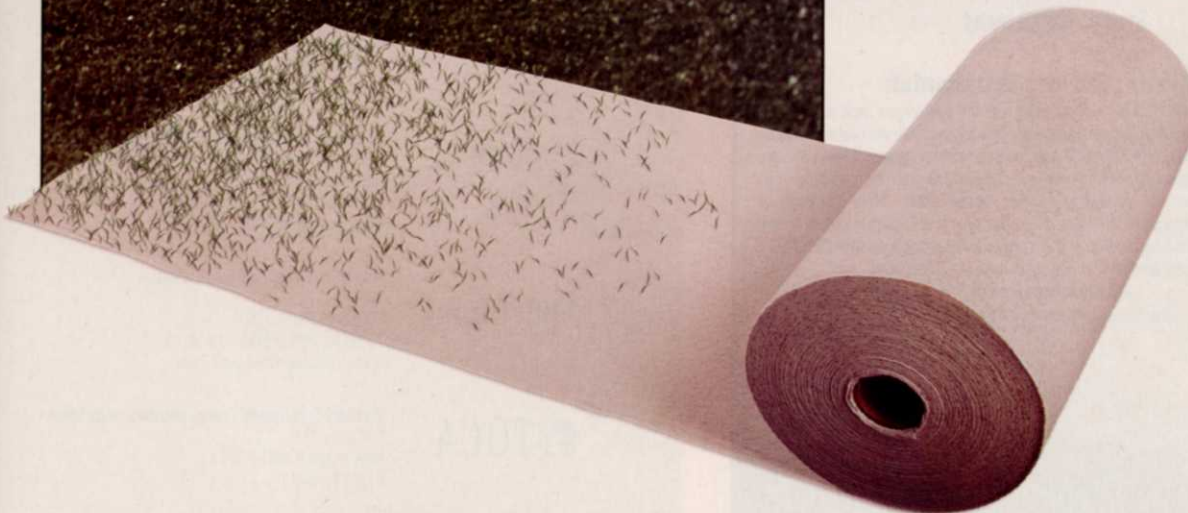
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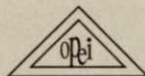
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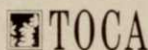
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What's it take to be great?

BY RON HALL / Editor-in-Chief

Mariani Landscape, Lake Bluff, IL, is a great landscape company. It didn't start out that way. It started out just like your company. Small. It's future uncertain. Learning tough business lessons day by day.

Indeed, Frank Mariani tells how, as a young contractor, he lost a job he needed and wanted because he thought he knew what a potential customer wanted more than the customer did.

The prospect was an elderly woman seeking a landscape installed in her side yard. She said she wanted large trees. But Frank, anxious to give her a good price and explaining that the trees would eventually get sizable anyway, suggested planting smaller 2-in. caliper trees in the location instead.

Experience a great teacher

Frank didn't hear back from the woman. And when he drove by the property weeks later, he saw that another contractor had planted much larger trees. When he asked her why she didn't hire him, explaining that the trees he had recommended for the job were more suitable for the location and would be mature within a dozen years anyway, she had a ready answer.

"By the time those trees get to be a good size, I'll be done," she told him. "I won't be around then."

Says Mariani, "I learned that it's a big mistake to use your own pocketbook as a guide to how much someone wants to spend."

Mariani Landscape, with revenues of about \$23 million this year, isn't great just because of its size. It's great because it's a landscape company that elevates our industry's stature in the eyes of the public and with

other skilled trades, which brings me to the focus of this month's issue — great companies.

Veteran editor Sue Guard helped us compile this year's list of the 50 largest (by revenue) landscape and lawn service companies. She spent several weeks on the project. The effort takes a lot of bird-dogging, but most companies, to their credit, are cooperative.

Great in many ways

Putting together the next section of the issue — "20 Great Companies" — was more difficult. Great companies — how do you define them? By revenues? By the awards they've earned? By their efforts on behalf of the industry? By community service?

We took all of these criteria into account and attempted to present a representative sample of great companies.

Obviously, for every company that we identify as "great" for one reason or another, there are many others that we could have selected and hope to identify in future issues.

That's what we found most encouraging about putting together this issue — the number of "great" companies within our industry is literally beginning to explode.

If you feel you're a great company, speak up and let us know.

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A great company elevates our industry's stature in the eyes of the public.

Why wait until you need an account manager to begin developing one? Pick out a good prospect now and start mentoring them.



An account manager's job

BY BRUCE WILSON

What makes a good account manager for a landscape maintenance company? How do you develop one? How much work should they be able to manage? Owners often ask these questions as they try to grow their businesses.

The first step is to establish clear expectations. I like to boil down the key result areas. For most companies, the key result areas for an account manager are:

- ▶ A client retention rate of 90% to 95%
- ▶ Sell enhancements to the client in the ratio of between 25% and 50%, depending on your definition of enhancements and contracted extra services
- ▶ Manage the account to budgeted cost
- ▶ The responsibility to sell new accounts (sometimes).

In other words, an account manager must manage the customer relationship, keep an eye on quality control, schedule crews, recommend enhancements and prepare proposals, and develop and train employees.

A special breed

That's a lot to expect. The person must deal well with people, be organized, know the company's products, be a good coach/mentor and know how to manage time effectively. This is a very qualified, competent individual. They don't grow on trees, so you must develop these employees internally.

To develop successful account managers internally, start building the required skills and behaviors before putting the person in that position. Send the person to

outside supervision training, customer service training, time management training or, alternatively, start piecemealing the responsibilities out as part of your own training program.


For instance, if they're working as a crew leader, give them client contact responsibility for some clients and start building those disciplines. See which of your crew leaders have the most promise. Ask them to recommend to you what enhancements they would recommend for their own properties and actually prepare some estimates.

You can do it

Take the time to think this through for your company. You can do it. Don't wait until you need to fill the position. You may have to rely upon a person who isn't prepared and is doomed to fail. Going outside to hire someone who's trained or experienced often isn't the answer either. The good ones already have jobs.

An experienced account manager should be able to handle \$800,000 to \$1,000,000 in work. This can vary depending on the number of customers and size of jobs — the fewer jobs and customers, the higher the volume. A good way to develop new account managers is to start them with a small book of business and let the business grow with them. Some companies give account managers smaller books of business. However, this cuts into profits because of higher cost of supervision. A rule of thumb that I always used is that a supervisor should pay for themselves by increasing gross margins.

— The author is a partner with entrepreneur Tom Oyler in the Wilson-Oyler Group, which offers consulting services. He is also the Director for the Symbiot Landscape Network. Visit www.wilson-oyler.com.



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In the Know

BUSINESS

NEWS YOU CAN USE

Briggs & Stratton acquires Simplicity Manufacturing

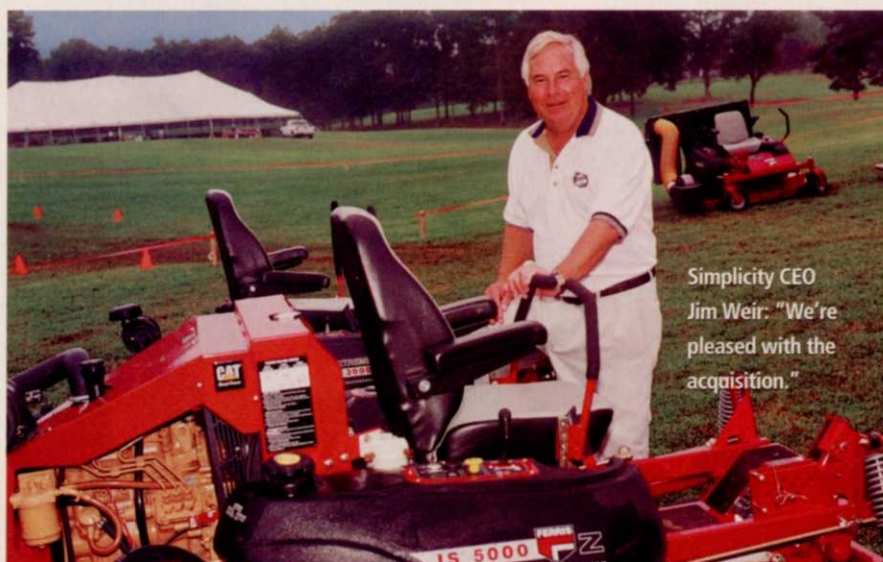
MILWAUKEE, WI — Briggs & Stratton Corporation and its subsidiary, Briggs & Stratton Power Products Group, LLC, signed an agreement to acquire Simplicity Manufacturing, Inc. for \$227.5 million in cash, subject to adjustments.

Simplicity, based in Port Washington, WI, designs, manufactures and markets outdoor power equipment used in both consumer and commercial lawn and garden applications. Its products are distributed through independent dealers under the brand names Simplicity, Snapper, Ferris and Giant-Vac. It had net sales of \$285 million for the ten months ended April 30, 2004 and anticipates net sales of approximately \$350 million.

The transaction is targeted for closing at the beginning of Briggs & Stratton's fiscal 2005 first quarter, at which time Simplicity Manufacturing will become part of the Briggs & Stratton Power Products Group.

Part of the strategy

"The acquisition is another step in Briggs & Stratton's strategy to present an ever more compelling value proposition to consumers of our products and superior returns to our shareholders," said John S. Shiely, Briggs & Stratton's chief executive officer. "Consis-



Simplicity CEO Jim Weir: "We're pleased with the acquisition."

tent with the various elements of this strategy, we intend to redouble our efforts to build closer relationships with our OEM and retail customers from an operational, sales and marketing perspective.

"Simplicity is a solid company with several compelling brands, a strong position in the retail dealer channel for outdoor power products and superior product development capabilities," added Shiely.

"We're pleased with the acquisition," said James A. Wier, Simplicity Manufactur-

ing's chief executive officer. "We believe Briggs & Stratton has the financial resources and support to allow us to continue our current growth strategy. The management team and our production facilities will remain in place and continue to focus on delivering high value products sold through the independent dealer channel. We plan to operate as part of Briggs & Stratton Power Products Group and will aggressively seek synergistic opportunities with the entire Briggs & Stratton organization."

Gravely on Tour returning in '05

BRILLION, WI — About 900 landscape contractors attended the Gravely on Tour program offered at nine locations around the U.S. and Canada from January through March of 2004. Ariens Co. plans to continue the program in 2005 due to the number of contractors participating.

The one-day workshop is aimed at improving profitability of business owners in

the landscape contract business. Industry consultant Kevin Kehoe presented information to help participants set the right price for services, increase profit margin, find and retain the right customers, pay themselves the right amount of money, and motivate and pay employees.

"The ability to set aside time to evaluate your business model gives you a

strategic advantage in any type of business," says Dan Ariens, company president. "In one day, this workshop helps contractors refocus their efforts on the things that can have the biggest impact on their success."

All participants in the 2004 sessions were eligible for a shot at winning a Gravely 34Z. Dean Jackson of Eagle Landscaping, LLC, Monroe, LA, was the recipient of this year's drawing.

Safe mowing initiative growing

BY BARBARA MULHERN

The National Safety Council (NSC) has partnered with two mower manufacturers to develop a training program aimed at the safe operation of zero-turn mowers.

The Commercial Equipment Operators' (CEO) Safety Training Program is being developed by the NSC in partnership with Toro and Exmark. The program includes bilingual (English and Spanish) "tailgate" safety training scripts for Z-mower operators and "train-the-trainer" materials for supervisors or crew leaders.

"Ten years ago, the Z-mower category barely existed. With that, there are a lot of newer operators," says Brad Hamilton, Marketing Director for Toro's Landscape Contractor Business. "With more and more brands of Z-mowers in the field, we all need to make a concerted effort to train these operators."

"Operating mowing equipment can be dangerous, and one of the best ways to keep operators safe is through awareness and education. This needs to be done at the grass-roots level — by going directly to the operators," says Jeff Hallgren, Director of Marketing and Sales for Exmark.



Toro's Brad Hamilton

Unsafe conditions

Among the topics included in the training are: safe operation on slopes, avoiding drop-off and water hazards, preventing rollovers and safe loading and unloading.

These particular topics are important, Hamilton says, in order to "increase operator awareness of where they should and shouldn't be operating. Grass grows on the sides of hills you have no business being on (with a Z-mower)."

The CEO Safety Training Program includes the following components:

► **Bilingual training scripts.** These scripts are on flip charts that can be set up outdoors near the job site or in another location.

► **Large photos depicting the main points in the scripts.** The photos — along with brief captions in Spanish and English — are on the pages workers/trainees see as the supervisor or crew leader is reading from the script.

► **Training "tips" for supervisors/crew leaders.** These are included on the flip charts, as well as in a CEO Program Supervisors' Training Manual. The tips are designed to aid supervisors/crew leaders in making their training sessions more effective.

► **A CEO Program Technical Advisory Committee.** This committee is comprised of manufacturer, distributor, and "end user" (companies that use Z-mowers) reps.

The CEO program comes on the heels of several other recent Toro and Exmark Z-mower safety initiatives, including the development of an English/Spanish video entitled *Driving in the Safety Zone*.

The release of the 6 1/2-

minute video, along with enhanced safety-related educational pages on the Toro (www.toro.com) and Exmark (www.exmark.com) Web sites, were supported by both ALCA (the Associated Landscape Contractors of America) and the Outdoor Power Equipment Institute (OPEI).

The video provides Z-mower operators with information to make the right choices that will keep them out of high-risk situations, such as operating on steep slopes or near sudden drop-offs or water.

In addition, all 2004 Toro and Exmark Z-mowers are equipped with two-post foldable rollover protection systems (ROPS) and seat belts as standard equipment. ROPS retrofit kits are also available

Tailgate training the way to go

Sam Steel, Director of Projects and Grants for the NSC, Itasca, IL, says he believes tailgate training — a method in which 5- to 15-minute sessions on a single safety topic are presented orally and interactively to workers — is an effective means of training for Z-mower operators. Tailgate training, which has been used successfully in the Green Industry, takes into account that some workers may not be able to read or write. It's also effective because the brief training sessions can be held in the field near the job site, or in another spot that is comfortable for workers.

Many landscape and commercial lawn care companies, Steel notes, "employ workers from Mexico or elsewhere who may never have been exposed to safety training. The new Commercial Equipment Operators (CEO) program takes this into account, and will provide the workers with carefully translated information to make their jobs much safer."

"Safety is one of our customers' biggest concerns," Hallgren says. "They sometimes have difficulty getting their operators to follow their safety rules." Communication barriers exist within these companies, particularly those that employ Spanish-speaking workers, as well as between the employees themselves, he adds.

The CEO program training materials are designed to supplement (NOT replace) manufacturers' operators' manuals, safety videos and any other training programs already in place.

— BM

for all Toro and Exmark commercial Z-mower units manufactured before 2004.

— For a list of Z-mower operator safety tips, visit www.landscapemanagement.net

Syngenta shows off refocused VBRC

BY RON HALL / Editor-in-Chief

VERO BEACH, FL — Along with mad dogs and Englishmen, add editors to the short list of those hearty souls who wander dusty fields under the noon-day sun. Turfgrass pathologist Dr. Henry Wetzel herded groups of editors over the two acres of turf plots under a Florida sun at Syngenta's research center here recently.

This particular stop, one of a half dozen this particular afternoon, showed the editors (up close and personal) several common and devastating turf diseases. Wetzel described and pointed out how Syngenta's fungicides, including some unnamed experimental work, keep them at bay.

Syngenta, the international agribusiness with worldwide sales of \$6.6 billion, is the leading supplier of fungicides in the U.S. turfgrass market and one of the few remaining manufacturers that dominate chemical pest management in the Green Industry.



Keelan Pulliam, left, reaffirms Syngenta's commitment. Above, Les Glasgow discusses aquatics.



PHOTO COURTESY OF STEVE TRUSTY & ASSOCIATES

Investing for the future

But the core of the company's message to the dozen media representatives (and one officer each from GCSAA, PLCAA and STMA) was devoted to showing off its Vero Beach Research Center, a 240-acre facility that's received more than \$5 million in upgrades and improvements since the merger of Novartis and Zeneca resulted in Syngenta in 2001. Keelan Pulliam, who directs the company's Professional Products team, stressed his company's growing commitment to the T&O, professional pest control and vegetation management/aquatics markets.

"These are growing markets," said Pulliam. "They're not growing as fast as they were, but they are growing." He said the

parent company has given Professional Products high priority in the initial screening process for new chemistry, and made it a separate direct report to company investors. "We're structured globally to put our company in a position to compete," he added. Professional products comprise 26% of the company's total U.S. crop protection sales, he said.

His comments followed the previous afternoon's tour of the VBRC where Syngenta scientists and technicians guided the media through the 17,350-sq.-ft. complex of offices, laboratories and greenhouses. The editors — some from turf, some from nursery/greenhouse — got a practical overview of the company's ongoing research on formulation and other improvements and breakthroughs it's working on to keep it among the Green Industry market leaders in specialty chemicals.

Husqvarna helps diversity program

CHARLOTTE, NC — Husqvarna will sponsor the first six Drive for Diversity crew members competing with race teams on the NASCAR Busch Series and NASCAR Craftsman Truck Series, respectively, during the 2004 season. Drive for Diversity is a minority driver and crew member development program created and managed by Access Marketing & Communications, a member of The Radiate Group. Husqvarna serves as the forest, lawn and garden equipment of NASCAR.

Toro irrigation renovates HQ

RIVERSIDE, CA — The Toro Company completed a multi-million-dollar renovation of its irrigation division headquarters here, resulting in 60,000 sq. ft. of office space and a state-of-the-art, 100,000-sq.-ft. prototyping and testing facility. As well as greater operational efficiency and departmental interaction, the revamped structure is designed to serve as a premier destination for training, input sessions, meetings and other customer-focused activities, says Toro.

Suzuki gets to brand the Mule

IRVINE, CA — Japan-based Kawasaki Heavy Industries, Ltd. (KHI) announced that its successful alliance with Suzuki Motor Corp., which has enabled both brands to expand their product lines in the U.S. market and to share development costs for select models, will now include a utility vehicle. Suzuki will be given the opportunity to market its own branded version of the Kawasaki-built Mule 3010 4x4 utility vehicle. Kawasaki pioneered the off-road utility vehicle market and introduced the first Mule utility vehicle in 1988.

CLIPPINGS

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Omni landscape division works on despite bankruptcy

NEW YORK, NY — Omni Facility Services, South Plainfield, NJ, filed for Chapter 11 protection in the U.S. Bankruptcy Court for the Southern District of New York in Manhattan in June.

The company became a major player in the professional landscape market in the late 1990s with the purchase of two multi-million dollar operations — Heyser Landscaping, Inc. of Norristown, PA, and the Morrell Group, a market leader in the metropolitan Atlanta market. Heyser had operations in New York, New Jersey, Pennsylvania, Delaware and Virginia when it was purchased in 1998. Through Morrell Group, acquired in 1999, Omni also provided landscape services in the Florida Panhandle.

The Omni Landscape Group, which employs 640, expects revenues of about \$51.5 million this year. Company wide, Omni recorded 2003 sales of \$150 million with 2,600 employees, according to the filing.

"It is conceivable that the landscaping division would ultimately be sold, but its operations day to day will continue and there should be the same high level service to the customers while we go through this process," said Jim Wallack, Goulston & Storrs, Boston, bankruptcy council for the company.

