Our tenth annual list of the biggest & best companies in the Green Industry, PLUS 10 great ones to watch.
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George Pruitt of Bio Landscape & Maintenance gets a hefty Green Fleet discount when he buys any 3 John Deere mowers, tractors or Gators at one time—then on all his John Deere purchases for a full year.

"John Deere does more work for every dollar I put into it. And with the discount they give me, my dollar buys more. This is an $11 million company. John Deere helped us get that way. We're a green fleet—period."

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BY STEPHANIE RICCA
Even a **TOUGH GUY** likes a **SMOOTH RIDE.**

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OPEI Annual Meeting
If you give employees the opportunity to steal from you, they will. That's what Frank Abagnale (he's the former con artist portrayed in the movie “Catch Me if You Can”) told leaders of the Outdoor Power Equipment Institute. Now find out how Abagnale says you can combat workplace fraud in our exclusive, Web-only coverage of OPEI's Annual Meeting.

Access Landscape Management's affiliated Web sites and sign up for e-newsletters. Featured sites:

**ATHLETIC TURF NEWS**
www.athleticturf.net This award-winning online resource for outdoor athletic field managers covers management and technical topics, maintenance tips and new products for natural and synthetic fields.

**GREEN INDUSTRY HUB**
www.greenindustryhub.com This online training site, a partnership between PLANET and Landscape Management, provides Green Industry-specific business and career development courses.

Need subject-specific info fast? Browse five years of archived technical articles on our Reference Shelf. Some recent headlines:

- Why sensors make sense
- San Antonio: Water conservation's future?
- Rain Bird opens 2006 xerigation design and installation contests
- California names IA president to chair landscape irrigation task force
- Hunter Industries launches Spanish-language Web site
- Field Report: The International Irrigation Show

In this issue and online, you'll find:

- **Industry News**
  Read the latest news affecting your business, updated frequently from our award-winning editors.

- **Industry Calendar**
  Plan your business travel for the year around this comprehensive, up-to-the-month events listing.

- **Your Business**
  All our articles on best practices, management, employee relations and other business topics are available here.

- **Reference Shelf**
  Find technical info fast in this subject-specific article archive.

- **In The Magazine**
  Browse the two recent print issues of Landscape Management.

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**Quick Link**
Throughout our issue, this box points you to more information and original content available online.
YOU WANT TORQUE? YOU GOT IT

THE NEW SRM-261T FEATURING 50% MORE TORQUE.
As an expert-level mountain bike racer, Matt Gersib understands how an intelligent, efficient use of energy can pay off for him at the finish line. For his tips on how you can reduce your overall fuel costs with a focus on mower efficiency, turn to "Beat the fuel cost blues" on page 64. This article is first in a series that continues next month.

Peter Fretty is a freelance journalist for more than 40 publications and he holds an MBA in marketing and communications. After researching his article on balancing home and work life ("Balancing act," on page 44), Fretty started implementing topics from Dr. Kathleen Hall’s book, "Alter Your Life," which he references in the article. "It is amazing to see how much more productive I have been and how refreshed I still feel at the end of the day," he says.

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Who can’t be thankful . . .?

BY RON HALL / Editor-in-Chief

We're blessed of all people. Considering the circumstances — some of our own making, some most assuredly of pure happenstance — of our just being here, who can’t marvel at such astounding good fortune? By “here” I mean in the United States of America.

Most of us live “here” by accident of birth. By choice we’re committed to a profession that adds pleasure, beauty and safety to our fellow citizens’ lives.

The July 4th parades come and go, but we should never stop working to preserve our freedoms.

The point is that we have choices. As U.S. citizens we live and work in a universe of choices limited only by our imaginations and efforts.

Not coincidentally, I write this on Monday morning, July 4, 2005, realizing that the picnic baskets may be put away and the fireworks forgotten before you receive this. It’s not difficult for me to be thankful for my freedoms on such a morning. In fact, it would be impossible not to be filled with gratitude.

I look out over a harbor filled with pleasure boats.

Wisy, milky horsetails streak the pale blue sky. An easterly breeze ripples the American flags lining the shady park adjacent to the harbor. Red, white and blue is everywhere — shirts, flags painted on young faces, silly hats, antique cars in the noisy parade.

A 300-ft. gray limestone Doric column throws its shadow across the harbor and park. This is the Perry International Peace Memorial, named in honor of 1812 naval hero Commodore Oliver Hazard Perry. The sight of this massive structure warms my heart. This national monument commemorates peace, the remarkably durable peace between the United States and Canada, the longest undefended border in the world.

People are enjoying themselves and looking forward to the evening fireworks on this incredible day. They’re as free as the wind, making decisions about what they want to do, where they want to go. Choices? Leisure? This is why the rest of the world envies us.

Later this month, maybe as you’re reading this, we’ll be in Washington DC with other Green Industry folks at the Professional Landcare Network Day on the Hill effort. We’ll participate in the Arlington National Cemetery service project and meet with U.S. lawmakers and their staffs.

If you participate in this annual event, fantastic. If you don’t, please do so next year. We have so much to be thankful for and to preserve.

Contact Ron at 440/891-2636 or e-mail rhall@questex.com.

We have so much to be thankful for and to work to preserve.
Managers have a tendency to fall prey to destructive habits that get them into trouble.

6 common career damagers

BY BRUCE WILSON

Managers and middle managers are the key drivers of most companies. The personal effectiveness of these people goes a long way in determining company success. They direct operations that create efficient service delivery, profitable jobs and satisfied long-term customers.

Their jobs are often stressful. They get caught between the demands of customers and employees. In most cases, these managers and middle managers know the right things to do to be successful. Otherwise they wouldn’t have progressed to that level in the first place. Sometimes, however, they fall prey to destructive habits that get them into trouble.

Become aware of these destructive habits. You can help yourself and your managers avoid them:

- **Doing too much yourself:** It’s easy to fall into the fire fighting mode. Too many of us find comfort in taking care of things ourselves. We feel we have to do this to get things done right and quickly. Usually, it doesn’t solve the original cause and the problem often repeats itself. The manager who doesn’t delegate to the person responsible for “fighting the fire” works his way into a spiral of more and more problems.

- **Avoiding Problems:** For whatever reason, whether they’re not sure what to do about it, don’t want to face it or are embarrassed, avoiding problems usually causes problems to become worse and spread to opening up other problems. If a problem is confronted head on and dealt with, the customer or employee is usually satisfied that it’s taken care of. When it’s not, the customer or employee becomes more frustrated and finds more problems. In other words, the little problem becomes a big problem.