Omni CFO Michael Bielonko said the company plans to sell some of its units to lighten its debt. Affiliates listed in the bankruptcy filing are Omni Facility Ser-

vices Detroit, Omni Facility Services Michigan, Omni Janitorial Services, Omni Service Management, OSS, Remco Maintenance Group, Best Building Services, Jasam Enterprises, Maintech Corp. and Maintenance Technologies. These were listed in addition to Omni Landscaping Inc. and Morrell Group.

Bielonko cited increased expenses related to the ramping up and loss of contracts at several of its non-landscape divisions as reasons for the filing. Court papers show that the company was unsuccessful in getting its debt restructured in the third quarter of 2003.

Omni listed assets of \$80.3 million and debts of more than \$100 million in its bankruptcy petition.

People & companies



Dow Agro-Sciences named **Mike Donnelly** (left) as its new national sales leader for the Specialty Products business.

He replaces **Bruce Miehle** who retired May 1. Also, **John Price** becomes technical accounts manager, and **Justin Gayliard** takes over Price's former territory as a sales representative. The company also announced that **Greg Culp** will now serve as the product communications manager.

JP Horizons hired **Melinda Heidecker** as Director of Training.

The Ariens Company promoted **Mark Naperala** to Director of Marketing.



The Brickman Group, Ltd. appointed **Debbie Dobson** Vice President of Human Resources.

RISE hired **Kristin Van Veen** as its first full-time communications and PR manager. **Angela Bendorf Jamison**, President of **Communicopia Marketing Services, Inc.**, will continue to provide RISE and Van Veen with PR and marketing support services.

KehoeGuido, a Green Industry consulting and training firm, announced that it will become two firms, **Kehoe & Co.** and **Guido Consulting**.

Tanaka hired **Matt Wilson** as product manager.



Joseph Wipff joined **Barenbrug USA** as a turf-grass breeder. He received his Ph.D. in Plant Breeding from Texas A&M University.

The American Society of Irrigation Consultants (ASIC) elected **Daniel F. Benner** president at the group's

annual conference held in Newport Beach, Calif. He is also President of **Hydro Environmental, Inc.**, Marietta, GA.

Rain Master Irrigation Systems hired **Warren Thoma & Associates (WTA)** as manufacturers' representatives in the Midwestern United States.

GreenScapes Landscape Company, Inc. promoted **Thomas Kuhn II** to Residential Design/Sales Manager. The company hired **Doug Eing** as a Commercial/Public Sales Representative, **Adam Randall** as Design Assistant and **Matthew Medlock** as Manager.

Bayer Environmental Science named **Jeff Weld** Programs Manager.

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High-performance, lower maintenance, and boasting a list of advanced features that runs as deep as their growl, Vanguard Air- and Liquid-Cooled BIG BLOCKS are application-engineered to devour all the day-to-day you can dish out and then some.

It's no secret you have a hunger for power. It's a fact we lean that way, too. So together, let's get this BIG BLOCK party started. **TRUST THE POWER™**



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2004's industry sales leaders with a focus on "great" operations

INSIDE

p26 50 biggest firms by revenue

p28 20 "great" organizations

LM 100

p38 10 books you must have

p39 10 outstanding grounds operations

p40 10 issues affecting your business

LM 100

BIG 50
COMPANIES

These companies are the largest for a reason: they deliver quality service at a fair price year after year. Because of them — and thousands of other smaller landscape, grounds maintenance and lawn care companies — all of us can enjoy the feel of soft green grass under our feet, the scent of blooming roses, the quiet murmur of a backyard pond. These companies are as unique as their services.

	Company	Headquarters	Branches & franchises	Services	Employees
1	The TruGreen Cos.	Memphis, TN	300	MN 30%, LC 65%, Other 5%	25,000
2	ValleyCrest Cos.	Calabasas, CA	75	—	7,800
3	The Brickman Group, Ltd.	Langhorne, PA	110	MN 83%, DBI 11%, IR 4%, Other 2%	5,500
4	The Davey Tree Expert Co.	Kent, OH	65	MN 20%, Other 80%	5,000
5	American Civil Constructors	Littleton, CO	15	MN 10%, DBI 15%, IR 5%, Other 70%	1,500
6	Scotts Lawn Service	Marysville, OH	65	LC 100%	1,200
7	Gothic Landscape	Valencia, CA	8	MN 15%, DBI 85%	1,200
8	Weed Man	Mississauga, ON, Canada	301	LC 100%	1,800
9	OneSource Landscape & Golf Svcs	Tampa, FL	21	MN 80%, DB 3%, IR 3%, Other 14%	1,100+
10	Lawn Doctor, Inc.	Holmdel, NJ	75	LC 100%	470
11	Allin Cos.	Erie, PA	18	MN 4%, DB 7%, IR 1%, Other 87%	95
12	Omni Facility Svcs, Landscape Group	Norristown, PA	15	MN 70%, DBI 10%, IR 5%, Other 15%	640
13	American Landscape Cos.	Canoga Park, CA	10	MN 25%, LS 45%, IR 20%, Other 10%	800
14	Vila and Son Landscaping	Miami, FL	3	MN 13%, DBI 57%, IR 18%, Other 12%	620
15	Acres Group	Wauconda, IL	3	MN 42%, DB 7%, Other 51%	550
16	Grounds Control/Terrain	San Antonio, TX	4	MN 50%, DBI 40%, IR 10%	700
17	Chapel Valley Landscape	Woodbine, MD	4	MN 40%, DBI 50%, IR 10%	450
18	Marina Landscape	Anaheim, CA	3	MN 5%, IR 40%, LC 50%, Other 5%	300
19	The Bruce Co. of Wisconsin	Middleton, WI	2	MN 28%, DB 45%, IR 2%, Other 25%	550
20	Landscape Concepts	Grayslake, IL	6	MN 35%, DBI 54%, IR 3%, Other 8%	420
21	The Celtis Group	San Jose, CA	4	MN 24%, IR 35%, Other 41%	450
22	The Groundskeeper	Tucson, AZ	6	MN 55%, DB 30%, IR 10%, Other 10%	600
23	Jensen Corp.	Cupertino, CA	5	MN 33%, Construction 64%	250
24	Oak Leaf	Anaheim, CA	1	MN 3%, IR 30%, LC 62%, Other 5%	400
25	Lipinski Landscape & Irrigation	Marlton, NJ	2	MN 40%, DBI 45%, IR 10%, Other 5%	310
26	Cagwin & Dorward	Novato, CA	12	MN 51%, DBI 25%, IR 10%, Other 14%	325
27	Mariani Landscape	Lake Bluff, IL	2	MN 50%, DBI 49%, Other 1%	380
28	The Chalet Landscape Div.	Wilmette, IL	2	MN 15%, DB 45%, IR 3%, LCC 2%, Other 35%	300
29	Urban Farmer	Thornton, CO	2	MN 25%, DBI 75%	350
30	AAA Landscape	Phoenix, AZ	2	MN 45%, DBI/IR 2%, Other 53% (commercial installation)	300
31	CoCal Landscape Contractor	Denver, CO	4	MN 50%, DB 40%, IR 10%	450
32	Scott Byron & Co.	Lake Bluff, IL	—	MN 30%, DBI 70%	250
33	Nanak's Landscaping	Orlando, FL	3	MN 90%, DB 1%, IR 3%, LC 3%, Other 3%	450
34	NaturaLawn of America	Frederick, MD	73	LC 100%	14
35	The Greenery	Hilton Head, SC	2	MN 44%, DBI 42%, IR 6%, Other 8%	360
36	Tropics North	Miami, FL	4	MN 60%, DB 35%, IR 5%	300
37	Spring-Green Lawn Care	Plainfield, IL	95-100	LC 95%, Other 5%	—
38	WH Canon	Romulus, MI	1	MN 20%, DBI 80%	200
39	McFall & Berry	McLean, VA	4	MN 85%, DB 14%, IR 1%	260
40	Clintar Groundskeeping Svcs	Toronto, ON, Canada	15	MN 85%, DBI 10%, IR 5%, Other 50%	400
41	Great Oaks	Novi, MI	1	MN 27%, DB 73%	180
42	LMI Landscapes	Carrollton, TX	3	MN 20%, DBI 50%, IR 20%, Other 10%	180
43	Odyssey	Stockton, CA	1	MN 9%, DB 30%, IR 46%, Other 15%	245
44	Clarence Davids & Co.	Chicago, IL	2	MN 47%, DBI 47%, LC 7%	300
45	HighGrove Partners	Smyrna, GA	3	MN 70%, DBI 30%	200
46	Dora Landscaping	Apopka, FL	1	MN 25%, DB 48%, IR 22%, Other 5%	100
47	The Highridge Corp.	Issaquah, WA	2	MN 22%, DBI 65%, IR 13%	250
48	New Garden Landscape & Nursery	Greensboro, NC	2	MN 28%, DBI 27%, IR 6%, Retail 39%	200
49	Western DuPage Landscaping	Naperville, IL	2	MN 25%, DBI 75%	175
50	DuBrow's Nurseries	Livingston, NJ	5	MN 45%, DBI 45%, IR 15%	250

*estimated

LEGEND

Note: Asterisk in revenues means based on estimates from competitor, others are self-reported

AC: ARBOR CARE

CM: COMMERCIAL
DB / DBI: DESIGN/BUILD;
DESIGN/BUILD/INSTALL
EC: EROSION CONTROL
GC: GOLF COURSE

g.ctr.: GARDEN CENTER
GV: GOVERNMENT
HS: HARDSCAPE
ID: INDUSTRIAL
IS: INTERIORSCAPE

IR: IRRIGATION
LC: LAWN CARE
MA: MAINTENANCE
PC: PEST CONTROL
PL: POND/LAKE

PS: POWERSEED / HYDROSEED
RS: RESIDENTIAL
RV: RENOVATION
SR: SNOW REMOVAL
ST: SPORTS TURF

Revenues (in millions)	Expected changes	Years in Business	Principal	URL/e-mail
\$1.4 billion*	—	30	Don Karnes, Pres.	www.trugreen.com
675	9.2%	55	Andrew J. Mandell, CEO	www.valleycrest.com
380	8.4%	65	Scott W. Brickman, Pres./CEO	www.brickmangroup.com
370	8%+	124	Doug Cowan, Chairman/CEO	www.davey.com
200	28.9%	29	Chris Graeber, COO	www.aconstructors.com
150	8%+	6	Tim Portland, Sr. VP	www.scottslawnservice.com
95	8.4%+	20	Michael C. Georgio, CEO	www.gothiclandscape.com
95 C\$	8%+	34	Michael Kernaghan, COO	www.weed-man.com
80	—	5	Ronald E. Schmoey, Pres.	www.onesourcelandscapeandgolf.com
78	8%+	37	Russell J. Frith, Pres./CEO	www.LawnDoctor.com
58	8%	26	John Allin, Pres.	www.allinco.com
51.5	.9%+	6	Mark Allen, VP	www.omnifacility.com
50	—	31	Mickey Strauss, Pres.	www.americanlandscape.com
50	.9%+	20	Juan Carlos Vila, Pres./CEO	www.vila-n-son.com
42	—	21	Sherm Fields, VP	www.acresgroup.com
42	9.5%+	16	Al Honigblum, Pres.	www.sanitorsinc.com
40	8%	36	J. Landon Reeve, CEO	www.chapelvalley.com
40	8%+	32	Robert Cowan, Pres.	www.marinaco.com
37	9%+	52	Bliss C. Nicholson, Pres./COO	www.bruceco.com
36	8%+	23	Mike Kerton, Pete DeVore, Owners	www.landscapeconcepts.com
33	—	28	Michael S. Grey, Exec. VP	www.diablolandscape.com
32	8.7%+	28	Kevin Killmer, Pres.	www.groundskeeper.com
30	—	35	Quang Trinh, CFO	www.jensencorp.com
30	—	22	Tom Eccles, VP	www.oakleaflandscape.com
28.5	—	28	Robert A. Lipinski, Chairman	www.lipinskiland.com
26.6	9.8%+	49	Wayne Richards, VP/COO	www.cagwin.com
24	—	46	Frank Mariani, Owner/CEO	www.marianilandscape.com
24	—	97	Kevin Marko, Div. Mgr.	www.chaletlandscape.com
23.8	—	21	David L. Tollefson, Pres.	www.urbanfarmerinc.com
23	—	30	Richard Underwood, VP	www.aaalandscape.com
23	7%+	12	Jesus "Chuy" Medrano and Tom Fochtman	www.cocal.com
23	—	21	Scott Byron, Owner	www.scottbyron.com
23	—	26	Sampuran Khalsa	www.nanaks.com
22	—	17	Philip Catron, Pres.	www.nl-amer.com
22	—	22	B. W. Edwards, Pres.	www.thegreenery.com
21	—	31	Charles L. Gonzalez, Pres.	www.tropicsnorthinc.com
21	—	27	Tom Hofer, Pres.	www.spring-green.com
20	—	11	William H. Canon, Pres.	www.whcanon.com
19.1	8.5%	16	Mark D. McFall, Pres.	www.mcfallandberry.com
19 C\$	8%+	31	Robert C. Wilton, Pres.	www.clintar.com
18	—	18	Gary Roberts, Pres.	www.greatoaklandscape.com
18	8.3%	17	Jody M. O'Donnell, Pres.	www.lmilandscapes.com
17	—	22	Frank Adams, Pres.	www.odysseylandscape.com
16.5	—	53	Gary Borgman, VP	www.clarencedavids.com
16.3	—	3	Jim McCutcheon, COO	www.highgrove.net
16	—	28	James H. Oyler, Pres.	www.doralandscapingcompany.com
16	—	19	Marylou Rossman, CFO	www.highridge.com
16	—	27	J. Morris Newlin, Pres.	www.newgarden.com
16	—	28	Steve Brodt, Pres.	www.wdlinc.com
15.5	—	46	Michael Branch, COO	www.dubrows.com

Kale's Nursery & Landscape

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Awards just rain down on Kale's Nursery & Landscape Service for its captivating landscape designs and installations — and have been for more than 50 years.

Where interior designers need paint rollers, wallpaper and floor tiles to create a pleasing atmosphere, Kale's uses trees, shrubs, terraces, walkways and spas to brighten and enhance residential and commercial exteriors.

One of Kale's award-winning projects is the Healing Garden at the



Cancer Institute of the Robert Wood Johnson University Hospital. Patients receive treatments, then relax in the peaceful garden atmosphere created by Kale's.

Based in Princeton, NJ, this well-known landscape contractor has clients in The Garden State as well as western New York and eastern Pennsylvania.



Enchanted Garden

Scottsdale, AZ

Introducing the "baby" of this year's Top 20 Great Companies: Enchanted Garden Landscape. At only eight years old, this youngster has garnered a lot of recognition in a short period of time. With one location and 67 employees, the firm offers 90% of its services in design/build with the balance going to maintenance.

This charismatic contractor received the best of show Presidential Award from the Arizona Landscape Contractors' Association for the Stadheim residence for Residential Redesign Over \$250,000. ALCA also gave Enchanted Garden an Award of Excellence for a Single Family Installation between \$250,000 and \$350,000.

Well on its way to continued growth and more Green Industry recognition, Enchanted Garden is a contractor to watch for in future issues of *Landscape Management*.



Flagstone Landscape Design & Contracting

Cedarburg, WI

www.flagstonelandscaping.com

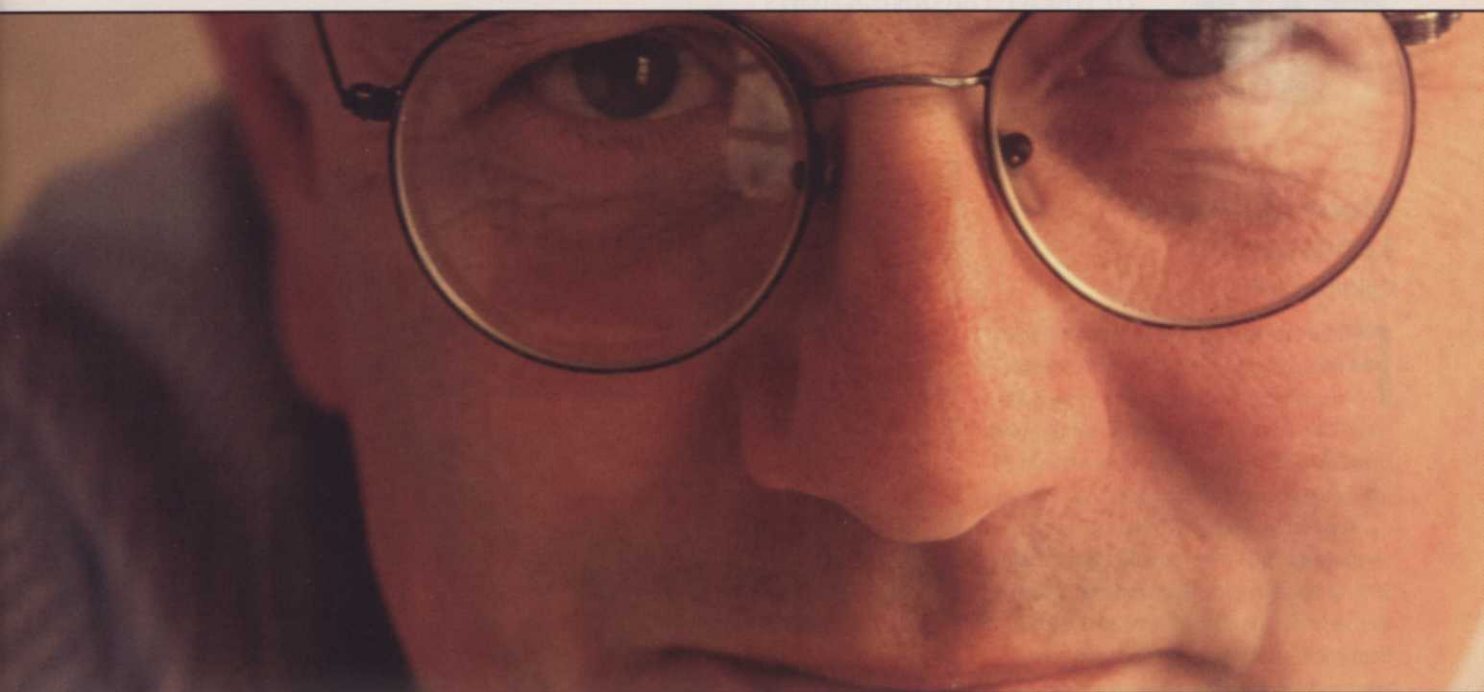
Attention to the smallest detail is what put Peter Kudlata, President of Flagstone Landscaping Inc., in the winners' circle with two 2004 Wisconsin Landscape Contractors Association awards. The Cedarburg-based firm, located just north of Milwaukee, received Gold awards for Residential Landscape Design & Construction Greater

than \$80,000 for a private residence in Milwaukee, and for one in Mequon, WI.

Today's technology-centered living, such as gas grills and hot tubs, is combined with existing, historic residential architecture "to make them look like these new additions had always been there," emphasizes Kudlata.

With just one location, Flagstone anticipates \$5 million in revenues for 2004 with the help of 65 employees. Established in 1976, the company receives 20% of its revenues from maintenance business and the balance from design/build.

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LM 100

20 GREAT ORGANIZATIONS

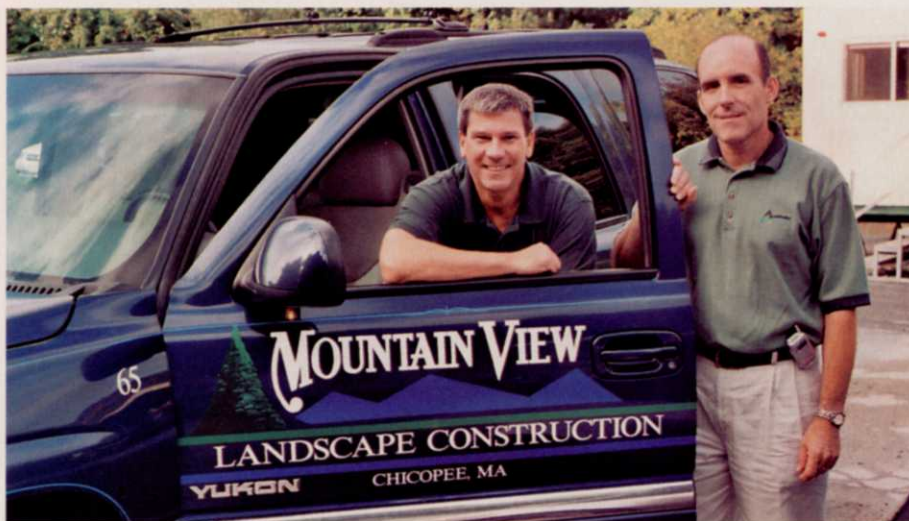
Mountain View Landscaping

Chicopee, MA

From site development such as athletic field construction to landscape development including brick and concrete walkways, 28-year-old Mountain View Landscaping keeps abreast of all landscaping needs with 30 full-time employees in Chicopee, MA.

Stephen M. Corrigan, President, reports revenues for 2004 may reach \$8.8 million with 39% of those monies generated from commercial landscape construction; 20% each from irrigation, design/build and lawn care services; and 1% from maintenance services.

According to Corrigan, one of the largest contracts just completed was a \$1.17 million project at Hampshire Regional High School where



Mountain View provided a new 400-meter running track and athletic field, fencing, irrigation and site improvements, including loam and seed-

ing, paving, field lighting and foundations for future projects.



GreenScapes Landscape Architects & Contractors

Columbus, OH

www.greenscapes.net

How do you get to be one of the leaders in the tough Columbus, OH, landscape market? You do so by providing value, a hallmark of William Gerhardt's operation since he got into the business upon graduation from The Ohio State University in 1978.

Now at \$8.3 million in sales, the design/build portion of the company (28% of its revenues) consistently wins awards and custom designs everything from swimming pools to perennial gardens with the help of 86 employees.



Bever and Sons Landscaping, Inc.

White Bear Lake, MN

www.beverandsons.com

Tens of thousands of Minnesota residents enjoy the volunteer efforts of six designers and the more than 600 direct labor hours that it took to turn an open grassy field at the Minnesota Fairgrounds into

an incredible garden complete with ponds, a waterfall, gazebo and deck, and decorative pavers. The garden is dedicated to the memory of the late Tom Bever, who co-founded this company with his brother Jim in 1969, and who drew more than 1,500 plans in his 13 years as a designer. At \$3 million in sales annually, this top award-winning landscape contractor doesn't count its success on sales volume but on quality.

Pine Ridge Landscaping

Chantilly, VA

www.pineridgelandscaping.com

Family-owned Pine Ridge Landscaping is one of many excellent and long-established companies operating in the incredibly competitive northern Virginia marketplace.

The company practices what it preaches in terms of employee training, wielding a largely foreign-born H-2B workforce that tends to stick around for quite awhile.

"The program has worked well for us and for our team members," says Bill Cumberland, CEO. "We have very little turnover in employees."

Adds Wayne Shively, President: "Communication is invaluable. We wanted to build an open

and honest environment not only with our clients but with our staff as well."

A consistent award-winning landscape contractor, Pine Ridge participates in charities such as Ronald McDonald House, Christmas in April and others.



Dennis' Seven Dees Landscaping

Portland, OR

www.dennis7dees.com

This long-established landscape contractor is no stranger to the Oregon Landscape Contractors Association, which recently recognized and honored Dennis' Seven Dees with its President's Award and Grand Award for the Moak residence.

Founded in 1956, Dennis' Seven Dees anticipates annual revenues of \$15.5 million for 2004, up from \$13 million last year. With 250 employees, this landscape contractor does 25% of its business in maintenance and 40% in design/build, with the balance coming from irrigation and other services.

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LM 100

20 GREAT ORGANIZATIONS

The Groundskeeper

Tucson, AZ

www.groundskeeper.com

Beautifying homes and commercial buildings in desert surroundings with a mountain backdrop is a challenging but award-winning combination for The Groundskeeper in Tucson, AZ.

With 600 employees in six branches, this company has chalked up Lifetime Achievement Awards, Awards of Excellence, Commercial Installation Awards, Commercial Maintenance Awards and Judges Awards for Large Tree Care, not usually associated with Tucson plantings where water is scarce and cacti are plentiful.

Established in 1976, The Groundskeeper, with Kevin Killmer at the helm as president, the \$32 million-a-year company gets 55% of its revenues from landscape maintenance; design/build, 30%; irrigation, 10%; and other services, 10%.



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Maldonado Nursery & Landscaping, Inc.

San Antonio, TX
www.mnlsa.com

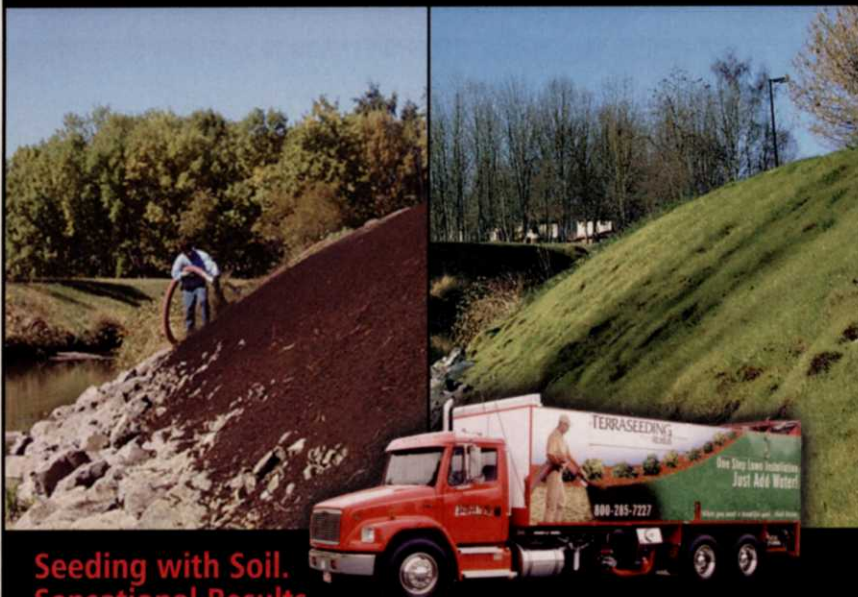
To say that Maldonado Nursery & Landscaping is a family affair is an understatement. Founder Rogelio Maldonado, President, and sons Roy, Jr., Treasurer, Jerry, Vice President and Oscar, Secretary, run this San Antonio-based, \$15 million operation.

Almost half of the company's revenues derive from its design/build work, and slightly less from maintenance and irrigation. If you're serious about competing in the central Texas landscape market, you better know irrigation.

The last sentence in the company's mission statement says a lot about this company — "Striving to maintain a work place where all employees obtain their full potential and are content doing so."



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Heaviland Enterprises, Inc.

Poway, CA
www.heaviland.net

Order. Efficiency. Focused service. These are just some of the descriptions that fit Heaviland Enterprises, Inc., headquartered in a tidy, well-maintained industrial park about 35 minutes north of San Diego.

Founded by Ron and Tom Heaviland 20 years ago, this 30-truck operation continues on the growth path because of its excellent core of managers, office personnel and field supervisors. And they know how to have fun, too, whether it's surfing, cycling or camping. President Tom Heaviland's team is hard to beat.

LM 100

20 GREAT ORGANIZATIONS



Barringer & Barringer

Charlotte, NC

www.barringerlandscape.com

The name makes this landscape company sound like a law firm, but when founder John Barringer was deciding on a name, Barringer Landscape and variations were taken.

Barringer and his partner, John Ormond don't have law backgrounds, but both were bankers prior to their landscape lives.

Ormond quit his banking job one day after six years to join Barringer, and found himself with a blower strapped to his back the next day. Friends heading into the city for work catcalled at him when they saw him slaving under the sun, but now Ormond is the one laughing. The company grossed \$1.8 million last year. Their most prestigious job was the installation and maintenance of the landscape at The Inn on the famous Biltmore Estate.



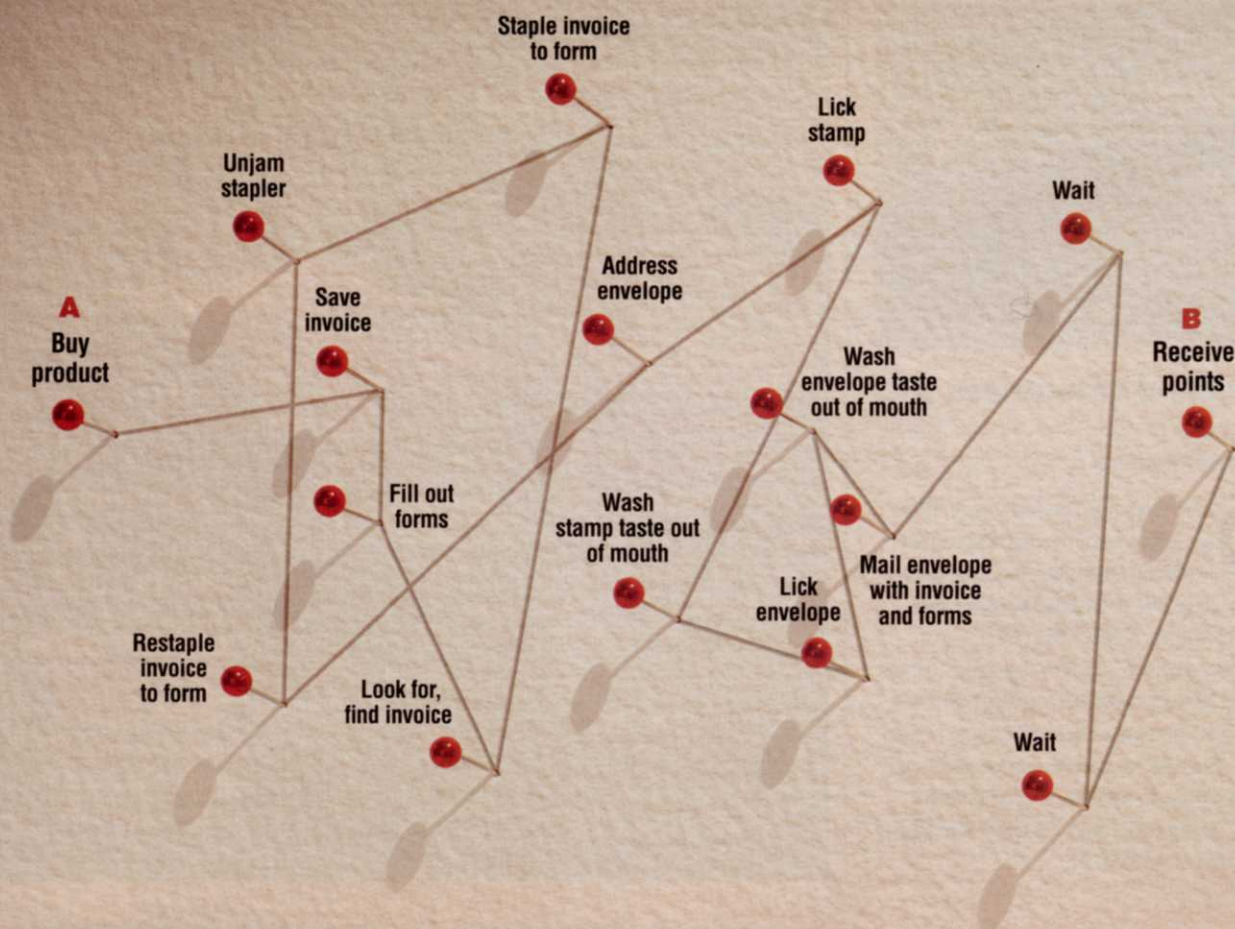
Swingle Tree & Lawn

Denver, CO

www.swingletree.com

A fixture within the communities on Colorado's Front Range for 57 years, you can make the case that Swingle Tree & Lawn is one of the Green Industry's "Great Communicators." In addition to its ability to be

an award magnet, the company's customer newsletter is one of the best that we've seen. It's colorful and, from issue to issue, gives clients a great read on the issues affecting their landscapes. Regularly recognized for its community service projects and active in association affairs, this diversified tree/landscape operation employs 189 and will approach \$15 million in revenues this year.





ILT Vignocchi, Inc.

Wauconda, IL
www.iltvignocchi.com

This 35-year-old frequently honored landscape company can do it all — design, horticulture and arboriculture, masonry, turfgrass, water management. That explains why it's one of the premiere companies in a marketplace that features some of the largest and most respected regional landscape companies in the country.

With '04 revenues approaching \$13 million (56% design/build), this company gives back to the industry with VP Donna Vignocchi serving as an ALCA director, and Manager Mark Polinko heading ALCA's garden/park project honoring the heroes of 9/11.



Borst Landscape & Design

Allendale, NJ
www.borstlandscape.com

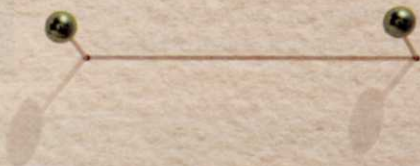
Since 1989, Borst Landscape and Design has been a well-honored landscape contractor. Most recently, the firm won consecutive awards in the Residential & Commercial Landscape Maintenance category from the New Jersey Landscape Contractors Association.

With nearly 60 employees, the single site operation is shooting for \$4.1 million in revenues for 2004, with 70% coming from design/build contracts; maintenance, lawn and shrub care are expected to bring in the balance of the revenues.

In addition to being a top award winner for its landscape designs, Borst also provides a winning, user-friendly Web site where a client clicks anywhere on a picture and an explanation of the landscape detail is shown, be it a wall, stairway or patio.

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Hawks Landscape by Design

Wauwatosa, WI
www.hawksnursery.com

Where in the world is Wauwatosa? It's just west of Milwaukee, Wisconsin. It's the home of Hawks Landscape by Design, which would be a typical landscape contracting operation, except that it is so old — in the historic sense.

Founder Charles Hawks sold trees in upstate New York in 1875, and one of his partners had ties to Wauwatosa, where a nursery was soon established. For 129 years, the award-winning Hawks has served its clientele well, not only with the availability and sales of trees but with its garden center, floral services, design and construction division, as well as landscape management services.

Several awards line the walls at Hawks, including the 2004 Wisconsin Landscape Contractors Association Gold and Judges Choice Awards for Residential Landscape Design & Construction greater than \$80,000.

Though really up in years as far as landscape companies go, Hawks isn't yet ready to retire to the "nursery home," where it more than likely would have designed the grounds.



Roundtree Landscaping, Inc.

Dallas, TX
www.roundtreelandscaping.com

The smallest of our "great" companies with '04 revenues of \$1.2 million, award-winning Roundtree is one of the biggest in heart.

Owner Johnette Roundtree Taylor's company provides real-life landscape training opportunities to the only public high school in Dallas with a horticulture program and has inspired several of the students to consider careers in the industry.

Taylor, who started the firm in 1984, is a great example for her co-workers and employees. A graduate of Louisiana State University with a degree in landscape architecture, this lifelong learner is personally involved in the development and growth of each of her company's 14 employees.

Rooney Landscaping

Rolling Meadows, IL
www.rooneylandscape.com

Everybody in Arlington Heights, IL, knows the name "Rooney" as in Rooney Landscape. Or they're going to — all 21,655 single-family households. David Rooney admits to some pretty ambitious growth plans. He's set a goal of 1,000 accounts there. This is in addition to what his company does in surrounding communities. Why not? Arlington Heights is his hometown, and if he doesn't know just about everybody there, he figures it's because he just hasn't had time yet. When we made the short drive from O'Hare Airport to visit David in June, his 14 two-man crews were going full blast. "We're building this company on efficiency," says Rooney. Active in community affairs and generous with community service, Rooney Landscape fits our description of a "great" small company with lots of growth in its future.



Vila & Son Landscaping

Miami, FL
www.vila-n-son.com

Vila & Son Landscaping has been raking in industry plaudits since its founding in 1984.

Most recently, Vila was awarded the Florida Nurserymen & Growers Association Commercial Maintenance Award between \$250,000 and \$500,000 for The Village of Merrick Park, Coral Gables.

According to Vila's award entry application to FNGA: "This mixed use commercial center consists of various city blocks of offices, apartments, and some of the most exclusive retail shops and boutiques in the world. The exclusive nature of the center requires a very high degree of maintenance..."

Though the design/build operation at Vila represents 2% of its revenue, more than half of that comes from bid/build. Landscape maintenance, irrigation and a nursery/tree farm bring in the balance of monies on an annual basis.



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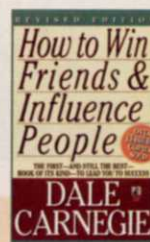
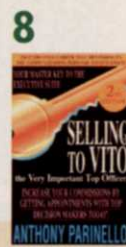
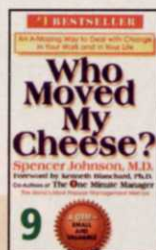
Michael Hatcher & Associates

Memphis, TN
www.hatcherlandscape.com

In 1975, a local chapter of the Mississippi Garden Clubs selected teenager Michael Hatcher to participate in a weeklong horticulture seminar at Mississippi State University. It opened his eyes to opportunity. Hatcher eventually earned a degree at MSU, and went on to co-found a landscape company that now approaches sales of \$4 million annually.

Hatcher remains an enthusiastic supporter of MSU and each year hires several interns from its excellent landscape program.

"One of our goals is to provide a dynamic work environment for young people," says Hatcher. Another is to grow to \$6 million within two years in the competitive Memphis marketplace. "I like to swim with the sharks because then I know where they are."



10 MUST-HAVE BOOKS

When we asked some of the Green Industry's most popular consultants what their favorites books relating to business management are, they responded with these 10:

1. **"How to Win Friends and Influence People"** by Dale Carnegie. Galahad. The art and science of positive inter-personal relations. More than 20 million copies sold.
2. **"The Great Game of Business,"** by Jack Stack and Bo Burlingham. Considering open-book management? Start here.
3. **"In Search of Excellence"** by Thomas Peters, Robert Waterman, Tom Peters. Warner Books. Where a lot of the modern day management theories have started. Fixes for some of the shortcomings that may be taking place in their company.
4. **"Be My Guest"** by Conrad N. Hilton. Prentice Hall. An autobiography really showing the power of a person who has a dream, a big dream.
5. **"Good to Great"** by Jim Collins. HarperBusiness, October 2001. Collins shows how regular people can build great companies and goes into detail as to what made them great.
6. **"First, Break All the Rules"** by Marcus Buckingham & Curt Coffman. Simon & Schuster. Based on interviews by the Gallup Organization of more than 80,000 managers. The best book I ever read on what makes great managers great, much can be used on our landscape businesses.
7. **"Execution, the Discipline of Getting Things Done"** by Larry Bossidy, Ram Charan and Charles Burck. Crown Business. Practical insight into the nuts and bolts of what a leader needs to do and how he or she needs to do it to achieve maximum profitability.
8. **"Selling to VITO (The Very Important Top Officer)"** by Anthony Parinello, Adams Media Corp. If your role is sales, read this book. Don't waste your time. Sell to the decision maker.
9. **"Who Moved My Cheese?"** by Spencer Johnson, MD, Kenneth H. Blanchard. Putnam Publishing Group. Every company and individual goes through change. This book will help you deal with it.
10. **"Purple Cow: Transform Your Business by Being Remarkable"** by Seth Godin. Portfolio. Put a Purple Cow (something remarkable) into everything your build, and everything you do to create something truly noticeable.