- **Putting things off:** Procrastination is another way to turn a small problem into a bigger problem. Have something that should be done? Do it!

- **Not writing things down:** Front line managers are called on to respond to a ton of demands every day. It’s unreasonable to expect to remember everything. Do yourself a favor. Write things down and maintain a prioritized “to do” list. Encourage managers to do likewise. Many times customers have told me they liked my managers but became frustrated when they mentioned specific problems to them and the managers didn’t write them down and ultimately forgot about them.

- **Making excuses:** Customers just want problems solved. They don’t want to hear reasons why something isn’t done. To them these are just excuses. It’s much better to give them a plan and timetable to solve the problem and then execute it.

- **No answers:** Customers want answers. Sometimes we set things in motion to solve a problem and don’t tell the customer. The customer stewed, thinking nothing is being done. If it goes on too long or too often you risk frustrating your customers. Then you lose them.

Fixing or improving on any of these destructive habits will go a long way toward helping you and your managers improve your personal effectiveness.

—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](http://www.wilson-oyler.com).
A golf course isn't the only place for well-managed, disease-free grass. Now there's Armada™, a fungicide that protects both your customers' turf and your profit margin—at around half the price of leading fungicides. Developed exclusively for lawn care professionals, Armada combines the power of a systemic and contact fungicide for persistent control of brown patch, leaf spot, red thread and 11 other turf diseases. At a price that won't put a hole in your wallet. To learn more, call us at 1-800-331-2867 or go to BayerProCentral.com.

Unless your typical customer has an 18-hole yard.

A golf course isn't the only place for well-managed, disease-free grass. Now there's Armada™, a fungicide that protects both your customers' turf and your profit margin—at around half the price of leading fungicides. Developed exclusively for lawn care professionals, Armada combines the power of a systemic and contact fungicide for persistent control of brown patch, leaf spot, red thread and 11 other turf diseases. At a price that won't put a hole in your wallet. To learn more, call us at 1-800-331-2867 or go to BayerProCentral.com.
Sunair acquires Middleton
FORT LAUDERDALE, FL — Sunair Electronics, through its wholly owned subsidiary Sunair Southeast Pest Holdings (SPH), acquired Middleton Pest Control for $50 million in cash, a promissory note and stock. Middleton's pest control and lawn care operation extends throughout central Florida and the state's northern east coast through a network of 22 branches, serving more than 68,000 accounts. In conjunction with the acquisition, Greg Clendenin, president and CEO of Middleton, will join Sunair’s executive management team as CEO for SPH. “Our new business will serve as the platform from which we will seek to expand throughout the country,” said Sunair Chairman Richard Rochon.

PBI/Gordon en Espanol
KANSAS CITY, MO — PBI/Gordon Corp. now has new Spanish label and MSDS information for Trimec Southern broadleaf herbicide and Trimec Plus selective grass and weed herbicide available online. The company has Spanish information for seven of its most popular products online and will add more.

Hoopes goes solo
COLUMBUS, OH — Bill Hoopes, Scotts LawnService director of training, retires from Scotts effective July 29. He tells Landscape Management that he is looking forward to running his own training consulting business, Bill Hoopes Grass Roots Training. He will provide basic lawn care and leadership training. Hoopes’ career included positions with Barefoot Grass and Scotts, and past presidency of the Professional Lawn Care Association of America. For more information, e-mail hoopes@columbus.rr.com.

Kennedy gravesite beautified
ARLINGTON, VA — Tens of thousands of visitors to Arlington National Cemetery will see a more attractive landscape at the gravesite of President John F. Kennedy this year. The improvements took place through the initiative of Project Evergreen. Green Industry companies donated products, and students at the University of Maryland gave time and labor to the effort.

Project Evergreen represents every facet of the professional Green Industry and launched a national media campaign in 2004 to inform U.S. consumers of the positive effects of well-maintained green spaces. It took on the Kennedy gravesite project as a public service. The project involved restoring the ground around the gravesite and installing an irrigation system and new sod at the gravesite and neighboring hill.

“This type of restoration is exactly what Project Evergreen encourages,” said Phil Fogarty, co-chair of the Project Evergreen board of directors.

The event was sponsored by major Green Industry associations and supported by Hunter Industries, John Deere Landscapes, Central Sod Farms of Maryland and The Brickman Group.

College students: The Brickman Group, Hunter Industries, John Deere Landscapes and Central Sod Farms of Maryland helped.
PETE VAUGHN USES QUALITY TOOLS TO DO HIS WORK,

SO WHY IS HE FILLING IN TIMECARDS BY HAND...

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<th>WEEKLY TIMECARD</th>
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<tr>
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<td>Tues. 7:30 AM - 4:30 PM VISTA 9</td>
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<td>Thurs. 7:30 AM - 4:30 PM VISTA 8</td>
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<td>Fri. 7:30 AM - 4:30 PM VISTA 9</td>
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WHEN THE JOBCLOCK TRACKS HIS TIME AND COST CODES WITH DEAD-ON ACCURACY?

Pete Vaughn

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Employee total 38:53 hours

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Circle 112

EXAKTIME INNOVATION AT WORK
Colleagues fete Ariens at OPEI event

BY RON HALL / Editor-in-Chief

KEY BISCAYNE, FL — The face of Michael Ariens lit up in genuine surprise as sons, daughters and grandchildren (almost two dozen family members from across the United States) streamed into the ballroom of the Ritz-Carlton here June 24.

The Chairman's Dinner at the Ritz-Carlton turned into a tribute to Ariens, who served 23 years on its board.

David Zerfoss, outgoing board president, called Ariens "a true pathfinder." He joined other industry executives, in some cases competitors, in showering Ariens and wife Mimi with wishes for a long and happy retirement. The highlight of the tribute, apart from OPEI colleagues who vied to shake Ariens' hand or wish him well, was a 10-minute video presentation with highlights of his career on a huge screen.

Ariens joined the family business, the Ariens Company, in 1959 after a stint in the military and earning a degree at MIT and an MBA at Indiana University. He became company president in 1969. In 1998 son Dan Ariens succeeded him as president of the company, but Michael remained active serving as chairman.

The Ariens Company was founded Henry Ariens, Mike's grandfather, in 1933.

PLANET Symposium

CHICAGO — It's almost August and your managers need re-energizing. They survived the spring rush (somehow) but now they're looking ahead to the busy fall season.

Get them to PLANET's Specialty Symposium at the Westin O'Hare Airport here Aug. 12-14.

Jim Paluch and Bob Coulter from JP Horizons, Inc. will guide them through the seven steps of "Developing Your Human Capital," as outlined in the most recent PLANET Crystal Ball Report. In addition, the event features three breakout sessions where attendees will be paired with others from their specialty groups to develop a customized plan of action to implement when they leave the program.

If you arrive before 2 p.m. on Friday, Aug. 12, join other participants visiting Chicago's incredible Millennium Park. Take the city's
HERNDON, VA — The American Nursery and Landscape Association (ANLA) and the Professional Landcare Network (PLANET) are evaluating a possible merger. This announcement follows seven months of discussions and exploration by a joint task force of volunteer leaders from both organizations. In 2004, PLANET was formed when the Associated Landscape Contractors of America (ALCA) and the Professional Lawn Care Association of America (PLCAA) merged.

“When PLANET was formed, our leadership hoped that it would be the first step in a process to expand the scope and capabilities of a single, larger national association for the industry,” explains PLANET President Dan Foley.

The merge would yield a national association with annual revenues of more than $9 million and a staff of 48, a resource base that is larger than about 75 percent of all trade associations in the United States. The combined membership of the two organizations would exceed 6,000.

For more information contact PLANET’s Sherry MacDonald at 800/395-2522 or sherrymacdonald@landcarenetwork.org.
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Circle 114
To mark our 10th year of listing the industry’s greatest companies, Landscape Management is bringing you the LM 110 — our annual branded LM 100 listing plus 10. Check out how the top 100 sales leaders break down their businesses. Then read about 10 great smaller companies. Tell us about your "great" company, too, even if it isn't a revenue giant.

Big 100 Companies  

p24

10 Great Companies  

p28
This year instead of limiting our list to 50, we’re giving you the top 100 Green Industry companies by revenue. We spent weeks compiling this list. Some larger companies that should be included declined to share their revenues. That’s fine. Hopefully next year they will.

The Big 100 companies listed on these charts are there for a reason: They offer the level of service and customer care that results in growth. They pay attention to the changing marketplace, taking advantage of growth opportunities at every turn.

And for every $15-million-plus company out there, the industry has many million- (or less!) dollar ones that place the same importance on quality service, great client relationships and innovative marketing.

Starting on page 28 we profile 10 in this category that we (and more importantly, their customers) consider great.

So check it out. Next year it could be your company listed here.

If you’ve got a compelling story to tell about your company, be it large or small, let us know.

E-mail Stephanie Ricca at sricca@questex.com.

### LEGEND

- **DB / DBI**: Design/build; Design/build/install
- **FA**: Fertilizer applications
- **IR**: Irrigation
- **MN**: Maintenance
- **SR**: Snow removal
- **OTHER**: May include arbor care, shrub maintenance, retail/wholesale, hanging holiday lights, compost/mulch, reclamation
- *Estimate
- *All commercial