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Lubbers Stadium at Grand Valley State University

Completed during the summer of 1979, Grand Valley State University's Lubbers Stadium was a sight to behold. But excessive wear finally took its toll, and the field was completely re-sodded in 2001. Maintenance includes mowing and divot repair, fertilization, sod replacement, and field marking and line painting, among others. Mowing on the steep bermed areas that surround the seating areas is quite a challenge. Another task that keeps grounds crew members up at night is keeping snow off the field in November. Two tarps are used to cover the field for light snow; a large tractor with snowblower attachment takes care of the heavier stuff. Grand Valley is a member of the Great Lakes Intercollegiate Athletic Conference (GLIAC) and the National Collegiate Athletic Association (NCAA Division II).

Renaissance Pinelake Resort & Golf Club

Renaissance Pinelake Resort & Golf Club is an island unto itself...really. Surrounded by the 38,000-acre Lake Sidney Lanier, the grounds crew takes being "environmentally sensitive" to a whole new level. That means a higher tolerance of weeds and few



chemicals. The golf course on site hosted the Nestle World Championship of ladies golf from 1985 to 1989. The grounds crew not only has to maintain the course but the areas around four outdoor and three enclosed tennis courts. A favorite photo spot for guests is the west wing, where there's a small accent planting of juniper, begonia, caladium and marigold. To minimize disruption during construction or renovation, the grounds crew installs privacy fences to hide construction/maintenance areas.



Texas Tech University

When you walk into Texas Tech, you know exactly where you are when you see a statue of Will Rogers (who once called the Texas Tech campus "the prettiest campus this side of the Mississippi") on his horse, Soapsuds. Rogers and his horse have plenty of room to roam, with 930 continuous acres comprising the main campus. The grounds crew of 90 is also responsible for maintaining satellite campuses in and around Lubbock, for a total of 1,800 square acres. Three full-time groundskeepers keep 15 acres of Big 12 sports complexes in peak condition. Small planters are used extensively throughout campus to show different types of plants such as cannas, copper plants, dusty miller and lantana.

The University of Pittsburgh

The University of Pittsburgh's grounds crew is one hard working crew, working 7 a.m. to 7 p.m. every day with two shifts. The only day they don't work is Christmas — if there isn't any snow. An urban campus, the grounds cover 14 miles of walkways, 40 acres of parking lots and 30 acres of



turf. Spring plantings consist of over 34,000 annuals and up to 1,000 perennials. A recent project was the completion of the panther bed, with a sculpture of a panther. The panther came from Italy, and the grounds crew had to search for the perfect rocks on which to attach it. With total enrollment of 30,000, the crew is constantly dodging students to accomplish its tasks. Many of the trees near Heinz Chapel are dedicated from alumni families and friends who have passed away.



Mennonite Mutual Insurance Company

So they sell insurance. It doesn't mean Mennonite Mutual Insurance Company can't look beautiful. The job falls to the E.F. Pouly Company, who state as one of their challenges the maintenance of 75 shade and ornamental trees within budget. In 2002, the grounds crew had to partially renovate the lawn area due to a drought. Due to the size of the building, the E.F. Pouly Company designed companion plantings to appear as shrubs and groundcover even though the plant material actually used was trees. The callery pear trees are especially difficult to maintain, given the extra time and frequency of pruning during the maturing process. Applying a fungicide to the crabapple and groundcover junipers in the high traffic island bed is no picnic either.

University of Virginia Health System

At the University of Virginia Health System, grounds care is always an emergency. Exactly 28.3 acres of medical buildings, research facilities and academic and administrative facilities are nestled among 21 acres of trees and woody ornamentals,



34.3 acres of turf and 1.2 acres of flower beds. The landscape is ever-changing due to continually expanding facilities. A crew of only six full-timers and four temps must constantly relocate plant life and design/install new landscapes. Other duties include trash collection, graduation preparation, leaf/snow removal, mulching, mowing, pruning and edging. The crew recently came up with a novel idea for reducing string trimming: planting 30,000 ground cover plants and 29,000 bulbs.



Western Michigan University

Wanna spell loads of work? Try 30,000 students and an average snowfall of 73 in. That's what the grounds crew at Western Michigan University has to deal with. WMU was founded in 1903 on Prospect Hill overlooking downtown Kalamazoo. The campus eventually migrated west as new buildings and departments were expanded. In many locations on campus, the grounds crew tries to avoid mowing steep hills for safety reasons, but the hill near the Speech and Hearing Center alongside a city street is too visible to be left alone. Commemorative trees, which can be bought for \$1,800, dot the campus. Landscape Services plants the tree, places a brass plaque and maintains the tree for one year.

The University of Texas at Austin

Founded in 1883 as a small campus with only one building and 221 students, this school has come a long way. Today, nearly 49,000 students are enrolled, and the main campus has 425 acres of land with more than 160 buildings. That's a lot of grounds maintenance. Over 460 hours of labor a



week are dedicated to picking up litter and emptying trash receptacles. Mowing, trimming and blowing are hard to accomplish when the sidewalks are filled with students. Irrigation and irrigation maintenance are challenging tasks due to hills, slopes, shallow and rocky soils, and frequent drought conditions. The campus may host more than 100,000 visitors on a home football game weekend.



Western Oregon University

The Hamersley Library was much needed by Western Oregon University, but, with over 80,000 square feet, it gave the grounds crew one more large area of intense landscape. A new irrigation system was installed along Stadium Drive, with the design and parts order being done by the grounds crew. Excavation of sidewalks, parking lot maintenance, litter pickup and helping set up events are all on the crew's chore list. The new Arbor Park apartments require extensive herbicide application and other maintenance. Landscape Maintenance Supervisor Kevin Hughes constantly checks the moisture levels of the sand base varsity football field.

Multnomah Bible College & Seminary

If it's Bible you want, then you want Multnomah! At least that's what the school's Web site says. Educating Christians for leadership positions in the Church is the school's mission, and the grounds crew's mission is to beautify the campus. A new seminary building has added to their workload, as has the removal of a parking lot to



make way for a walking garden. No one likes to get surprise sprinkles, so the timing on irrigation controllers has to be periodically adjusted to avoid complaints. Emitter tubing is used to water most of the school's plants. The grounds crew's old maintenance building was demolished to make way for a new one, but a portion of the slab was saved for a patio in the landscaped area.

INDUSTRY ISSUES

H-2B cap

A collective gasp was heard across the industry last March when the U.S. Citizenship and Immigration Services (USCIS) announced it had received enough H-2B petitions to meet this year's congressionally mandated cap of 66,000 new workers. It was apparent that a number of landscape companies would face direct impacts by not being able to bring in all the H-2B workers they had planned to employ — despite a survey we conducted that indicated 44% of you had all your labor needs lined up. The fact that the cap was hit so early in the year underscored the urgent need for comprehensive immigration reform.

Gas prices go up, up, up

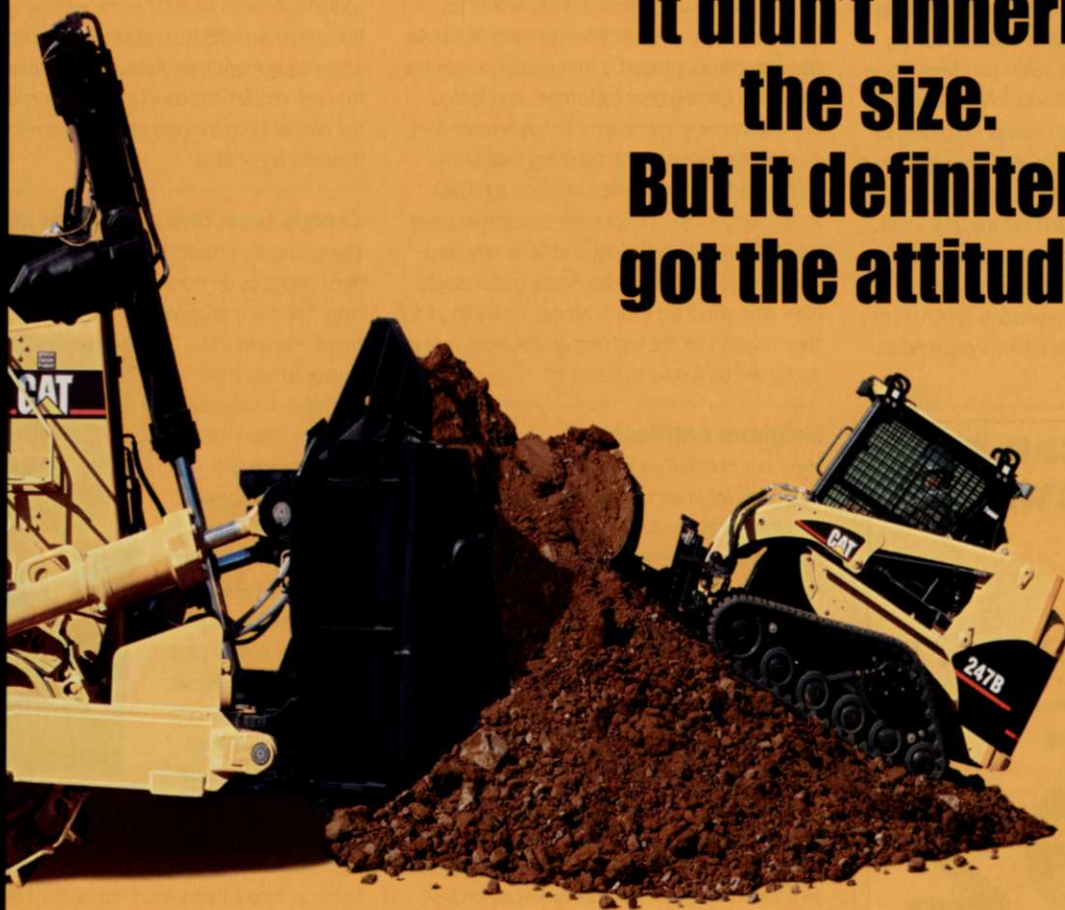
Everyone's been whining about increasing gas prices, but perhaps those with the biggest gripes are landscape company owners. They're not only getting hit filling up their family SUV but at the shop, too, where gas makes their weed trimmers, mowers, skid-steers and trucks go. Many have added surcharges to their customers' bills as a remedy. Some have considered going to a four-day work week or using plant growth regulators to reduce the amount of turf they mow. Gas prices don't look to be going down anytime soon, and if you believe what some say, the era of cheap oil may have permanently come to an end. So landscape companies have been served notice that they must operate more efficiently.

Water shortages

As the demand for water increases with the burgeoning worldwide population and droughts become more and more frequent, landscapers will eventually have to face the music and change their ways. The 21st Century Water Commission Act of 2003 seeks to project future water supply and demand, find ways to increase water supplies, and develop other water strategies with water agencies and entities. Whether it be having to install more water-friendly landscaping on customers' properties or

continued on page 42

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continued from page 40

add more services to make up for a loss in revenue, the landscaping industry will have to change. It's estimated that 2,000 landscape-related jobs and \$60 million in revenue were lost in Colorado alone in 2002-2003 due to water restrictions.

Emerald ash borer

Emerald ash borer (EAB) infestation continues to grow, killing ash trees which are an important timber species, landscape tree and wildlife food. The latest discovery of the exotic forest pest from China was in Steuben County in Illinois. It has also been discovered in Michigan and Ontario. According to USDA Forest Service inventory data, there are about 692 million ash trees growing on timberland in Michigan. The estimates don't include urban trees growing in yards and along streets. One impact on the landscape industry is the following: Ash is a common street tree, often representing 5-20% of all street trees in many midwestern and Canadian

cities. The potential loss of ash as an urban street tree greatly reduces the selection of suitable species available to homeowners and municipalities and could contribute to urban heating.

"Do not call" list

When the Federal Trade Commission enacted the "Do Not Call Registry," lots of consumers couldn't wait to sign up so their dinners would no longer be interrupted by telemarketers. But lawn care companies cringed. It immediately drove the cost up of getting new customers, and forced some to consider going a more costly route and go door-to-door or ramp up direct mail campaigns. But then again, according to a PLCAA survey, only 17% of respondents reported great results from telemarketing, and 56% reported mixed or no positive results. Some said it would have little effect on their business. One thing's for sure: it won't be the last change the lawn care industry will be forced to adapt to.

Neighbor notification

Neighbor notification laws regarding the use of pesticides continue to proliferate, with the latest developments occurring in Delaware. House Bill No. 425 aims at amending the Delaware code relating to pesticides, adding a new subchapter on "Pesticide Hypersensitivity Registry." Lawn care operators would then have to notify those citizens in the registry when spraying within 500 feet of their property.

Phosphorus bans

Phosphorus is still on everybody's minds, particularly legislators in states such as Wisconsin, Vermont and Minnesota who think that phosphorus runoff from fertilizer on lawns harms lakes. Lawn care professionals continually point out that healthy turf actually reduces the amount of phosphorus runoff because it acts like a sponge. Phosphorus runoff from farm runoff, grass clippings, leaves and goose droppings, they say, are more of a problem. Lawn care pros mobilized and forced council in the Village of Pewaukee, WI to reconsider a phosphorus ban, but Vermont legislators are now also considering a bill that would limit the amount of phosphorus property owners can apply to their lawns.

Emissions regulations

Whether you hear it from Stihl, Shindaiwa, or other manufacturers of outdoor power equip-



ment, emissions regulations are only going to get stricter in the future. Last year, the California Air Resources Board (CARB) approved new emissions limits for lawn mowers and

other gas-powered tools, including new regulations that would require that small engines sold in California by 2007 come with anti-pollution improvements such as catalytic converters. Some equipment manufacturers speculated that the new regulations could add \$50 or more to the cost of lawn mowers or force them to move operations overseas.

Canada lawn care pros under attack

Environmental activists have waged war with lawn care pros up North, and so far they're winning. They've managed to get many municipalities to ban the cosmetic use of pesticides on residential lawns, with heavy fines for non-compliance. The most recent setback involved a vote to uphold a bylaw in Toronto to ban all pesticides from private property. A compromise version allowing chemical usage on lawns if the amount of weeds was 5% or more of the total area was rejected. The fear among U.S. lawn care pros is that the environmentalists will figure out a way to bring their battle to their country soon, but at least they, unlike their Canadian colleagues who were blindsided, will be prepared.

Sudden oak death syndrome

Sudden oak death syndrome, a disease which causes die off and cankers on many trees and ornamentals, was first identified nearly two years ago in southern California coastal forests. The problem has only gotten bigger, with the recent discovery of a pathogen at a large nursery in southern California. This prompted the Oregon Department of Agriculture to adopt the nation's most rigorous plant inspection program in an effort to stop the spread of the disease. **LM**



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Landscape

MANAGEMENT

How to balance all three

Creating a customer-centered competitive advantage is one of the three components to business success

BY BOB COULTER

Editor's note: This is the first of three articles on your key business drivers. This month we discuss customers. We'll follow up with the other two keys — financials and employees.

Great companies have grasped the importance of taking a balanced approach to how they operate their business. Balance comes from keeping the key business drivers in perspective.

An analogy for this balance can come from a picture of a three-legged stool. Winning in business comes from creating balance and strength through our key business drivers. The three legs of our business stool are 1. customers, 2. employees and 3. financials.

Just like a stool, if we neglect one area of our business, it will be out of balance and we

run the danger that this failure will cause our entire operation to wobble. Think about the business challenges that exist for our companies when we aren't succeeding in satisfying our customers, or when our employees aren't aligned with our company direction, or if we aren't achieving our targeted financial goals/expectations. Failure in one area can (and usually does) result in our business being impacted significantly.

Business success starts with how we engage and serve our customers. Each company needs a spark or a catalyst to grow the business. We have to create great loyalty with our customer base so that they're connected to the work we do. By forming long-term relationships with our customers, we build quality relationships and long-term business return.

From the book "Customer Centered Growth," the author tells us that we must

use a laser beam focus to create a customer-centered competitive advantage.

We have to determine the kind of work that we want to do for these customers and, in turn, carefully teach ourselves how to fulfill the needs of each kind of customer in our target markets.

It's important that business leaders have a clear picture of how we're doing in the customer leg of the stool. We need to be able to assess the indicators that describe our success and/or failure. Just like our gauges in our car or truck, we need gauges to keep track of how we're doing with our key business drivers. Customers. Employees. Financials. By building your own gauges, you can more easily monitor and focus on the status of these three building blocks of your success.

The members of the Owners Network



strive to be the best of the best in the Green Industry. They're committed to driving their companies to the highest levels of performance. In a "Face to Face" event, the Owners brainstormed and came up with the three key gauges that they use to measure their success with customers.

► **Customer retention.** Top companies retain their customers so that they build great loyalty and reduce marketing expenses. We each need to have our arms around how we're retaining our customers. Repeat business is the greatest indicator of business success. In each company, we need to have a system or process that helps us to track our repeat customers, our customer retention and our customer renewals. Each employee needs to understand the role that they must play and how they affect this particular gauge.

► **Quality of service delivery.** Our companies are judged by the quality of work that we produce and the service that we deliver. The quality of our work is the greatest leading indicator of performance. When we deliver quality work to our customers, we'll drive future growth and profit. Each business needs to have a means to track the quality that they're delivering to their customers. Through surveys, comment cards, inspections and feedback sessions, we can each get our arms around the level of quality that we're delivering.

► **New sales.** The fuel that drives our business growth comes from new customer sales. Each company must have a vehicle for growth, and that comes from bringing new customers into the business. We need to assess how we're growing our base in the marketplace, how much revenue we're receiving from new customers and what our return is per customer. We need to communicate the importance of growing our new sales to each member of our team.

The business gauges serve as an easy-to-monitor check on of how we're doing as a

business. Keeping the three legs of the stool strong and balanced produces long-term business success. **LM**

— The author is a People Solutions Coach with JP Horizons, Inc., a Cleveland-based

consulting firm focused on driving business performance. He can be reached at 440/352-8211 or bob@jphorizons.com.

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Inside the Owner's Head

BUSINESS

PERSONALITY PROFILE

Mark Borst

► Borst Landscape & Design

BY JASON STAHL / Managing Editor

Mark Borst owns Borst Landscape & Design, a \$3.8 million full-service landscape company located in Allendale, NJ. The company consists of three divisions: design/build, maintenance and lawn care. Design/build accounts for 65% of the company's services. The 35-year-old Borst is a member of the Associated Landscape Contractors of America and JP Horizons' Owners' Network.

So how did you get started on this crazy journey to becoming a landscape business owner?

In high school, I mowed neighbors' lawns and worked for a local landscape company. When I went off to Rutgers University to pursue a degree in landscape architecture, I started my own company and worked on Saturdays. When I graduated in 1993, I went into landscaping full-time. In my last semester of college, I was booking work and studying for finals at the same time.

Did you enlist any family members to help run your business?