### BIG 100 COMPANIES

<table>
<thead>
<tr>
<th>Company</th>
<th>Headquarters</th>
<th>Services</th>
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<tbody>
<tr>
<td>1 The TruGreen Cos.</td>
<td>Memphis, TN</td>
<td>MN 10%, LC 60%, Other 30%</td>
</tr>
<tr>
<td>2 ValleyCrest Cos.</td>
<td>Calabasas, CA</td>
<td>no reply</td>
</tr>
<tr>
<td>3 The Brickman Group, Ltd.</td>
<td>Langhorne, PA</td>
<td>no reply</td>
</tr>
<tr>
<td>4 The Davey Tree Expert Co.</td>
<td>Kent, OH</td>
<td>not available</td>
</tr>
<tr>
<td>5 American Civil Constructors</td>
<td>Littleton, CO</td>
<td>MN 12%, DBI 10%, IR 3%, SR 1%, Other 74%</td>
</tr>
<tr>
<td>6 Scotts LawnService</td>
<td>Maysville, OH</td>
<td>FA 99%, 1%</td>
</tr>
<tr>
<td>7 Gothic Landscape</td>
<td>Valencia, CA</td>
<td>MN 10%, DBI 90%</td>
</tr>
<tr>
<td>8 Weed Man</td>
<td>Mississauga, ON, Canada</td>
<td>FA 90%, Other 10%</td>
</tr>
<tr>
<td>9 Lawn Doctor, Inc.</td>
<td>Holdmold, NJ</td>
<td>FA 90%, Other 10%</td>
</tr>
<tr>
<td>10 OneSource Landscape &amp; Golf Svc's</td>
<td>Tampa, FL</td>
<td>MN 87%, DB 2%, IR 6%, SR 1%, Other 4%</td>
</tr>
<tr>
<td>11 Vila and Son Landscaping</td>
<td>Miami, FL</td>
<td>MN 13%, DB 2%, Bid Build 56%, IR 17%, Other 12%</td>
</tr>
<tr>
<td>12 Landscape Concepts</td>
<td>Grayslake, IL</td>
<td>MN 35%, DBI 54%, IR 3%, SR 8%</td>
</tr>
<tr>
<td>13 Chapel Valley Landscape</td>
<td>Woodbine, MD</td>
<td>MN 40%, DB 45%, IR 10%, SR 5%</td>
</tr>
<tr>
<td>14 American Landscape Cos.</td>
<td>Canoga Park, CA</td>
<td>MN 30%, DB 40%, IR 20%, Other 10%</td>
</tr>
<tr>
<td>15 Grounds Control</td>
<td>Phoenix, AZ</td>
<td>MN 45%, DBI 35%, IR 15%, FA 5%</td>
</tr>
<tr>
<td>16 The Bruce Co. of Wisconsin</td>
<td>Middleton, WI</td>
<td>MN 21%, DB 40%, IR 2%, SR 4%, Other 33%</td>
</tr>
<tr>
<td>17 Acres Group</td>
<td>Wauconda, IL</td>
<td>MN 49%, DBI 26%, SR 25%</td>
</tr>
<tr>
<td>18 Jensen Corp.</td>
<td>Cupertino, CA</td>
<td>MN 30%, Construction 70%</td>
</tr>
<tr>
<td>19 Oak Leaf</td>
<td>Anaheim, CA</td>
<td>MN 2%, IR 28%, Other 70%</td>
</tr>
<tr>
<td>20 The Groundskeeper</td>
<td>Tucson, AZ</td>
<td>MN 55%, Other 45%</td>
</tr>
<tr>
<td>21 Lipinski Landscape &amp; Irrigation</td>
<td>Marlton, NJ</td>
<td>MN 21%, DBI 38%, IR 4%, SR 37%</td>
</tr>
<tr>
<td>22 Toll Landscape</td>
<td>Lambertville, NJ</td>
<td>MN 19%, DB 90%</td>
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<tr>
<td>23 Cagwin &amp; Dorward</td>
<td>Novato, CA</td>
<td>MN 49%, DBI 24%, IR 12%, Other 15%</td>
</tr>
<tr>
<td>24 Nanak’s Landscaping</td>
<td>Orlando, FL</td>
<td>MN 100%</td>
</tr>
<tr>
<td>25 Autumn Landscaping</td>
<td>Englewood, CO</td>
<td>MN 5%, DB 35%, SR 10%, Other 50%</td>
</tr>
<tr>
<td>26 CoCal Landscape Contractor</td>
<td>Denver, CO</td>
<td>MN 29%, DB 1%, IR 4%, SR 8%, Other 58%</td>
</tr>
<tr>
<td>27 Mariani Landscape</td>
<td>Lake Bluff, IL</td>
<td>MN 54%, DB 45%, SR 1%</td>
</tr>
<tr>
<td>28 AAA Landscape</td>
<td>Phoenix, AZ</td>
<td>MN 50%, Other 50%</td>
</tr>
<tr>
<td>29 The Chalet Landscape Div.</td>
<td>Wilmette, IL</td>
<td>MN 15%, DB 45%, IR 3%, FA 2%, Other 35%</td>
</tr>
<tr>
<td>30 Tropics North</td>
<td>Miami, FL</td>
<td>MN 55%, DBI 5%, IR 5%, Other 35%</td>
</tr>
<tr>
<td>31 Clintar Groundskeeping Svcs</td>
<td>Toronto, ON, Canada</td>
<td>MN 35%, DB 8%, IR 5%, SR 50%, FA 2%</td>
</tr>
<tr>
<td>32 Spring-Green Lawn Care</td>
<td>Plainfield, IL</td>
<td>FA 85%, Other 15%</td>
</tr>
<tr>
<td>33 Scott Byron &amp; Co.</td>
<td>Lake Bluff, IL</td>
<td>MN 30%, DBI 70%</td>
</tr>
<tr>
<td>34 The Greenery</td>
<td>Hilton Head, SC</td>
<td>MN 54%, DB 33%, IR 5%, Other 8%</td>
</tr>
<tr>
<td>35 Control Environmental</td>
<td>Secaucus, NJ</td>
<td>MN 70%, DB 20%, IR 1%, SR 9%</td>
</tr>
<tr>
<td>36 NaturalLawn of America</td>
<td>Frederik, MD</td>
<td>FA 90%, Other 10%</td>
</tr>
<tr>
<td>37 Urban Farmer</td>
<td>Thornton, CO</td>
<td>MN 22%, DBI 71%, SR 5%, Other 2%</td>
</tr>
<tr>
<td>38 LMI Landscapes</td>
<td>Carrolton, TX</td>
<td>MN 35%, DBI 40%, IR 25%</td>
</tr>
<tr>
<td>39 Groundmasters</td>
<td>Cincinnati, OH</td>
<td>MN 60%, DB 15%, IR 4%, SR 15%, FA 6%</td>
</tr>
<tr>
<td>40 Grover Landscape Services</td>
<td>Modesto, CA</td>
<td>MN 20%, DB 24%, Other 56%</td>
</tr>
<tr>
<td>41 WH Canon</td>
<td>Romulus, MI</td>
<td>MN 20%, IR 5%, SR 4%, Other 71%</td>
</tr>
<tr>
<td>42 Great Oaks</td>
<td>Novi, MI</td>
<td>MN 14%, DB 75, IR 5%, SR 5%, FA 1%</td>
</tr>
<tr>
<td>43 Odyssey</td>
<td>Stockton, CA</td>
<td>MN 10%, DBI 38%, IR 20%, Other 32%</td>
</tr>
<tr>
<td>44 Realty Landscaping</td>
<td>Newton, PA</td>
<td>MN 25%, DB 64%, IR 7%, SR 4%</td>
</tr>
<tr>
<td>45 McFall &amp; Berry</td>
<td>McLean, VA</td>
<td>MN 71%, DBI 21%, SR 8%</td>
</tr>
<tr>
<td>46 RH Dupper Landscaping</td>
<td>Tempe, AZ</td>
<td>Other (bid build landscape / irrig.) 100%</td>
</tr>
<tr>
<td>47 Benchmark Landscape</td>
<td>Poway, CA</td>
<td>MN 30%, Other 70%</td>
</tr>
<tr>
<td>48 Complete Landscaping</td>
<td>Bowie, MD</td>
<td>MN 56%, DB 2%, IR 10%, SR 5%, FA 2%, Other 25%</td>
</tr>
<tr>
<td>49 Maldono Nursery &amp; Landscape</td>
<td>San Antonio, TX</td>
<td>MN 20%, DB 2%, IR 23%, FA 2%, Other 53%</td>
</tr>
<tr>
<td>50 Western DuPage Landscape</td>
<td>Naperville, IL</td>
<td>MN 23%, DB 71%, SR 6%</td>
</tr>
</tbody>
</table>