No, this was strictly something I started on my own. I don't believe in involving family with business. My sister-in-law works for me, but that's about it. My wife isn't involved. I believe family and business life should be two separate things. If you work with your wife, then you'll end up talking about work at the end of the day, and that's the last thing I want to talk about. I've had opportunities to bring my brothers



into the business, but I didn't do it. My one brother installs irrigation and wanted to create a new division of my company. But I have a great relationship with him and I didn't want to jeopardize it.

Will you call on your children to take over some day?

If any of my three children (two daughters, ages 8 and 7, one boy, 4) show any interest, that's great. If not, that's fine by me too. I've seen a lot of children take over their parents' business and fail. I think they need to be involved from the ground up to have any chance of success. There's also the selfish factor at work here: if I hand the business over to them, I won't be able to sell it and make money.

The most famous person you've met?

Dave Zerfoss, CEO of Husqvarna.

You have a unique way of getting people out of the yard in the morning, don't you?

We instituted a raffle system this year to get guys out of the yard on time. The maintenance guys have 10 minutes, and the installation guys have 15. If they get out within that time, they get raffle tickets. The grand prize is a camcorder or TV or something in the \$200-\$300 range. We'll also raffle off shirts, hats and mugs.

What other things do you do to incentivize employees?

Every summer, we take a rafting trip. We close the doors for a full day, and the company pays for the trip and pays everyone for a full day. We also have a holiday party and a catered lunch followed by a company meeting to discuss the goals for the year and the bonus program.


You're really into the financials of the company, aren't you?

Yes, I've loved it since day one. I love running the P & Ls at the end of the month and seeing how profitable we are. We run a bonus program based off of gross profit, and I print out monthly reports to show how we're doing for everyone, including the guys pushing mowers. I look at business like a game — the object is to win the race, to hit budget, and if we don't, I feel like a failure.

So what do you do to avoid feeling totally stressed out?

I enjoy spending time with my family, hanging out by our pool. We also enjoy vacationing in Cape Cod. But I try to never sit still. My thinking is always business-oriented. I've always put a lot into my business and worked 60-hour weeks.

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* Trials conducted by Dr. Steve Alm, University of Rhode Island, 2001; by Dr. Dave Shetlar, Ohio State University, 1999; and by Dr. Dave Shetlar and Dr. Harry Niemczyk, Ohio State University, 1997.

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Measure the results of your marketing to find out what's working and what's not.



You must track marketing

BY JUDY GUIDO

Now is a great time to take a time-out and begin conducting your marketing analysis. What's a marketing analysis? It's an attempt to make sure that the definition, identification and structure of your marketing activities are sound, targeted and producing a positive return on your investment.

In your analysis, you collect data (via a marketing audit), analyze it and put it into a simple document form that will give you detailed, accurate and unbiased meaning. This analysis process will help you assess the effectiveness of your marketing as well as help you make ongoing strategic decisions.

Tools for auditing

A simple marketing audit has these components:

- ▶ A listing of all current marketing activities and mediums
- ▶ Advertising (newspaper, association newsletters, direct mail, radio, etc.)
- ▶ Brochures
- ▶ Web
- ▶ Events (trade shows, association talks, appreciation/customer advisory days)
- ▶ Public relations
- ▶ CD & PowerPoint presentations.

Next, clarify the purpose of the marketing. Are you seeking name awareness? Introduction of a new product/service? Entry into a new market?

Then (and this is extremely important), as you implement your marketing plan, quantify and qualify.

You must know what your marketing is costing and what type of results it's returning.

The marketing audit and analysis will give you a clear picture of what's working and what's not, and, more importantly, why it's not working. Your analysis should include how effective you've been at setting and achieving sales, revenue, market share and profitability goals. Remember, your marketing should be tied into your overall sales budget. Seek direct input and feedback from your sales team when you create and also as you assess your marketing plan.

What you need

For a successful marketing analysis, you should have:

- ▶ A written marketing plan
- ▶ Ongoing communication so that everybody in the organization knows the content and timing of the plan
- ▶ A simple form to collect the marketing data (the marketing audit form mentioned previously)
- ▶ A process and dedicated time to analyze the data (That means assembling the right team — sales, operations and marketing)
- ▶ A process for making strategic decisions
- ▶ A process for creating marketing tasks, timelines and accountability
- ▶ And, finally, clear and defined success metrics.

Overall, your marketing analysis examines how efficiently you market your services and products to the marketplace by the activities you've used, the cost of marketing and the control procedures you've put in place.

— *The author is an industry consultant who helps companies grow profitably. She can be reached at 818/800-0135 or jmguido@sbcglobal.net.*

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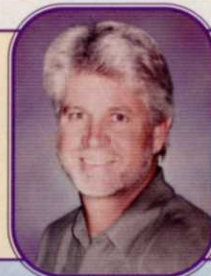
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Denny Davis
Village of Mt. Morris
City Maintenance Supervisor
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I wondered if the technician shortage was real, but I'm now convinced the shortage is **real** in a number of markets.



Help, I need a technician!

BY HARRY SMITH

"Help! I need a technician!" is something I hear often. I get several calls a week from desperate business people looking for a technician. So where are the technicians? Is there a shortage? What can you do to replace that technician that just left?

For quite a while, I wondered if the technician shortage was real, but I'm now convinced the shortage, though not universal, is certainly real in a number of markets.

Sears tries to produce technicians through a progressive training program but has the same problem we have here at Lake City Community College. They can't get enough qualified applicants to put through their training programs. My college could accommodate 45 students a year, but we can only recruit about 20. For the past three years, I've had from 50 to 60 solid job offers each spring for these 20 graduates. If you need a technician, what can you do?

Are you attractive?

First ask yourself, are you attractive? No, not you, your business. Do you have a good work environment? Is your shop clean and organized? How is the lighting and ventilation? You may not be able to afford air conditioning or even need it, but good ventilation abets productivity.

Good shops attract good technicians.

How about benefits and incentives? A career path? A compensation system with pay increases tied to productivity? Are you paying market rates? If

you're having trouble with some of these questions, think about a makeover. Make your operation more attractive.

Get the word out

The next step is to create a strategy for advertising your position. A few people have success with newspaper want ads, but most jobs are filled without using them.

Dial in your network. Talk to colleagues, even competitors. This isn't such a radical idea. Good technicians often know other good technicians, and are generally only willing to recommend the good ones.

Think outside the industry. Some markets have lots of skilled retired people (military and civilian) that have a great work ethic.

Keep in touch with vocational schools in your area. Automotive, agricultural mechanics, and aircraft and turf equipment technical training programs all produce potential employees. Talk to the instructors. Try to talk to the students. Talk to anyone who will listen. Post your position on job boards.

You might even consider using somebody on one of your crews as an interim replacement. Why? Because they're already on the payroll, and you're familiar with their work habits.

But never never hire out of desperation. Getting a bad employee is more costly than not hiring anyone. Be methodical. Take care in hiring. Don't get frantic. Keep looking. Good luck.



— The author is the turf equipment professor at Lake City Community College, Lake City, FL. He can be reached at smithh@lakecitycc.edu.

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Landscape
MANAGEMENT



Pest controls for ornamentals

Here's an update on what's available as regulations and treatment choices keep changing

BY DAVID HELD

The Food Quality Protection Act continues to change the pesticide market in the United States. Some claim that this law has removed many conventional pesticides from the market, or minor uses from many insecticide labels.

In response to these criticisms, the U.S. Environmental Protection Agency (EPA) has fast-track registered new active ingredients marketed for the Green Industry. These products are typically not the broad-spectrum nerve toxins of the past, but act either in a target-selective manner or have significantly lower use rates. These products offer different modes of action as well as new classes of insecticides entirely. However, the selective nature of these products may challenge pest managers.

Let's start by briefly covering how an insecticide works. Pesticides kill insects in several ways. This is referred to as their mode of action. (Table 1 lists common insecticides and their mode of action.)

Insecticide resistance is avoided when pests are managed using a range of prod-

This evergreen magnolia is suffering a severe infestation and will require treatment.

ucts with different modes of action and not just different product names. The most common modes of action affect the insect's nervous system. Nerve toxins such as Merit or the synthetic pyrethroids kill insects either by blocking nerve endings from sending or receiving signals or by causing nerves to continually produce signals (e.g. cholinesterase inhibitors such as Orthene), resulting in the characteristic twitching behavior by the target pests.

Newer insecticides as well as horticultural oils and insecticidal soaps offer other and sometimes novel routes to kill pests. For example, aphids and whiteflies treated with the insecticide Endeavor will starve to

death because their sucking mouthparts become disabled. These novel modes of action often make products more target selective. For example, the products Confirm and Dipel are only effective against caterpillars. Similarly, target-selective prod-

ucts such as Hexygon or Sanmite are useful replacements for Kelthane or Dursban for mite control.

A group of insecticides collectively called Insect Growth Regulators (IGRs) interfere with the normal development of immature

insects, yet have virtually no effect on adults.

Good spray coverage is important for any pesticide application. However, horticultural oils, insecticidal soap, and the botanical product Citracide must contact the insect.

Insecticides with target-selective modes

TABLE 1. Common insecticides and their modes of action

Active ingredient	Common trade name(s)	Mode of action
ORGANOPHOSPHATES		
Acephate	Orthene or Acephate	Cholinesterase inhibitors (nerve toxins)
Malathion	Malathion	"
Chlorpyrifos	Dursban	"
CHLORINATED HYDROCARBONS		
Dicofol	Kelthane	Inhibits nerve signals (nerve toxin)
CARBAMATES		
Carbaryl	Sevin	Cholinesterase inhibitors (nerve toxins)
Bendiocarb	Turcam	"
SYNTHETIC PYRETHROIDS		
Bifenthrin	Onyx	Inhibit nerve signals
Fluvalinate	Mavrik	"
Cyfluthrin	Tempo	"
Permethrin	Astro	"
Lambda-cyhalothrin	Scimitar	"
Fenpropanthrin	Tame	"
Imidacloprid	Merit	Block or inhibit nerve signals (nerve toxins)
Acetamiprid	Tri-Star	"
IGRS		
Azadirachtin	Azatin	Interrupt normal development of immature insects
Fenoxycarb	Precision	"
Pyriproxyfen	Distance	"
Buprofezin	Talus	"
Tebufenozide	Confirm	"
AVERMECTINS		
Avid	Abamectin	Blocks nerve signals at the muscles (neuromuscular)
BOTANICALS		
Azadirachtin	Azatin	Feeding inhibitor
Limonene	Citracide	Abrades insect's cuticle (contact only)
MISCELLANEOUS		
Insecticidal soap	M-Pede	Abrades insect's cuticle
Horticultural oil	Sunspray	Suffocates insects and mites
Pymetrozine	Endeavor	Feeding inhibitor (aphids & whiteflies)
Bacillus thuringiensis	Dipel Pro	Bacteria that kills caterpillars after being eaten
Floramite	Bifenazate	Target-specific miticide
Hexygon	Hexythiazox	"
Sanmite	Pyridaben	Target-specific miticide

NOTE: NAMES OF INSECTICIDES ARE PROVIDED FOR EXAMPLE ONLY AND DO NOT REFLECT AN ENDORSEMENT BY THE AUTHOR OR THIS PUBLICATION. READ AND FOLLOW LABEL INSTRUCTIONS ON ALL PESTICIDES.

of action such as IGRs are generally less inherently toxic than broad-spectrum nerve toxins. The common measure of a pesticide's toxicity is found on the MSDS sheet under LC50 or LD50, meaning lethal concentration or lethal dose. Lower LD50 numbers indicate products that are more inherently toxic. These values are directly related to the signal words found on the front of every pesticide label (see Table 2). Those signal words found on every pesticide label are your first indication about the toxicity of that product. Several newer insecticides act selectively and generally have lower LD50 values and

have less negative impact on natural enemies and the environment.

Good lessons require an example. Suppose your client has aphids on a hedge in their landscape. Most of the conventional insecticides labeled for aphids will work. However, you could also use one of the reduced-risk products. Table 3 offers suggestions for reduced-risk substitutes for the conventional insecticides. Performance of reduced-risk compounds is comparable or better than the older products. However, when more than one insect or mite pest is present, broad-spectrum insecticides have an advantage over the more selective products.

It's true that most of these newer products can be expensive relative to older products. Don't forget that many new products also offer systemic activity or longer residual control than their conventional counterparts, and may have lower use rates. Likewise, use of reduced-risk products are often more environmentally friendly, which may be a selling point to certain customers. Certain upscale accounts may be willing to pay more if the treatment was marketed as "environmentally conscious."

Regardless of the product choice, you can impact profits by comparing products

based on active ingredient. The percentage of active ingredient in a product is listed on every pesticide label. The FQPA forced some companies to eliminate landscape or ornamental uses from their labels. Smaller companies have filled in these gaps with products containing the same active ingredients. When shopping for Orthene, for exam-

TABLE 3.
Reduced-risk products

Target pests	Reduced-risk products
Aphids	Endeavor, Merit, Tri-Star, M-Pede, horticultural oil, Azatin
Borers	Astro
Caterpillars	Most synthetic pyrethroids, Confirm, Dipel
Mites	Floramite, Hexygon, Sanmite, Avid, Cinnamite, most synthetic pyrethroids, M-Pede, horticultural oil
Scales	Merit, Precision, Distance, Talus, most synthetic pyrethroids, Horticultural oil, M-Pede
Whiteflies	Endeavor, Merit, Precision, Tri-star, Azatin, M-Pede, most synthetic pyrethroids

Site uses, host plant and other use restrictions may apply, so read and follow the label for each product accordingly. Use of pesticide trade names doesn't reflect an endorsement by the author or this magazine.

ple, ask to see all products that contain the active ingredient acephate. By comparing the price of different formulations of acephate labeled for use in landscapes, you may benefit from competition between different manufacturers. Likewise, some products dropped from the product lines of larger companies may be available through smaller agricultural chemical suppliers or your local co-op. **LM**

— The author is Assistant Professor of Entomology at Mississippi State University. He can be contacted at held@bellsouth.net.

TABLE 2.
Signal words and their relative toxicity

Signal word	Oral LD50 (mg per kg body weight)
Caution*	>5000
Caution	500-5000
Warning	50-500
Danger	0-50

*Caution is still required for pesticides even when the acute LD50 values are > 5000



Once a pest infestation gets to this point, the best option may not be to treat but to replace the plant and do a better job of pest monitoring.



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Out damn 'spot'

**Advances in
perennial ryegrass
breeding gaining
the upper hand
over gray leaf spot**

BY STEVE TUBBS

Gray leaf spot (GLS) burst onto the scene in the Northeast in the late 1990s. It usually doesn't materialize unless climactic conditions of high

heat and humidity are prevalent, usually in the months of August and September.

And GLS isn't a problem for just perennial ryegrass. It can also infect St. Augustine grass, bermudagrass, bentgrass and various species of fine and tall fescue.

Wiped out

When these ideal conditions presented themselves to unsuspecting turfgrass managers in the late summer of 1998 and into 1999, many stands of perennial ryegrass were wiped out within days. It's a devastating and rapidly progressing fungal disease, and is sometimes mistaken for melting-out. But did you know that the stage was set for this occurrence more than 30 years ago?

When Dr. C. Reed Funk practically invented the fine leaf perennial market with his Manhattan ryegrass in the late 1960s,



(Left) As you can see, the disease is aptly named. (Below) When GLS strikes, it spreads rapidly and can destroy large areas of turf.

his work created a springboard which re-invented the *Lolium Perenne* species. Many turf breeders began cooperating with Rutgers University, and alternate development from other programs created varieties such as Pennfine and Derby. Manhattan was "crossed" with Pennfine. Pennfine was crossed with Derby. Derby was crossed with Manhattan and so on. Today, there are hundreds of varieties of *Lolium Perenne*, and virtually every variety of perennial ryegrass bred in the United States traces back to germplasm developed in the 1960s and early 1970s.

This development on a very narrow genetic base served to instill an innate suscep-



tibility for perennial ryegrass to unknown diseases. Although no one knew what disease it might be, or when it might express itself, the odds were that some disease could come along that would impact every variety. Enter *Pyricularia Grisea*.

The *Pyricularia Grisea* pathogen can produce large amounts of infection spores

in a short period of time, causing symptomatic tissue to become evident and decline quickly. Spores land on a susceptible host and germinate within a few hours. The pathogen then invades the leaf tissue through the cut leaf tips. Symptoms can be present as quickly as a few hours later.

Short of removal of susceptible species (not very good for business), applications of preventative fungicides starting in July can offer some insurance against an outbreak. And, unless optimum conditions appear, GLS may not even be an issue.

Resistance built in

Recognizing the potential damage to the perennial ryegrass market that repeated outbreaks of GLS could do, several breeders began immediately to introduce gray leaf spot resistance (GLR) into their perennial ryegrass germplasm. One breeder went overseas and selected clones from Russia, Bulgaria and Hungary. While some of the clones possessed GLR, they weren't the color and texture that the U.S. market demands.

This began the laborious process of "crossing" light green resistant GLR clones of foreign origin with dark-green, finer clones from American stock to capture GLR in more attractive plants. This takes years of hit-or-miss testing. The whole process depends on natural pollination, which is not exact science.

Additionally, one imaginative breeder began "inoculating" his perennial germplasm with the *Pyricularia Grisea* fungus and germinating seedlings in test tubes in a climate controlled refrigerator. Again, few clones survived, but the ones that did were pooled into breeding blocks, which were then used to advance resistance.

The end result is a classic case of American know-how responding to a challenge. With the establishment of the new 2004 perennial ryegrass NTEP, there will be sev-

eral new varieties of *Lolium Perenne* that will possess GLR — varieties that have all the bells and whistles of color and texture, but also ones that have had their genetics naturally amended to include natural resis-

tance to this devastating disease. **LM**

— The author is President and General Manager of Turf Merchants, Inc., Tangent, OR. He can be reached at spt@turfmerchants.com.

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TECHNOLOGY ANSWERS TO REAL CHALLENGES

This clock 'saves' time



BY RON HALL / Editor-in-Chief

Employees are a company's most valuable resource — but they're also its costliest and least controllable one. Some landscape company owners have discovered how to increase the value of their employees by keeping an accurate record of their time on the job. One tool for doing this is a portable, stainless steel, battery-operated device.

The problem:

Inaccurate timekeeping

"Sometimes my foreman weren't marking in our guys when they actually got to the job," says Joe Woltner, owner of Landscape Technology, Livermore, CA. "The time sheets always said they had eight hours or more, but when I would show up at a job at 7:15 a.m. and some of them weren't there yet, their time sheets would still read 7 a.m."

That problem largely disappeared, says Woltner, when he

began using a product known as Jobclock.

Here's how it works: A contractor places a Jobclock at a secure location on a job site. When an employee arrives to begin work, he touches a green "Keytab" to the Jobclock to clock in. When the day's work is done, he touches a red one to the device to "punch out."

At any time, an owner or supervisor can download attendance records from the Jobclock using the infrared port of a Palm Pilot. This information can then be downloaded to a PC to generate attendance reports.

Solution: Job site clock

Contractors cite these benefits:

- ▶ Eliminating late job starts and early finishes, and paying employees only for time they were "on the clock"
- ▶ Reducing payroll squabbles over unrecorded hours worked or hours paid
- ▶ Streamlining payroll
- ▶ Providing a more accurate record of labor hours necessary for any particular job or task.

"Now I'm confident that they're getting paid for the hours they're working," says Woltner. "And I can do a better job of tracking the actual number of hours it takes to do a job."

His company, which focuses on the high-end custom home market, usually runs four crews, two for maintenance and two for hardscapes and/or installations. Woltner says he works at least six days a week because he likes the landscaping and sales parts of the business.

The paperwork involved with running his business is a different story, another reason why he uses the Jobclock. He now has six at his various work sites. "I was sick and tired of doing payroll," he admits.

Odyssey Landscape, a 260-employee operation based in Stockton, CA, does a wide variety of landscape work, everything from streetscapes to seasonal weed abatement.

Typically, its employees report directly to the job sites

each day. "Most of our job sites where we're going to work three or more months, we'll put a container on the site to store material and equipment," says Frank Adams, President. "We mount a Jobclock in a box at the construction site. When the foreman opens up for the day, he unlocks the container and it's there on the wall and the employees log in." Adams says his crews are working on about 30 sites and use just about as many of the units.

Each Friday, a supervisor downloads the units. The information is printed out and compared to the time cards that each field employee must have as well. "The Jobclock is my audit," adds Adams. Why is this so important? In California, every minute over eight hours is overtime, and as everybody in the landscape business knows, overtime can put a big dent in the bottom line. **LM**

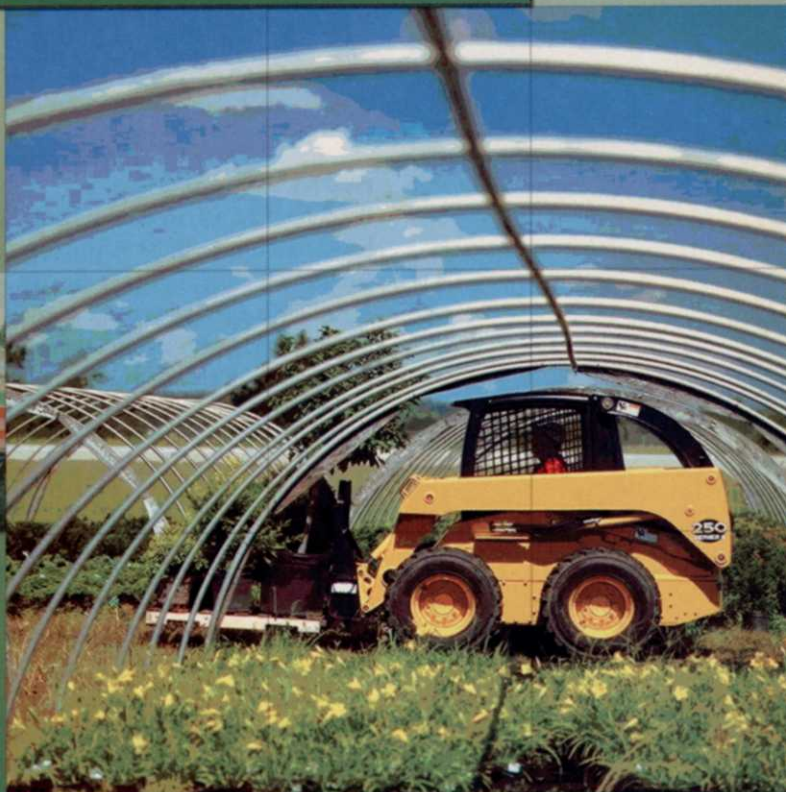
— For more information about the Jobclock, call 888/788-8463

or visit the Web site

www.exaktime.com.

CORPORATE CAPABILITIES 2004

Landscape MANAGEMENT



BASF Corporation



Product focus:

Pendulum® AquaCap encapsulates a new water-based formulation of BASF pendimethalin—the industry's leading pre-emergent active ingredient. A BASF-patented technology surrounds pendimethalin with an ultra-thin capsule, and this combination of encapsulation technology and the new water-based formulation results in new benefits, including:

- Virtually no odor
- Reduced staining potential
- Increased ease and flexibility of handling, mixing and cleanup
- Improved storage stability
- Improved environmental profile

Manufacturing facilities:

■ Thanks to its production operations in more than 100 large sites throughout the world, BASF is close to its customers in 170 countries and can

supply them with products in a flexible and reliable manner. Primary production sites are located in Ludwigshafen, Germany; Antwerp, Belgium; Freeport, TX; Geismar, LA; Kuantan, Malaysia; Nanjing, China (planned); Schwarzheide, Germany; Tarragona, Spain; Port Arthur, TX (in the set-up phase); Altamira, Mexico; Guaratinguetá, Brazil; and Shanghai, China.

Technical support, sales, training and customer service:

BASF Professional Turf supplies its customers with quality products through its network of knowledgeable sales representatives located throughout North America. Additionally, BASF Professional Turf has technical specialists who are available to offer their expertise to distributors and end-users. These technical specialists also work closely with collegiate staffs to help develop solutions and methods to controlling turf problems.

Major product lines:

BASF Professional Turf offers a portfolio of products that will help you keep lawns, athletic turf and golf courses weed-free and disease-free with its line of herbicides, fungicides and insecticides.

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Product focus:

Bayer Environmental Science manufactures a full line of turf and ornamental products for use on golf courses, home lawns, sports fields, commercial landscapes, nurseries and greenhouses. Bayer Environmental Science continues a tradition of innovative research and top-of-the-line professional products, backed by highly trained sales and field development representatives.



Bayer Environmental Science

Manufacturing facilities:

With manufacturing facilities worldwide, Bayer Environmental Science produces premier products for use in the turf and ornamental marketplace. In the United States, facilities are located in Pasadena, TX; St. Louis, MO; and Kansas City, MO. Bayer Environmental Science supports its green industry products with a dedicated turf and ornamental research facility in Clayton, NC, where industry experts develop and investigate new chemistries and formulations.

Technical support, sales, training and customer service:

Our focus at Bayer Environmental Science is the development and creation of innovative technologies and solutions for the challenges our customers face every day. Field development, sales and technical representatives located throughout the country offer regionalized support for all Bayer Environmental Science products. Go to www.bayerprocentral.com to find the representative nearest you.

Major product lines:

From trusted standards such as Merit® insecticide, Ronstar® herbicide and Compass™ fungicide to newly launched products such as Revolver® herbicide and TopChoice™ insecticide, Bayer Environmental Science offers products to fit all areas of turf management and ornamental pest control. Our Backed by Bayer message incorporates the following company values: dedication, guaranteed satisfaction, superior solutions, added value, and a vision for the future.

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by BAYER™**

BlueYellow™

Product focus:

BlueYellow™ is a revolutionary engineered turf system that provides a one-step solution to turf establishment. The system combines a cellulose-based substrate with a calibrated distribution of custom-blended, high quality grass seed and fertilizer in the form of a lightweight, 100 percent biodegradable roll. It prevents seed migration and erosion while ensuring proper coverage and easy application on any area of prepared soil. BlueYellow is available in a wide range of standard seed blends. For a large order, BlueYellow can be manufactured to your specifications with any variety of commercially available seed and fertilizer, giving you a precise, prescription turf for new construction and renovation projects.

BlueYellow adheres to the soil once it is watered. This makes the product perfect for slopes and sand-based areas, and it is strongly recommended that installation areas be irrigated. The cellulose-based substrate secures the seed and fertilizer in place, enhancing germination, and then quickly biodegrades. The substrate maintains its integrity for several weeks, protecting the seed and fertilizer from wind, washouts, and other damaging factors, reducing the potential for contamination, fertilizer run-off, and costly rework. BlueYellow can also be easily contoured around trees, irrigation components, drainage inlets, and other obstacles.

Additionally, BlueYellow is a safer alternative for the environment than traditional methods because the system reduces fertilizer run-off and is completely biodegradable.

BlueYellow is owned by Koch Cellulose, LLC, a wholly-owned subsidiary of Koch Industries, Inc.,

and is manufactured in Milwaukee. Koch Cellulose, LLC also owns two state-of-the-art pulp mills that produce fluff, market and filter pulps.

Technical support, sales, training and customer service:

Product information brochures, testimonials, and/or CDs are available. The BlueYellow staff will make every effort to provide technical support to meet your individual needs.

Features and benefits:

- Labor savings—One-step application of seed, fertilizer and mulch; no special skills or equipment needed. One person can install an acre of BlueYellow in about four hours.
- Keeps seed and fertilizer in place during germination (even in wind and rain); no migration into non-grass areas.
- Precise seed and fertilizer distribution for uniform turf establishment.
- Biodegradable mat provides natural weed suppression and eliminates need for straw covering that can introduce unwanted weed seeds.

■ Erosion control properties of BlueYellow also eliminate the need for separate ground cover material.



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Briggs & Stratton Commercial Power

Product focus:

Briggs & Stratton Commercial Power designs and manufactures robust, high-performance engines and is a leading provider of commercial power solutions.

Manufacturing facilities:

The Vanguard™ engines are manufactured in world-class factories through alliances with Mitsubishi Heavy Industries and Daihatsu, a member of the Toyota Group.

Technical support, sales, training and customer service:

Our extensive dealer network, special commercial/rental service programs, parts performance and dedicated toll-free phone and web support services keep commercial customers "up and running."

Major product lines:

The Vanguard™ engine family is the company's premier line of air- and liquid-cooled gasoline and diesel engines in the 2.4HP-35HP range.



Briggs & Stratton Commercial Power

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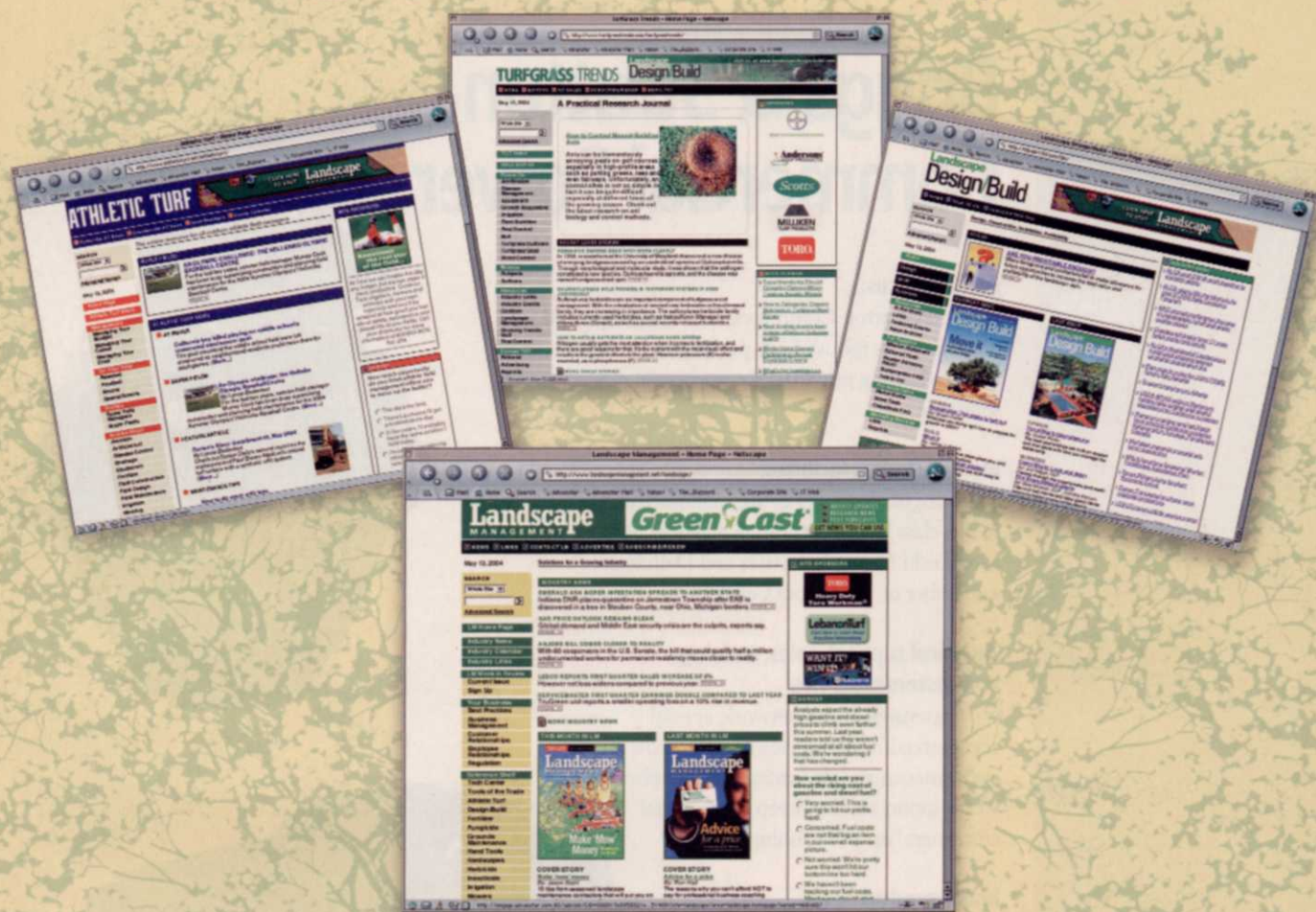
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contains the searchable archives of *TurfGrass Trends*, Golfdom's monthly practical turf research journal. Readers can use the site's navigation and search engine to find the latest scholarly research on turf cultivars, disease control, weed control, pest control, irrigation technology and turf management equipment.

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is tailored for the interests of designers and contractors who perform landscape design and installation services. Readers find pertinent information on business management, landscape design technology, irrigation systems, hardscapes, water features and more.

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Crompton Corporation



Crompton Corporation Specialty Products

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Larry Riggs,
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Steve Kant, Marketing
Communications Manager

Product focus:

Crompton Corporation is a leading worldwide manufacturer of agricultural and specialty chemicals, marketing the Uniroyal Chemical brand of specialty products. The Specialty Products Group was formed in 1990 to concentrate on the greenhouse, nursery, landscape and turf markets. Products include herbicides, plant growth regulators, insecticides, miticides, and fungicides.



Technical support, sales, training, customer service:

The Specialty Products Group and its technical and product development managers maintain a commitment to supporting the industry with new products and best-management practices. This group works to actively support the industry to protect and ensure continued use of products that are key to ornamental production.

The Specialty Products Group sales force includes six sales representatives, all with experience and understanding of the turf and ornamental business.

Crompton Specialty Products has the ability to develop proprietary chemicals and effectively

register them with EPA and individual states. It has two field research stations—one in Stanford, FL, and one in Bethany, CT—that do internal efficacy/safety research.

Major product lines:

The following products are sold and distributed through a network of national, regional and local dealers in the U.S. greenhouse, nursery, landscape and turf markets:

- Adept® Insect Growth Regulator
- B-Nine® Plant Growth Regulator
- Casoron® 4G Herbicide
- Dimilin® 25W Insect Growth Regulator
- Dimilin® SC Insect Growth Regulator
- Floramite® SC Miticide
- Ornamite® Miticide
- Pedestal™ Insect Growth Regulator
- Terraclor® 75% WP Soil Fungicide
- Terraclor® 400 Soil Fungicide
- Terraguard® 50W Fungicide
- Terrazole® 35% WP T&O Fungicide
- Terrazole® CA
- Turfcide® 10G Fungicide
- Turfcide® 400 Fungicide

FMC Corporation



Overview:

FMC's Specialty Products Business, headquartered in Philadelphia is a leading manufacturer of high-performance insecticides, termiticides, termite baits, miticides and ant control products for use by the golf course, lawn care and structural pest control markets. FMC's Specialty Products business

into three segments: Agricultural Products, Specialty Chemicals and Industrial Chemicals.

Technical support, training, and customer service:

The FMC Specialty Products Business is staffed with dedicated professionals in research and development, technical service, field sales, customer service and marketing. To reach a customer service or technical support representative, please contact the Customer Satisfaction Center at 800-321-1FMC.



also provides Talstar® insecticides to fertilizer manufacturers for use in the lawn and golf markets. FMC Specialty Products is an integrated solutions provider, offering SmartBiz™ business-management software.

Manufacturing facilities:

FMC Corporation is a global, diversified chemical company serving agricultural, industrial and consumer markets for more than a century with innovative solutions, applications and products. The company employs over 6,000 people throughout the world. FMC Corporation divides its businesses

Major product lines:

FMC has a leading global position in pyrethroid chemistry. The Talstar® family of insecticides offers long residual control with a variety of high-performance products labeled for treatment of a broad spectrum of pests. Products for the turf and ornamental industry include TalstarOne™ Multi-insecticide, Onyx Insecticide, Talstar® EZ and PL Granular Insecticides, QuickSilver™ T&O Herbicide, Astro® Insecticide and SmartBiz™ software. Products for the golf industry include Talstar® GC Flowable Insecticide/Miticide, Talstar® GC and EZ Golf Granular Insecticides and QuickSilver™ T&O Herbicide.

FMC Corporation

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Husqvarna

Product focus:

Husqvarna outdoor power equipment's exceptional quality and performance can be attributed to exceptional manufacturing. Based on its Swedish heritage, Husqvarna brings a tradition of excellence to every product, providing precision engineering, ergonomic excellence, innovative design features, exceptional attention to safety and performance, and a continuing commitment to environmental integrity and respect.

Manufacturing facilities:

Husqvarna's North American headquarters in Charlotte, NC, serve as the main office for administrative functions such as sales, marketing and customer service. In addition, a warehouse operation coordinates product shipments, while a newly expanded assembly operation produces trimmers, saws, blowers and accessories. Husqvarna also op-

erates distribution centers in Albany, NY, and Salt Lake City, UT. Commercial mowers and turf equipment are manufactured in state-of-the-art facilities in Beatrice NE.

Technical support, sales, training and customer service:

Husqvarna supports its end users with an extensive technical support system as well as top-flight training through its professional product specialists and mobile training units. Husqvarna also partners with ALCA and PGMS to sponsor a number of training programs and instructional events throughout the year.

Major product lines:

Husqvarna offers forest, lawn and garden power equipment for all applications, providing Total Source Solutions through a complete line of chain saws, clearing saws, cut-off saws, and lawn and garden products, including riding and walk-behind mowers, yard and garden tractors, tillers, edgers, brush-cutters, grass trimmers, backpack and hand-held blowers, snow throwers, and commercial turf care equipment.



Husqvarna

7349 Statesville Road
Charlotte, NC 28269
Phone: 704-921-7000
Customer Service Department:
1-800-448-7543
Fax: 704-599-4310

WEB SITE:

www.husqvarna.com

E-MAIL:

Info@husqvarna.com

DATE FOUNDED:

1689

KEY EXECUTIVES:

David Zerfoss, President
Barbara Paez, VP Marketing
Bob Cestaro, Director of
North American Sales

John Deere Construction & Forestry Company



John Deere Construction & Forestry Company

1515 Fifth Ave.

Moline, IL 61265

Phone: Division Headquarters

309-765-0227

Customer Communications

Center: 800-503-3373

Fax: 309-765-3102

WEB:

www.JohnDeere.com

E-MAIL:

jdeere@groupo.com

DATE FOUNDED:

Deere & Co. – 1837

Worldwide Construction &
Forestry Division – mid-1950s

KEY EXECUTIVES

Pierre Leroy, President,
Worldwide Construction &
Forestry Division, Deere & Co.

Bob Brock, Senior Vice
President, Sales and
Marketing, John Deere
Construction & Forestry Co.

Jim Mitchell, Manager,
Marketing Communications,
John Deere Construction &
Forestry Co.