**T**
<table>
<thead>
<tr>
<th>Branches &amp; Franchises</th>
<th>Employees (full time / part time)</th>
<th>Revenues (in millions)</th>
<th>Principal</th>
<th>Web site / E-mail</th>
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</thead>
<tbody>
<tr>
<td>252</td>
<td>12,000 FT / 1200 PT</td>
<td>$1.03 billion</td>
<td>Dennis R. Sutton, Pres/COO</td>
<td><a href="http://www.trugreen.com">www.trugreen.com</a></td>
</tr>
<tr>
<td>75*</td>
<td>8,000 FT</td>
<td>675</td>
<td>Burton S. Sperber, Founder/CEO</td>
<td><a href="http://www.valleycrest.com">www.valleycrest.com</a></td>
</tr>
<tr>
<td>122</td>
<td>1500 FT / 5000 PT</td>
<td>420</td>
<td>Scott W. Brickman, Pres/CEO</td>
<td><a href="http://www.brickmangroup.com">www.brickmangroup.com</a></td>
</tr>
<tr>
<td>70+</td>
<td>5200 FT / 5800 PT</td>
<td>415</td>
<td>E. Douglas Cowan, Chairman/CEO</td>
<td><a href="http://www.dwey.com">www.dwey.com</a></td>
</tr>
<tr>
<td>no reply</td>
<td>800 FT / 300 PT</td>
<td>200</td>
<td>Chris Graeber, VP/COO</td>
<td><a href="http://www.acconstructors.com">www.acconstructors.com</a></td>
</tr>
<tr>
<td>140</td>
<td>1400 FT / 200 PT</td>
<td>185</td>
<td>Tim Portland, Pres.</td>
<td><a href="http://www.osu.scottlawnservice.com">www.osu.scottlawnservice.com</a></td>
</tr>
<tr>
<td>8</td>
<td>1,600 FT</td>
<td>125</td>
<td>Michael C. Georgio, CEO</td>
<td><a href="http://www.gothiclandscape.com">www.gothiclandscape.com</a></td>
</tr>
<tr>
<td>214</td>
<td>750 FT / 2500 PT</td>
<td>105 Canadian$</td>
<td>Michael Kernaghan, COO</td>
<td><a href="http://www.wedd-man.com">www.wedd-man.com</a></td>
</tr>
<tr>
<td>470</td>
<td>500 FT / 1800 PT</td>
<td>85</td>
<td>Russell J. Frith, Pres/CEO</td>
<td><a href="http://www.lawndoctor.com">www.lawndoctor.com</a></td>
</tr>
<tr>
<td>15</td>
<td>1200 FT / 1400 PT</td>
<td>78</td>
<td>William LeBaron, Mng Dir</td>
<td><a href="http://www.onesourelandscapeandgolf.com">www.onesourelandscapeandgolf.com</a></td>
</tr>
<tr>
<td>3</td>
<td>660</td>
<td>58.4</td>
<td>Juan Carlos Vila, Pres/CEO</td>
<td><a href="http://www.vila-n-son.com">www.vila-n-son.com</a></td>
</tr>
<tr>
<td>6</td>
<td>140 FT / 475 PT</td>
<td>48</td>
<td>Mike Kerton, Pete DeVore, Owners</td>
<td><a href="http://www.landscapconcepts.com">www.landscapconcepts.com</a></td>
</tr>
<tr>
<td>3</td>
<td>300 FT / 450 PT</td>
<td>45</td>
<td>J. Landon Reeve, CEO</td>
<td><a href="http://www.chapelvalley.com">www.chapelvalley.com</a></td>
</tr>
<tr>
<td>8</td>
<td>758 FT</td>
<td>45</td>
<td>Mickey Strauss, Pres</td>
<td><a href="http://www.americanlandscape.com">www.americanlandscape.com</a></td>
</tr>
<tr>
<td>6</td>
<td>632 FT / 37 PT</td>
<td>38</td>
<td>Dale Micetic, Pres</td>
<td><a href="http://www.sanitorsinc.com">www.sanitorsinc.com</a></td>
</tr>
<tr>
<td>2</td>
<td>200 FT / 425 PT</td>
<td>38</td>
<td>Bliss C. Nicholson, Pres</td>
<td><a href="http://www.brucoco.com">www.brucoco.com</a></td>
</tr>
<tr>
<td>4</td>
<td>100 FT / 600 PT</td>
<td>37.2</td>
<td>Shenn Fields, VP</td>
<td><a href="http://www.acresgroup.com">www.acresgroup.com</a></td>
</tr>
<tr>
<td>4</td>
<td>270 FT</td>
<td>37</td>
<td>John Vly, Pres/CEO</td>
<td><a href="http://www.jensncorp.com">www.jensncorp.com</a></td>
</tr>
<tr>
<td>1</td>
<td>400 FT</td>
<td>33</td>
<td>Tom Eckles, VP</td>
<td><a href="http://www.oakleaflandscape.com">www.oakleaflandscape.com</a></td>
</tr>
<tr>
<td>7</td>
<td>611</td>
<td>32</td>
<td>Aril Hridhath, CEO</td>
<td><a href="http://www.grasskeeper.com">www.grasskeeper.com</a></td>
</tr>
<tr>
<td>0</td>
<td>75 FT / 160 PT</td>
<td>31.1</td>
<td>Robert A. Lipinski, Chairman</td>
<td><a href="http://www.lipinskiand.com">www.lipinskiand.com</a></td>
</tr>
<tr>
<td>11</td>
<td>65 FT / 200 PT</td>
<td>30</td>
<td>Mark C. Culichia, Dir</td>
<td>michiulbrothersinc.com</td>
</tr>
<tr>
<td>14</td>
<td>325 FT / 25 PT</td>
<td>29</td>
<td>Wayne Richards, VP/COO</td>
<td><a href="http://www.cagwin.com">www.cagwin.com</a></td>
</tr>
<tr>
<td>3</td>
<td>550 FT</td>
<td>28.5</td>
<td>Sampuran Khalsa</td>
<td><a href="http://www.nanaks.com">www.nanaks.com</a></td>
</tr>
<tr>
<td>1</td>
<td>200 FT / 250 PT</td>
<td>28</td>
<td>Marc Robinson, Owner</td>
<td><a href="mailto:autumnnk@earthlink.net">autumnnk@earthlink.net</a></td>
</tr>
<tr>
<td>3</td>
<td>275 FT / 250 PT</td>
<td>28</td>
<td>Jesus &quot;Chuy&quot; Medrano and Tom Fochtman</td>
<td><a href="http://www.rocal.com">www.rocal.com</a></td>
</tr>
<tr>
<td>1</td>
<td>80 FT / 300 PT</td>
<td>26</td>
<td>Frank Marians, Owner/CEO</td>
<td><a href="http://www.marianilandscape.com">www.marianilandscape.com</a></td>
</tr>
<tr>
<td>2</td>
<td>450 FT</td>
<td>25.5</td>
<td>Richard Underwood, St. VP</td>
<td><a href="http://www.aaalandscape.com">www.aaalandscape.com</a></td>
</tr>
<tr>
<td>2</td>
<td>85 FT / 300 PT</td>
<td>25.5</td>
<td>Kevin Marko, Div Mgr</td>
<td><a href="http://www.chaletlandscape.com">www.chaletlandscape.com</a></td>
</tr>
<tr>
<td>5</td>
<td>300 FT</td>
<td>25</td>
<td>Charles L. Gonailet, Pres</td>
<td><a href="http://www.tropicsnorthinc.com">www.tropicsnorthinc.com</a></td>
</tr>
<tr>
<td>106</td>
<td>140 FT / 220 PT</td>
<td>23.5</td>
<td>Tom Hofer, Pres</td>
<td><a href="http://www.spring-green.com">www.spring-green.com</a></td>
</tr>
<tr>
<td>0</td>
<td>80 FT / 200 PT</td>
<td>23</td>
<td>Scott Byron, Owner</td>
<td><a href="http://www.scottbyron.com">www.scottbyron.com</a></td>
</tr>
<tr>
<td>3</td>
<td>360 FT / 20 PT</td>
<td>23</td>
<td>B. W. Edwards, Pres</td>
<td><a href="http://www.thegreenery.com">www.thegreenery.com</a></td>
</tr>
<tr>
<td>14</td>
<td>60 FT / 600 PT</td>
<td>23</td>
<td>Michael D. Stewart, Pres</td>
<td>no reply</td>
</tr>
<tr>
<td>69</td>
<td>no reply</td>
<td>23</td>
<td>Philip E. Catan, President</td>
<td><a href="http://www.ri-amer.com">www.ri-amer.com</a></td>
</tr>
<tr>
<td>1</td>
<td>175 FT / 350 PT</td>