Product focus:

The John Deere Construction & Forestry Company produces more than 120 machine models used in all facets of earthmoving, including road building, underground utilities construction, site development and residential construction. John Deere construction equipment also is used in landscaping, nurseries, material handling, road repair and maintenance.

Manufacturing facilities:

A global company, John Deere Construction & Forestry has manufacturing facilities in the United States, Canada, Mexico, Finland and New Zealand.

Technical support, sales, training and customer service:

Customers can use John Deere's dealer locator online at www.JohnDeere.com to locate one of the 420 dealer locations in North America. For information on John Deere products, customers can visit the Web site or call the Customer Communications Center at 800-503-3373.

Deere's commitment to training is reflected in its Worldwide Training Center, a 55,000-square-foot facility in Davenport, IA. It was the industry's first facility solely dedicated to training. Deere also maintains facilities in Illinois and Arizona for

demonstrations and training. John Deere provides technical training to customer groups to ensure that Deere equipment continues to deliver the maximum performance uptime. The company also offers numerous training programs to dealers, employees and college students.

Major product lines:

John Deere Construction and Forestry products are sold and serviced through a network of more than 800 locations worldwide. Construction models include crawler dozers, 4WD loaders, excavators, articulated trucks, backhoe loaders, crawler loaders, tool carriers, waste handlers, landscape loaders, compact excavators, skid steers and motor graders. Forestry models include skidders, 4WD log loaders, wheel and track feller-bunchers, forwarders, knuckleboom log loaders, excavator-based log loaders, de-limbers and road builders.



JOHN DEERE

John Deere Worldwide Commercial & Consumer Equipment Division



John Deere Worldwide Commercial & Consumer Equipment Division

P.O. Box 13603
Research Triangle Park, NC
27709
Phone: 800-537-8233
Fax: 919-804-2343

WEB:
www.johndeere.com

E-MAIL:
jdlawns@JohnDeere.com

DATE FOUNDED:
1837

KEY EXECUTIVES
John J. Jenkins,
President/CEO
Bill Klutho, Manager,
Public Relations

Customer Communications
800-537-8233

Product focus:

The John Deere Worldwide Commercial & Consumer Equipment Division manufactures and distributes a full line of lawn-care products for residential, commercial, and golf and turf applications, including irrigation supplies. The John Deere organization is noted for more than 165 years of innovation, the highest quality products and its product and operator safety initiatives.

Manufacturing facilities:

The John Deere Worldwide Commercial & Consumer Equipment Division manufactures its line of commercial equipment in Fuquay-Varina, NC.

Technical support, sales, training and customer service:

At www.johndeere.com, John Deere customers can find information on a variety of support functions, including online product operator manuals,

warranty information and product selector tools. In addition, customers can call the John Deere Customer Communications Center at 800-537-8233.

Major product lines:

John Deere manufactures a complete line of products for the professional landscape contractor, including commercial walk-behind, front and zero-turning-radius mowers; heavy-duty trimmers, edgers and power blowers; tractors and attachments, including loaders and backhoes; and Gator™ utility vehicles.



JOHN DEERE

Kubota Tractor Corporation



Product focus:

Kubota products for the landscape market include compact tractors with performance-matched implements (loaders, backhoes, tillers, box scrapers, mowers and more), 4WD diesel utility vehicles, diesel- and gas-powered zero-turn mowers, front mount mowers, compact excavators and articulated wheel loaders.

Manufacturing facilities:

All Kubota tractors sold in the United States are designed and manufactured by Kubota. Half the products come from Kubota Corp. facilities in

Japan, and half from Kubota Manufacturing of America (KMA) in Gainesville, GA. KMA manufactures and assembles Kubota lawn tractors, zero-turn mowers, sub-compact tractors, implements and utility vehicles.

Major product lines:

Kubota Tractor Corp. markets a complete line of tractors up to 99.5 PTO horsepower, along with a line of performance-matched implements, utility vehicles, construction equipment, consumer lawn and garden equipment and commercial turf products.

Kubota Tractor Corporation

3401 Del Amo Blvd.
Torrance, CA 90503
Phone: 310-370-3370

WEB:

www.kubota.com

E-MAIL:

communications@kubota.com

DATE FOUNDED:

1972 (in the United States)

FOR DEALER REFERENCE:

1-888-4KUBOTA

Kubota®

ProSource One



expertise to provide innovative or common sense solutions to problems and can recommend the best product for the job. It also means stocking the products customers need, along with timely, accurate delivery. ProSource One will be a partner in the customer's success.

Product focus:

ProSource One is a Memphis, Tenn.-based distribution company that supplies fertilizers, chemicals, seed and services to professional users throughout the United States. Markets serviced by the company include the professional turf market, the ornamental and nursery market, vegetation management, and the Florida specialty agriculture market.

ProSource One represents the highest quality turf products from the major manufacturers, as well as their own high quality line of Proforma fertilizers and wetting agents. The company provides premium Blue Tag Certifiable Seed varieties for both cool and warm seasons, and blends their exclusive Goldcote line of premium quality controlled-release fertilizers.

Technical support, sales, training and customer service:

ProSource One is dedicated to being the leading value-added supplier of not just products, but also services and technical support—solutions beyond the label. That means representatives are trained professionals who listen to customers in order to understand their business and their needs. Through constant education, ProSource One representatives have the technical ex-

PROFORMA

Major product lines:

In addition to the top lines of fungicides, herbicides, insecticides and more, ProSource One offers Proforma, the company's own premium-quality private brand of wetting agents and geographically-specific fertilizers. Proforma fertilizers deliver a complete approach to turf health by providing balanced, long-term nutrients for both the turf and the soil microflora. By supplying both the soil and turf with the plant materials needed to maintain a complete and healthy system, Proforma fertilizers perform more efficiently than traditional fertilizers.

ProSource One

8700 Trail Lake Drive West,
#100
Memphis, TN 38125
Phone: 877-350-3999
Fax: 901-751-4502

WEB:

www.prosourceone.com

DATE FOUNDED:

January 1, 2000

KEY EXECUTIVES

Bob Lee, Director

Sam Pace,

National Sales Manager

Keith Woodruff,

Marketing Manager



Rain Bird Corporation

Product focus:

Rain Bird's new Easy Fit Compression System helps simplify and expedite installation of landscape drip systems. Easy Fit has fewer components, reducing the likelihood for problems and callbacks. The system is made up of three fittings, five adapters and a flush cap, and accepts multiple sizes of tubing, from .63 inch to .71 inch (16 mm to 18 mm). Easy Fit helps contractors save time on the job, enhancing efficiency and profitability.

Manufacturing facilities:

Rain Bird maintains several state-of-the-art manufacturing and assembly facilities in California and Arizona, and internationally in France, Sweden and Mexico. Rain Bird maintains one of the largest indoor irrigation testing centers in the world to ensure the development of quality products.

Technical support, sales, training and customer service:

Rain Bird's trained technicians and customer service representatives are on hand to react to problems, answer questions and provide solutions to irrigation needs over the Technical Services Hotline. Rain Bird provides a wide array of customer education resources such as on-site service calls, irrigation training camps and distributor training sessions.

Major product focus:

With more than 4,000 products, Rain Bird offers solutions for every aspect of irrigation and installation. Product lines include drip system compo-



nents, sprinkler heads and rotors, valves and timers, computer-operated large-scale control systems, and tools and accessories for installing systems. Each product is designed for specific applications in the field.

RAIN BIRD

Rain Bird Corporation

970 W. Sierra Madre Ave.
Azusa, CA 91702
Phone: 1-800-RAIN BIRD

WEB:
www.rainbird.com

DATE FOUNDED:
1933



Symbiot

Headquartered in Sandy, UT, Symbiot Business Group is a consolidator in the property services market. It consolidates through the development of consortiums, recruiting top-tier regional players to act as its "branches." To date, Symbiot has successfully developed consortiums in the landscaping, interior, pest and snow industries that currently represent more than 537 companies and a combined annual buying strength of over \$1 billion. It is the only consortium of its kind in the nation that links property service companies to facility owners and managers, bringing one package, on one invoice, at a lower fulfillment cost. Symbiot has secured over \$2 million in service contracts for its partners.

The Symbiot Landscape Network is the second largest landscaping entity in the United States, with more than 350 partner companies and nearly \$1.3 billion in combined sales. Symbiot's InteriorScape Network is the largest network of its kind in the United States. Symbiot invites only the top 1-3% of the service industry elite to join its networks, with proven solutions developed through decades of experience.

The phenomenal uptake of the Symbiot model is due to the credibility of the Symbiot management team in their target verticals and the tremendous value that Symbiot delivers to



its partners. Symbiot delivers the benefits of scale in national marketing and sales, purchasing power and best practices sharing. In addition, the company is developing customized, high value subscription-based technology solutions for its loyal partner base. This in turn provides property managers with the convenience of a property services option with national reach and pricing with the commitment and quality of the local entrepreneur.

Symbiot

Corporate headquarters
8180 S. Highland Drive,
Suite B-2
Sandy, Utah 84093
Phone: 888-233-5518
Fax: 801-733-6902

400 Bellerive Blvd., Suite 150
Nicholasville, KY 40356
Phone: 859-422-5155

WEB:

www.symbiot.biz

E-MAIL:

bwilson@symbiot.biz

KEY EXECUTIVES

Bruce Wilson,
President/CEO

Matt Glover,

Vice President of Networks

Brad Welker,

Sales Account Manager

Greta Bright,

Director of Marketing



Turfco Manufacturing

Product focus:

Turfco Manufacturing has served the professional turf industry for more than 40 years. The company provides the most advanced aeration and renovation equipment on the market. Turfco's engineers use the latest CAD/CAM technology to design the most dependable and efficient products for commercial and residential landscapes.

Technical support, sales, training and customer service:

Turfco Direct, a subsidiary of Turfco Manufacturing, offers equipment, service and parts direct to customers, without the need for a dealer or distributor, to increase productivity, save time and offer affordable prices. Customers can communicate directly with the manufacturer—those who make, sell and know how to service the equipment and parts—24 hours a day by phone or through the Web site.



Turfco Manufacturing

1655 101st Ave. NE
Minneapolis, MN 55449
Phone: 800-679-8201
Fax: 763-785-0556

WEB:
www.turfco.com

E-MAIL:
lschuh@turfco.com

DATE FOUNDED:
1961

KEY EXECUTIVE
Scott Kinkead,
Vice President

Major product lines:

Turfco offers aerators, top dressers, dethatchers, edgers, overseeders, and sod cutters. Its latest advancement is the TurnAer 26 Diff-drive™ aerator. Unlike conventional aerators on the market, the TurnAer 26 allows operators to aerate like they mow by turning with the tines in the ground. Tests indicate this new technology increases aeration productivity by 30 percent while reducing operator fatigue.



THE LEADER. SINCE 1961.

Compact tractors

BY CURT HARLER

3013 diesel engine. 10 gpm auxiliary hydraulics, 6-mph top ground speed.

For more information contact ASV at 800/346-5954 or www.asvi.com / circle no. 259

Finn

The Finn Eagle is available with a 23.5-hp Caterpillar diesel (224D) or with a 25-hp Kohler Command Pro (254) engine. Both models offer parallel hydraulic system with 13.25 gpm flow. Drive train features 4 wheel motors offering zero-turn radius on the 18x9.50-8 tires. Both models have 11-gal. fuel tank and key start.

For more information contact FINN at 800/543-7166 or www.finncorp.com / circle no. 260

Cub Cadet

New Series 7500 utility tractors have turbo-charged diesel engines, rated to 32 HP.

Choose hydrostatic or synchronized shuttle transmissions. The 7530 (shown) and 7532 can be specialized with turf tires, and equipped with a front end loader, backhoe and various Category I attachments. Standard 4WD



on all Series 7500 machines lets you handle tough jobs and slick conditions easily.

For more information contact Cub Cadet at 330/225-2600 or www.cubcadet.com / circle no. 261

Agco Corp. ▲

With its hydrostatic transmission, folding ROPS and power steering, the AGCO ST 32 is ideal for groundskeepers and landscapers who must get in and out of tight spots. Unit has 33 hp in a 116-inch chassis and 4-wheel drive. Sweeping, mowing or site prep are easy with the 3-point hitch, mid- and rear-mount PTO, adjustable seats and cruise control.

For more information contact AGCO Corp. at 770/813-9200 or www.agcocorp.com / circle no. 258

ASV, Inc.

RC-30 Turf Edition has rubber tracks that are smooth and green and allow the equipment to leave grass virtually untouched, while also providing excellent traction to work productively in most conditions. Undercarriage system with smooth 10.75-in.-wide track impacts the earth with the same pressure as a child (2.5 psi). Unit is powered by 31.5-hp Cat

Buying tips

- ▶ Gas or diesel? Diesel is more economical, but if all your other equipment is gas, it's simpler to standardize
- ▶ Decide early-on between 2-wheel and 4-wheel drive
- ▶ Be accurate, not macho, about horsepower. Too much hp wastes money, too little hurts performance
- ▶ Front wheel drive offers superior pulling than rear-wheel drive
- ▶ Be sure you need a tractor, not a specialized tool (digger, zero-turn mower, etc).
- ▶ Hydrostatic transmissions make the operator's life simpler, but add complexity to maintenance

LM Reports

Kubota Tractor

New line of T-Series turf tractors feature overhead valve gas engines. T1570 and T1670 rated 15-hp; T1770, 17-hp; T1870, 18-hp. Clutchless hydrostatic transmission and light, responsive steering make work easy. Single pedal controls speed and direction changes. Mid-mount 40-, 44- and 48-in. mower decks available.

For more information contact Kubota at 888/458-2682 or www.kubota.com / circle no. 262



Power Trac

The PT-2430 is a hydrostatic drive tractor powered by a 30-hp diesel engine and features turf-friendly 4-WD articulated steering, with all wheels rolling on the ground — not twisting or digging into turf. Its bucket loader has optional backhoe attachment. Over 40 front-mounted attachments with Quick-Attach are available and can be changed from the operator's seat.

For more information contact Power Trac at 800/843-9273 or www.power-trac.com / circle no. 263



Allmand

The new 8435 and 8435 HST four-wheel drive compact utility tractors feature 36-hp Mitsubishi S4L2 diesel engines, two power train

model options and mechanical four-wheel drive. The 8435 HST features a hydrostatic tranny with infinite speed selection, eliminating the need for a clutch. Cruise control lets operator maintain set speed for extended periods without foot-pedal pressure. Both models have a Cat-1, 3-pt. hitch system with draft control and standard rear auxiliary hydraulics. A variety of implements is available.

For more information contact Allmand at 800/562-1373 or www.allmand.com / circle no. 264

Antonio Carraro

Italian made, the TGF's 4-WD offers constant traction with 20-in. front wheels and 24-in. rear wheels, guaranteeing safety even on slopes. Streamlined, compact profile makes it easy to maneuver around trees, obstructions. Has 4-cylinder turbo direct-injection, water-cooled diesel engine. Standard with two separate hydraulic pumps. Comes with front and rear hitches.

For more information contact Antonio Carraro at 800/597-5664 or www.antoniocarraro.it / circle no. 265



John Deere

Released just this month, the 4000 Twenty series has four models equipped with a JD 2.4-liter turbo-charged engine. The eHydro electronically controlled transmission is standard on the 58-hp 4720; it's optional on the 43-hp 4120, 48-hp 4320 and 53-hp 4520, which have the standard PowrReverser tranny. All have the iMatch quick-coupler hitch system that converts a 3-pt. hitch to fixed hooks.

For more information contact John Deere at 800/537-8233 or www.johndeere.com / circle no. 266



New Holland

The 3-cylinder, 30-hp TC30 compact tractors can be customized with a choice of transmissions, 2-WD or front-wheel drive axle, and other features. A 9.6-gpm hydraulic flow provides ample power for all requirements. High-capacity live hydraulics delivering 6.1 gpm, coupled with a heavy-duty rear axle, provides a 3-pt. hitch lift of 1,635 lbs. Muffler is under hood, not in the line of sight.

For more information contact New Holland at 717/355-1121 or www.newholland.com / circle no. 267

NMC Wollard ▼

The 2-speed, 4-wheel drive Swinger Model 2000 operates in residential yards, golf courses, parks and other sensitive surfaces. Wide 31x15.5x15 tires distribute the load. Configured as a loader, it lifts to 2000 lbs. Has 17 gpm auxiliary hydraulics for brooms, mowers, log splitters and pallet fork. Powered by 65-hp Cummins diesel.

For more information contact NMC at 800/656-6867 or www.nmc-wollard.com / circle no. 268



continued on page 83

Landscape MANAGEMENT

JULY 2004

This card is void after August 15, 2004

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1. My primary business at this location is: (Fill in ONE only)

CONTRACTORS/SERVICE COMPANIES

- 255 ☐ Landscape Contractors (Installation & Maintenance)
 260 ☐ Lawn Care Service Companies & Custom Chemical Applicators (ground & air)
 285 ☐ Irrigation Contractors & Consultants
 800 ☐ Other Contractors/Service Companies (please specify) _____

LANDSCAPING/GROUNDS CARE FACILITIES

- 290 ☐ Sports Complexes 295 ☐ Parks 305 ☐ Schools, Colleges & Universities
 825 ☐ Other Grounds Care Facilities (please specify) _____

SUPPLIERS AND CONSULTANTS

- 355 ☐ Extension Agents/Consultants for Horticulture 360 ☐ Sod Growers, Turf Seed Growers & Nurseries
 365 ☐ Dealers, Distributors, Formulators & Brokers 370 ☐ Manufacturers
 850 ☐ Other (please specify) _____

2. Which of the following best describes your title? (Fill in ONE only)

- 10 ☐ **Executive/Administrator** - President, Owner, Partner, Director, General Manager, Chairman of the Board, Purchasing Agent, Director of Physical Plant
 20 ☐ **Manager/Superintendent** - Arborist, Architect, Landscape/Grounds Manager, Superintendent, Foreman, Supervisor
 30 ☐ **Government Official** - Government Commissioner, Agent, Other Government Official
 40 ☐ **Specialist** - Forester, Consultant, Agronomist, Pilot, Instructor, Researcher, Horticulturist, Certified Specialist
 50 ☐ **Other Titled and Non-Titled Personnel** (please specify) _____

3. Which of the following services does your company provide? (Fill in ALL that apply)

Maintenance/Services

- A ☐ Mowing F ☐ Turf Fertilization C ☐ Tree Care
 B ☐ Turf Insect Control D ☐ Turf Aeration L ☐ Pond/Lake Care
 J ☐ Turf Weed Control E ☐ Irrigation Services N ☐ Snow Removal
 G ☐ Turf Disease Control H ☐ Ornamental Care O ☐ Other (please specify) _____

Design/Build

- I ☐ Landscape Design M ☐ Landscape Installation P ☐ Irrigation Installation
 K ☐ Paving/Deck/Patio Installation Q ☐ Other (please specify) _____

304RS

4. Type of customer served? (Fill in ONE ONLY)

- A ☐ Commercial B ☐ Residential C ☐ Both

5. Which of the following landscape products do you purchase or specify? (Fill in ALL that apply)

- B ☐ Blowers H ☐ Herbicides Y ☐ Ornamental/Nursery Products P ☐ Tractors
 C ☐ Chain Saws I ☐ Insecticides Z ☐ Pavers/Masonry/Bricks/Rocks Q ☐ Truck Trailers/Attachments
 U ☐ Engines W ☐ Irrigation Systems (Hardscape Materials) R ☐ Trucks
 V ☐ Erosion Control X ☐ Landscape Lighting 3 ☐ Seed/Sod S ☐ Turfseed
 F ☐ Fertilizers J ☐ Line Trimmers 1 ☐ Skid Steers T ☐ Utility Vehicles
 G ☐ Fungicides K ☐ Mowers N ☐ Spreaders 2 ☐ Water Features