<td>22.8</td>
<td>Frank Moyer, Bus Dev Dir</td>
<td><a href="http://www.urbanfarmerinc.com">www.urbanfarmerinc.com</a></td>
</tr>
<tr>
<td>3</td>
<td>250 FT / 50 PT</td>
<td>22</td>
<td>Jody M. O'Donnell, Pres/CEO</td>
<td><a href="http://www.ilmilandscape.com">www.ilmilandscape.com</a></td>
</tr>
<tr>
<td>7</td>
<td>175 FT / 180 PT</td>
<td>22</td>
<td>Michael G. Rorie, Pres</td>
<td><a href="http://www.groundmasters.com">www.groundmasters.com</a></td>
</tr>
<tr>
<td>4</td>
<td>145 FT / 20 PT</td>
<td>20.4</td>
<td>Mark Groover, Pres</td>
<td><a href="mailto:groverlinc@juno.com">groverlinc@juno.com</a></td>
</tr>
<tr>
<td>0</td>
<td>45 FT / 180 PT</td>
<td>20</td>
<td>William H. Canon, Pres</td>
<td><a href="http://www.whcanon.com">www.whcanon.com</a></td>
</tr>
<tr>
<td>1</td>
<td>50 FT / 200 PT</td>
<td>20</td>
<td>Ronald Tucker, CFO</td>
<td><a href="http://www.greatoaklandscape.com">www.greatoaklandscape.com</a></td>
</tr>
<tr>
<td>1</td>
<td>240 FT / 280 PT</td>
<td>20</td>
<td>Frank Adams, Pres</td>
<td><a href="http://www.odysseylandscape.com">www.odysseylandscape.com</a></td>
</tr>
<tr>
<td>4</td>
<td>68 FT / 200 PT</td>
<td>19.8</td>
<td>Manu J. Stoddard, Mktg Dir</td>
<td><a href="http://www.realtylandscape.com">www.realtylandscape.com</a></td>
</tr>
<tr>
<td>4</td>
<td>150 FT / 260 PT</td>
<td>19.2</td>
<td>Mark D. McFall, Pres</td>
<td><a href="http://www.mcfallandberry.com">www.mcfallandberry.com</a></td>
</tr>
<tr>
<td>1</td>
<td>135 FT / 180 PT</td>
<td>19</td>
<td>Russ H. Dupper, Pres</td>
<td><a href="mailto:rdupper@rdupper.com">rdupper@rdupper.com</a></td>
</tr>
<tr>
<td>1</td>
<td>300 FT</td>
<td>18.6</td>
<td>Craig Mohns, VP</td>
<td><a href="http://www.benchmarklandscape.com">www.benchmarklandscape.com</a></td>
</tr>
<tr>
<td>1</td>
<td>125 FT / 430 PT</td>
<td>18</td>
<td>Sue Zwolinkis, Bus Dev</td>
<td><a href="http://www.completelandscapingservice.com">www.completelandscapingservice.com</a></td>
</tr>
<tr>
<td>1</td>
<td>165 FT / 110 PT</td>
<td>17.2</td>
<td>C. Brent Mayberry, VP</td>
<td><a href="http://www.mnlsai.com">www.mnlsai.com</a></td>
</tr>
<tr>
<td>1</td>
<td>32 FT / 140 PT</td>
<td>17</td>
<td>Steve Brodt, Pres</td>
<td><a href="http://www.udininc.com">www.udininc.com</a></td>
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<tr>
<td>Company</td>
<td>Headquarters</td>
<td>Services</td>
<td>Branches &amp; Franchises</td>
<td>Employees (full time / part time)</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>----------------</td>
<td>---------------------------------</td>
<td>------------------------</td>
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<tr>
<td>The Highridge Corp.</td>
<td>Issaquah, WA</td>
<td>MN 22%, DB 65%, IR 13%</td>
<td>1</td>
<td>183 FT / 67 PT</td>
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<tr>
<td>Clarence Davids &amp; Co.</td>
<td>Chicago, IL</td>
<td>MN 39%, DB 50%, SR 6%, FA 5%</td>
<td>2</td>
<td>75 FT / 200 PT</td>
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<tr>
<td>Northwestern Landscape</td>
<td>Payallup, WA</td>
<td>LC 65%, DB 35%</td>
<td>3</td>
<td>175 FT / 270 PT</td>
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<tr>
<td>DuBrow's Nurseries</td>
<td>Livingston, NJ</td>
<td>MN 55%, DB 29%, SR 23.5%, Other 12.5%</td>
<td>5</td>
<td>75 FT / 185 PT</td>
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<tr>
<td>Gachina Landscape</td>
<td>Menlo Park, CA</td>
<td>MN 60%, IR 10%, Other 30%</td>
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<td>240 FT</td>
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<tr>
<td>New Garden Landscape &amp; Nursery</td>
<td>Greensboro, NC</td>
<td>MN 30%, DB 28%, IR 6.5%, SR 5%, Other 36%</td>
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<td>138 FT / 75 PT</td>
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<tr>
<td>Dora Landscaping</td>
<td>Apopka, FL</td>
<td>MN 70%, IR 20%, Other 10%</td>
<td>1</td>
<td>110 FT</td>
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<tr>
<td>HighGrove Partners</td>
<td>Smyrna, GA</td>
<td>MN 75%, DB 20%, Other 5%</td>
<td>2</td>
<td>140 FT / 30 PT</td>
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<tr>
<td>Sebret Landscape</td>
<td>Upper Marlboro, MD</td>
<td>MN 10%, DB 90%</td>
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<td>150 FT / 10 PT</td>
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<tr>
<td>Mariposa Horticultural Enterprises</td>
<td>Bristell, FL</td>
<td>MN 66%, DB 34%</td>
<td>2</td>
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<tr>
<td>Outside Unlimited</td>
<td>Irwindale, CA</td>
<td>MN 70%, DB 25%, Other 5%</td>
<td>3</td>
<td>350 FT</td>
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<tr>
<td>Ecoscape Solutions</td>
<td>Charlotte, NC</td>
<td>MN 70%, IR 20%, Other 10%</td>
<td>2</td>
<td>150 FT / 50 PT</td>
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<tr>
<td>ProGrass</td>
<td>Wilsonville, OR</td>
<td>MN 41%, DB 29%, FA 30%</td>
<td>5</td>
<td>225 FT / 75 PT</td>
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<tr>
<td>Senske Lawn &amp; Tree Care</td>
<td>Kennewick, WA</td>
<td>MN 22%, DB 1%, IR 4%, SR 4%, FA 63%, Other 6%</td>
<td>6</td>
<td>140 FT / 220 PT</td>
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<tr>
<td>Lied's Nursery</td>
<td>Sussex, WI</td>
<td>MN 25%, DB 62%, SR 3%, Other 10%</td>
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<tr>
<td>Stiles Landscape</td>
<td>Fort Lauderdale, FL</td>
<td>MN 70%, FA 10%, Other 20%</td>
<td>3</td>
<td>185 FT / 40 PT</td>
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<tr>
<td>Swingle</td>
<td>Denver, CO</td>
<td>MN 4%, IR 5%, FA 12%, Other 79%</td>
<td>0</td>
<td>150 FT / 200 PT</td>
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<tr>
<td>Mainscape</td>
<td>Fishers, IN</td>
<td>MN 55%, DB 17%, IR 3%, SR 19%, FA 6%</td>
<td>3</td>
<td>79 FT / 100 PT</td>
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<td>Naturescapes</td>
<td>Greeley, CO</td>
<td>MN 8%, DB 50%, IR 10%, SR 1%, Other 31%</td>
<td>1</td>
<td>50 FT / 180 PT</td>
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<tr>
<td>Phillips Environmental Services</td>
<td>Clearwater, FL</td>
<td>MN 40%, DB 40%</td>
<td>4</td>
<td>155 FT</td>
</tr>
<tr>
<td>Arazoza Brothers</td>
<td>Homestead, FL</td>
<td>IR 10%. Install. 90%</td>
<td>0</td>
<td>101 FT</td>
</tr>
<tr>
<td>BIO Landscape</td>
<td>Houston, TX</td>
<td>MN 52%, DB 38%, IR 18%, FA 2%</td>
<td>1</td>
<td>110 FT / 171 PT</td>
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<tr>
<td>Ocean Woods</td>
<td>Hilton Head Island, SC</td>
<td>MN 56%, DB 41%, IR 3%</td>
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<td>180 FT / 20 PT</td>
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<tr>
<td>Visionscapes</td>
<td>Tucker, GA</td>
<td>MN 15%, DB 85%</td>
<td>2</td>
<td>75 FT / 125 PT</td>
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<tr>
<td>Gibbs</td>
<td>Smyrna, GA</td>
<td>MN 75%, DB 2%</td>
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<td>200 FT / 220 PT</td>
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<tr>
<td>ILT Vignocchi</td>
<td>Wauconda, IL</td>
<td>MN 22%, DB 55%, IR 4%, SR 7%, Other 11%</td>
<td>0</td>
<td>33 FT / 150 PT</td>
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<tr>
<td>Heads Up</td>
<td>Albuquerque, NM</td>
<td>MN 25%, DB 75%</td>
<td>1</td>
<td>120 FT / 200 PT</td>
</tr>
<tr>
<td>James Martin Associates</td>
<td>Vernon Hills, IL</td>
<td>MN 39%, DB 45%, IR 5%, SR 8%, FA 3%</td>
<td>1</td>
<td>70 FT / 65 PT</td>
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<tr>
<td>Artieka</td>
<td>Shakopee, MN</td>
<td>MN 10%, DB 10%, IR 15%, SR 3%, Other 60%</td>
<td>1</td>
<td>25 FT / 100 PT</td>
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<td>James River Grounds Mgmt</td>
<td>Glen Allen, VA</td>
<td>MN 70%, DB 20%, IR 1%, FA 5%</td>
<td>3</td>
<td>65 FT / 120 PT</td>
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<td>Yardmaster</td>
<td>Painesville, OH</td>
<td>MN 60%, DB 30%, SR 10%</td>
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<td>Vienna, VA</td>
<td>MN 40%, DB 45%, IR 3%, SR 2%, FA 9%, Other 1%</td>
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<td>120 FT / 50 T</td>
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<td>Precision Landscape</td>
<td>Dallas, TX</td>
<td>MN 100%</td>
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<td>Frank &amp; Grossman</td>
<td>San Francisco, CA</td>
<td>MN 20%, DB 20%, IR 40%, Other20%</td>
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<td>San Rafael, CA</td>
<td>MN 66%, DB 30%, IR 4%</td>
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<tr>
<td>GreenScapes</td>
<td>Columbus, OH</td>
<td>MN 1%, DB 99%</td>
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<td>Lambert Landscape</td>
<td>Dallas, TX</td>
<td>MN 30%, DB 55%, Other 15%</td>
<td>0</td>
<td>85 FT / 5 PT</td>
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<td>Stephen Hillenmeyer</td>
<td>Lexington, KY</td>
<td>MN 50%, DB 26%, SR 3%, FA 13%, Other 8%</td>
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<td>MN 65%, DB 34%, IR 1%</td>
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<td>KCS</td>
<td>Falls Church, VA</td>
<td>MN 48%, DB 29%, IR 3%, SR 2%, Other 18%</td>
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<td>16 FT / 76 PT</td>
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<td>Fremont, CA</td>
<td>MN 41%, DB 22%, IR 12%, Other 26%</td>
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<td>MN 35%, DB 40%, IR 10%, Other 10%</td>
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<td>90 FT / 130 PT</td>
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<td>The Pattie Group</td>
<td>Novelly, OH</td>
<td>MN (inc IR, SR, FA 35%), DB 65%</td>
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<td>65 FT / 195 PT</td>
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<td>MN 26%, DB 25%, IR 6%, SR 5%, Other 38%</td>
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<td>highridge.com</td>
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<td>17</td>
<td>Gary Borgman, VP Fin</td>
<td><a href="mailto:clarence@davids.com">clarence@davids.com</a></td>
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<td>Jonathan Bartels, Pres</td>
<td>northeasterlandscape.com</td>
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<td>Michael Branch, COO</td>
<td>dubrows.com</td>
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<td>Will Rogers, COO</td>
<td>gachina.com</td>
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<td>newgarden.com</td>
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<td>James H. Oyler, Pres</td>
<td>doralandscapingcompany.com</td>
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<td>16</td>
<td>Jim McCutcheon, COO</td>
<td>highgrow.net</td>
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<td>Ken Christopherson, VP</td>
<td>progress.com</td>
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<td>mainlandscape.com</td>
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<td>12.5</td>
<td>Albert Aronza, Pres</td>
<td><a href="mailto:arazona@bellsouth.com">arazona@bellsouth.com</a></td>
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<td>12</td>
<td>John &quot;Robert&quot; Taylor, Pres</td>
<td><a href="mailto:sallemorse@biolandscape.com">sallemorse@biolandscape.com</a></td>
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<td>Joe Short, VP</td>
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<td>Mike Wheat, Pres</td>
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<td>Gene R. Grant Jr./CEO</td>
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It's raining, it's pouring.