6. My firm's annual revenue is: (Fill in ONE only)

- F ☐ More than \$4,000,000 B ☐ \$1,500,000 - \$1,999,999 D ☐ \$500,000 - \$999,999
 G ☐ \$2,000,000 - \$4,000,000 C ☐ \$1,000,000 - \$1,499,999 E ☐ Less than \$500,000

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Save TIME and fax it: 416-620-9790

AN ADVANSTAR PUBLICATION

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101	113	125	137	149	161	173	185	197	209	221	233	245	257	269	281	293	305
102	114	126	138	150	162	174	186	198	210	222	234	246	258	270	282	294	306
103	115	127	139	151	163	175	187	199	211	223	235	247	259	271	283	295	307
104	116	128	140	152	164	176	188	200	212	224	236	248	260	272	284	296	308
105	117	129	141	153	165	177	189	201	213	225	237	249	261	273	285	297	309
106	118	130	142	154	166	178	190	202	214	226	238	250	262	274	286	298	310
107	119	131	143	155	167	179	191	203	215	227	239	251	263	275	287	299	311
108	120	132	144	156	168	180	192	204	216	228	240	252	264	276	288	300	312
109	121	133	145	157	169	181	193	205	217	229	241	253	265	277	289	301	313
110	122	134	146	158	170	182	194	206	218	230	242	254	266	278	290	302	314
111	123	135	147	159	171	183	195	207	219	231	243	255	267	279	291	303	315
112	124	136	148	160	172	184	196	208	220	232	244	256	268	280	292	304	316

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Landscape MANAGEMENT

ADVANSTAR COMMUNICATIONS INC
PO BOX 5152
BUFFALO NY 14205-9836



Landscape MANAGEMENT

JULY 2004

This card is void after August 15, 2004

I would like to receive (continue receiving)
LANDSCAPE MANAGEMENT free each month:
☐ Yes ☐ no

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365 ☐ Dealers, Distributors, Formulators & Brokers 370 ☐ Manufacturers
850 ☐ Other (please specify) _____

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20 ☐ Manager/Supervisor - Arborist, Architect, Landscape/Grounds Manager, Superintendent, Foreman, Supervisor
30 ☐ Government Official - Government Commissioner, Agent, Other Government Official
40 ☐ Specialist - Forester, Consultant, Agronomist, Pilot, Instructor, Researcher, Horticulturist, Certified Specialist
50 ☐ Other Titled and Non-Titled Personnel (please specify) _____

3. Which of the following services does your company provide? (Fill in ALL that apply)

Maintenance/Services

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B ☐ Turf Insect Control D ☐ Turf Aeration L ☐ Pond/Lake Care
J ☐ Turf Weed Control E ☐ Irrigation Services N ☐ Snow Removal
G ☐ Turf Disease Control H ☐ Ornamental Care O ☐ Other (please specify) _____

Design/Build

- I ☐ Landscape Design M ☐ Landscape Installation P ☐ Irrigation Installation
K ☐ Paving/Deck/Patio Installation Q ☐ Other (please specify) _____

304RS

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C ☐ Chain Saws I ☐ Insecticides Z ☐ Pavers/Masonry/Bricks/Rocks Q ☐ Truck Trailers/Attachments
U ☐ Engines W ☐ Irrigation Systems (Hardscape Materials) R ☐ Trucks
V ☐ Erosion Control X ☐ Landscape Lighting 3 ☐ Seed/Sod S ☐ Turfseed
F ☐ Fertilizers J ☐ Line Trimmers 1 ☐ Skid Steers T ☐ Utility Vehicles
G ☐ Fungicides K ☐ Mowers N ☐ Spreaders 2 ☐ Water Features

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G ☐ \$2,000,000 - \$4,000,000 C ☐ \$1,000,000 - \$1,499,999 E ☐ Less than \$500,000

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LM Reports

continued from page 80

Massey Ferguson

Massey introduces the GC2310 sub-compact tractor loader backhoe. It has a 22.5 hp engine, 2-range hydrostatic transmission and a Category I 3-pt. hitch. Features include: 2375 backhoe - digging depth of 6 ft., 6 in.; 2350 loader with lift capacity of 470 lbs. It can be equipped with front snow blower, rotary broom or blade — easily attached and removed with the quick hitch system. MF 2325 mid mount mower available — demonstrating a 60-in. cut.

For more information contact Massey at 800/767-3221 or www.masseyferguson.ag-cocorp.com / circle no. 269

Buhler

The B-56 is an articulating unit designed to dig and load anything a landscaper encounters. Powered by a Kubota 56-hp 4-cylinder turbo

engine, it has 0-15 mph ground speed. Offers superior fuel economy in relation to performance.

For more information contact Buhler at 888/524-1003 or www.buhler.com / circle no. 270

Toro Co.

Dingo TX 413 compact loader is an economical alternative to larger tracked compact utilities. Ideal for landscaping, deck footings, post holes, two foot trenching, grading, bucket work and a multitude of other tasks. Powered by a 13-hp Honda gas engine. With quick-attach system, attachments may be changed by turning two locking pins and connecting hydraulic lines when applicable. Hydraulics powered by a 3-pump system, providing 7 gpm at 2,650 psi.

For more information contact Toro at 800/525-0059 or www.toro.com / circle no. 271

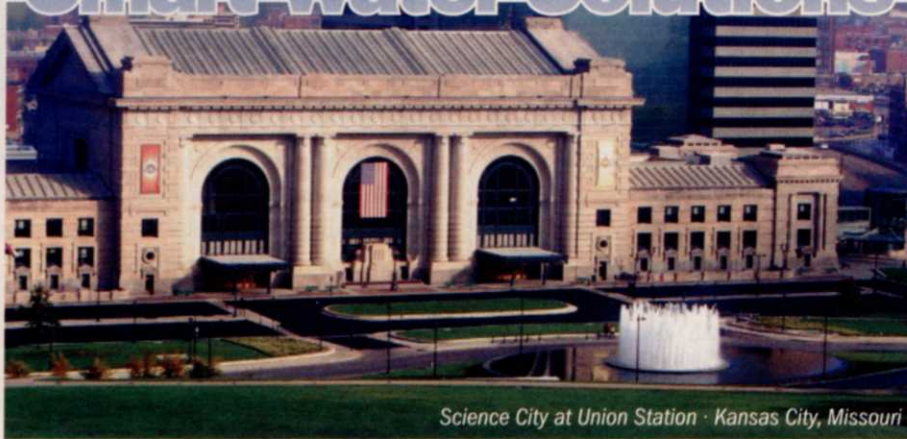


Challenger ▲

The Challenger MT200 Series compact line, from the 23.3-hp MT225 to the 44.2-hp MT295, all come with standard 4WD. The company claims that its compacts feature up to 20% more operator area than the major competitive models. All MT200 tractors feature more than 25 key features including power steering and choice of standard, shuttle and hydrostatic transmissions.

Contact Agco 770/813-9200 or www.challenger.agcocorp.com / circle no. 272

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Multnomah Bible College & Seminary

Property at a glance

Location: Portland, OR

Grounds Supervisor: Alfred McInturf

Category: School or University Grounds

Total budget: \$160,000

Year site built: 1917

Acres of turf: 22

Acres of woody ornamentals: 5

Acres of display beds: 12

Total paved area: 174,150 sq. ft.

Total man-hours/week: 400 in summer

Maintenance challenges

- ▶ New seminary building landscape
- ▶ Soccer field drainage
- ▶ Heavy turnover of student labor

Project checklist

Completed in last two years:

- ▶ Removal of parking lot — landscaped to walking garden
- ▶ Landscaping new apartments
- ▶ New grounds shop

On the job

- ▶ 2 full-time staff, 7-8 seasonal employees, 1 licensed pesticide applicator

2003 PGMS Honor Award Winner for School or University Grounds

Al McInturf remembers mowing lawns as young as 12 years old. After one particular job when he was 17, he knew that landscaping is what he wanted to do as a profession.

"I really liked the idea of making the world a better-looking place to be," McInturf says.

He's certainly made Multnomah Bible College & Seminary a better-looking place. He landed there in 1976 after a stint with the Navy during the Vietnam War, believing that he might want to teach the Bible. When his coffers ran dry, he applied for a part-time position with the grounds department. The rest is history.

His management philosophy is simple: respect other people. And try to get as much work done as possible at any given time. "Multnomah wants to be one of the best-looking small campuses in the country, and I try to abide by those wishes," he says.

A lot of new projects have kept the grounds crew busy of late, including build-



ing a new maintenance shop and installing and maintaining landscaping around the new Multnomah Biblical Seminary. A portion of the slab left over from the demolition of the old maintenance shop will be used as a patio in the landscaping of the new one. One major challenge continues to be heavy student labor turnover, which necessitates the constant re-training of new employees.

Editors' note: *Landscape Management* is the exclusive sponsor of the Green Star Professional Grounds Management Awards for outstanding management of residential, commercial and institutional landscapes. The 2004 winners will be named at the annual meeting of the Professional Grounds Management Society in November. For more information on the 2003 awards, contact PGMS at: 720 Light St. • Baltimore, MD 21230

• Phone: 410/223-2861. Web site:

www.pgms.org

PGMS Landscape
MANAGEMENT

The front entrance to the school offers visitors a pleasing display of color.



Several places on campus serve as quiet areas of retreat for students. Kwanzan cherry and Japanese styrax trees, lavender and daylilies are just some of the natural sights to behold.



Products

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Toro's new MultiPro

Toro introduces the new Multi Pro 5700-D spray system with a 35.5-hp Kubota diesel engine to muscle through spraying operations in hilly and undulating turf, even with a full tank. Featuring a 300-gal. tank and a reliable dual-diaphragm pump, the Multi Pro 5700-D spray system delivers a constant and precise rate of application regardless of speed. It comes equipped with a 3-section boom that spans 18.5 ft. for maximum productivity. The dual-diaphragm pump can be run dry without damage to the seals or pump, and the positive-displacement design produces up to 220 psi of pressure for hand-spray applications.

For more information contact Toro at 952/888-8801 or www.toro.com / circle no. 250



Fancy fountain

Otterbine Barebo is excited to introduce the Aqua Series Fractional Aerator, a cost-effective, energy-efficient, multi-purpose 1/4-hp and 1/2-hp aerator. Each unit comes with two spray patterns, the Aqua Gem and Aqua Blast. The float is designed with recessed snap-in light pockets for the easy addition of a Fountain Glo accessory light set. The Aqua Series primary feature is an industry-first air-cooled motor, which limits the hydraulic loss that's associated with water- and oil-lubricated motors, and produces increased energy efficiency and output. Other features include out-of-the-box installation, shallow operating depth (14 in. or 36 cm of water), 2-1 spray patterns and light weight.

For more information contact Otterbine Barebo at 610/965-6990 or www.otterbine.com / circle no. 251



Here's the twist

Shindaiwa's new trimmer line, Silentwist, is made from a durable, high-grade resin material and reduces high frequency noise by 10% over round, square and star-shaped lines. Also, there is decreased vibration at the trimmer head for smoother cutting, improved engine efficiency for reduced fuel consumption and emissions, increased trimmer head speed and better elongation before trimmer line fracture. It comes available in diameters of .080, .095, .105 and .130 in.

For more information contact Shindaiwa at 800/521-7733 or www.shindaiwa.com / circle no. 252

Fertilize without phosphorus

NaturaLawn of America has developed a breakthrough probiotic concentrate, NP, which eliminates the need for additional and unnecessary applications of phosphorus to lawns. This is important in many areas that have banned the use of phosphorus on lawns, declaring that even just one pound can contribute to more than 500 lbs. of algae blooms, which costs more than \$200 a pound to remove. This proprietary formulation of NP will be incorporated into fertilizers that are mandated by the states that require little or no phosphorus.

For more information contact NaturaLawn at 301/694-5440 or www.nl-amer.com / circle no. 253

Friendly injection

Wedgle Direct-Inject Tree Treatment System injects ArborSystems chemicals directly into a tree's cambial zone without drilling, so you can treat trees in the most tree-friendly way possible in five minutes or less. ArborSystems offers Direct-Inject insecticides, fungicides, PGRs and nutrients. One application of Pointer insecticide provides season-long control of many tree pests including adelgids, borers, beetles and aphids. Pointer is now labeled for forestry use, and ArborSystems' new forestry pack lets you make

1,000 injections without changing bottles.

For more information contact ArborSystems at 800/698-4641 or www.arborsystems.com / circle no. 254



New Z

Gravely introduces its new 44Z zero-turn mower featuring a 44-in. cutting width and a 17-hp Kawasaki twin engine. Additional features include a 7-gauge cutting deck with maintenance-free spindles and Hydrogear commercial pumps and wheel motors. The mower operates at a 9 mph forward speed and has a 7-gal. fuel capacity.

For more information contact Gravely at 800/472-8359 or www.gravely.com / circle no. 255



Shred it up

Little Wonder's Shredding TruckLoader cuts debris down to size. Its proprietary Talon shredding technology (five rotating spikes in

debris path) shreds debris easily. Other features include a reverse inclined impeller design for more cutting surfaces, 16-hp Briggs Vanguard engine, skid-mount and unique swing-away hitch mounts, and lowest engine loading in its class.

For more information contact Little Wonder at 877/596-6337 or www.littlewonder.com / circle no. 256

No pressure at all

Pressure-Pro's new Super Skid pressure washer models feature a horizontal design that gives a lower, space-saving profile so it can be used in environments where overhead clearance can be a problem. These units can be configured to flow up to eight gal. per minute with pressures up to 4,000 psi. The powder coated frame is constructed with an



integral, heavy duty roll cage and is outfitted with an oversized 12-gal. fuel tank.

For more information contact Pressure-Pro at 772/461-4486 / circle no. 257



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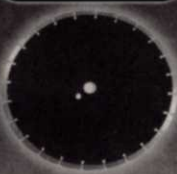
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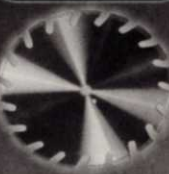
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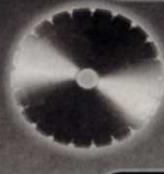
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27-28 Virginia Tech Turf & Landscape Field Days /

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27-29 Penn Allied Nursery Trade Show (PANTS) /

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www.plna.com

27-30 Turfgrass Producers International Summer

Convention & Field Days /
Manheim, PA; 800/705-9898;
www.turfgrasssod.org

28 Rutgers Turfgrass Research Field Day /

Adelphia, NJ;
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5-7 American Conifer Society Meeting /

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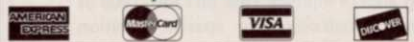
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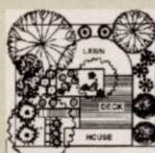
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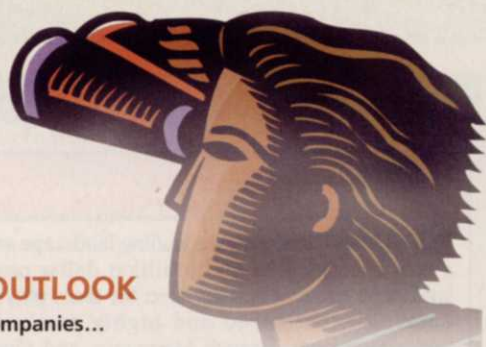
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Statistics

RESOURCES

INDUSTRY TRENDS BY THE NUMBERS



ESTIMATING LABOR RATES

The following **hourly labor rates used in estimating** are sourced from our 2003 benchmarking survey. The rates are segmented by company size. Note: Size segments include maintenance and construction segments combined. These are the rates contractors say they use in pricing jobs.

	Small size (< \$1 million)	Mid size (\$1-\$3 million)	Larger size (> \$3 million)
Low labor rate/hour	\$40	\$38	\$35
High labor rate/hour	\$51	\$48	\$43

We must note that regions further south (Southern Florida and Southern California) have rates for grounds maintenance that are as low as \$21 per hour.

SOURCE: KEHOE & CO.

BUSINESS OUTLOOK

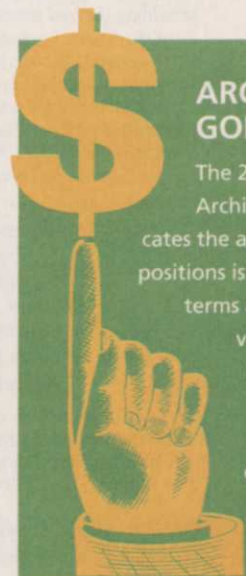
Family-owned companies...

- ▶ Nearly 35% of Fortune 500 companies are family-owned
- ▶ Family businesses account for 78% of all new job creation, 60% of the nation's employment and 50% of Gross Domestic Product (GDP)
- ▶ The average life cycle of a family business is 27 years
- ▶ Only 30% of family businesses are ever run by the children of the founders, only 13% by the grandchildren, and less than 3% by the great-grandchildren
- ▶ In the next 20 years, more family business assets will pass to the next generation than in the entire 20th century

SOURCE: THE INSTITUTE OF FAMILY-OWNED BUSINESS (WWW.USM.MAINE.EDU/IOFB/)

HOW MANY YEARS HAS YOUR ORGANIZATION BEEN IN BUSINESS?

<12%	15-2012%
1-24%	20-2510%
2-36%	>2526%
3-43%	No answer	...1%
4-56%	Percentages based on 418 responses	
5-1017%	SOURCE: LM SOI SURVEY	
10-1513%		



ARCHITECT SALARIES GOING UP, UP, UP

The 2004 American Society of Landscape Architects (ASLA) National Salary Survey indicates the average salary for landscape architecture positions is \$74,644, an increase of 23.4% in real terms as compared with the 1998 salary survey. In the 2004 survey, most respondents had 21-25 years' experience with an average salary of \$80,273. The average salary for those with 0-5 years of experience is \$41,803. Those with 36-40 years of experience earn the highest average salary at \$97,564.

DO-NOT-CALL BY THE NUMBERS

- ▶ 60 million phone numbers registered with the Federal Trade Commission's "do-not-call" registry
- ▶ 300,000 complaints filed since the law went into effect last fall
- ▶ 87% of Americans who signed up are getting fewer calls
- ▶ 61% say they're still getting telemarketing calls they believe violate the registry
- ▶ 39% of these people say they're "extremely upset" or "very upset" with the calls

SOURCE: CUSTOMER CARE ALLIANCE, A VIRGINIA-BASED CONSORTIUM OF THREE CUSTOMER RELATIONS FIRMS



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conditions, as well as intensity of the turfgrass management. Brown patch typically causes rings or patches

of blighted turfgrass that measure 5 inches to more than 10 feet in diameter. It also causes leaf spots and "smoke rings"—thin, brown borders around the diseased patches that appear most frequently in the early morning. After the leaves die in the blighted area, new leaves can emerge from the surviving crowns. On wide-bladed species, leaf lesions develop with tan centers and dark brown to black margins.

Brown patch favors high humidity as well as temperatures of over 85 degrees Fahrenheit during the day and over 60 degrees Fahrenheit at night. Brown patch can be quite active at cool temperatures on warm-season grasses in the spring and fall. It also occurs in areas that experience more than 10 hours a day of foliar wetness for several consecutive days.

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