Revenues generated from irrigation services in '05 stayed the same or were somewhat less than the past two years due to an easing up on drought conditions in some areas. Many clients have systems already installed from previous dry spells. Landscape contractors, however, continue to garner profits by maintaining current installations.

17%

Percentage more landscape contractors who are adding snow removal services than were reported in 2003 and 2004. An estimated 9% of the contractors cited major blizzards in the Midwest and Northeast (as late as June 1 in some areas) for adding this service to the mix. And many say they will continue the service this winter.

Enlightening

There's a slight increase in the number of landscape contractors who offer holiday light installation service. It saves the customers time, ladder hauling and climbing, especially on larger homes or properties and for commercial clients.
A n out-of-towner may have trouble finding Wallace Landscape Associates nestled in the southeast corner of Pennsylvania. But folks in the area, as well as in surrounding states, keep their number handy.

Located in Kennett Square, PA, the company was founded in 1976 and sold to Terry Wallace and a partner in 1980. In 1989 Wallace bought his partner’s shares and moved the firm to its present location. That year, sales exceeded $1 million. Wallace projects $4.8 million in revenues for 2005.

This award-winning, full-service operation evaluates and preserves valuable plants and oversees sensitive site work, manages the installation of swimming pools, pool houses and other structures, and closely observes the implementation of lighting and irrigation systems. "We take charge and take responsibility for everything," says Wallace.

He adds that all team members — eight graduate landscape architects, five of whom are RLAs — sell, design and collaborate on all projects.

Wallace’s marketing program is one to be envied for a number of reasons. One of which is a “thank you” gala. "After our larger gardens are installed and have matured a bit, we throw a catered garden party for the homeowners," Wallace says. "They invite their guests and we invite a few prospective clients. Their design team attends and I am on hand to be sure everything runs smoothly so our clients can relax and enjoy their guests and their new outdoor environment. These parties cement client relations and create new ones for us."

His company’s presence and its name are in front of the public often. "Each spring we clean up and plant annu-als at our community swimming pool," Wallace says. "We donate designs to be sold for the benefit of local school and charity fund raisers such as for a playground in a low-income neighborhood, or for a nearby preschool, a town center beautification or park clean. In addition, we encourage employees to be active in service organizations, charity boards and business associations."

Among Wallace’s distinctive projects is a planting design for Union Hill Cemetery in Kennett Square; designing the rooftop garden for Carvel Center in Wilmington, DE; designing the landscape for the State of Delaware Emergency Operations Center; and designing the entrance to Winterthur Museum in Wilmington.

“Besides advertising in *Architectural Digest*, we differ from other firms in the Green Industry in that we provide full benefits to everyone who works for us, including seasonal labor,” Wallace reports. “We pay 80% of employees’ health insurance, which covers dental and prescription costs as well as medical. We offer a 401(k) plan with a generous match, and a section 125 cafeteria plan. We also reimburse employees for career related education courses, seminars and association registrations.”

Wallace Landscape is an ESOP company, providing employees with an additional opportunity to build retirement security, adds Wallace. He says everyone receives a paid vacation and personal days.

He adds that he has “been blessed by having amazing employees. I am excited by their level of creativity and enjoy seeing young people join us and grow and learn from our senior people. I also enjoy seeing the pride they take in their work.”

He concludes, “The landscapes we produce are very exciting. I love seeing the transition from an uncomfortable, often unattractive outdoor area to a functional and beautiful living space. It makes the challenges of running the business worth all the effort.”

— BY SUE GUARD
Few landscape features are more popular to homeowners than those offering the soothing sound of flowing water. Meyer Aquascapes and Landscaping Inc. in tiny Harrison in far southwest Ohio is riding the crest of this water feature wave.

The company, founded and run by Dan Meyer, designs, installs, rebuilds and maintains as many as 60 ponds each season in the circle of communities near Cincinnati. The company also installs landscapes, offers final grading of new construction, seeding and sod, and is adept at building stone walls and steps. But pond building is Dan Meyer’s passion.

“No two ponds are the same,” says Meyer, who’s also a firefighter with the City of Cincinnati. “A water feature gives a home that piece of paradise that we’re all looking for to release the stress of the working world. The sound of water is one of the most serene, relaxing sounds you can create.”

Meyer, at least in this point of his company’s history, is a one-man gang. He does all the company’s bidding, scheduling, crew supervision and customer relations. He is working toward the day when he can work more “on the business” and less in it. Even at this hectic pace, he doesn’t have trouble dialing into his creative side. When homeowners challenge him and his team of eight employees to design and install one-of-a-kind water features, they respond.

One recent project that stretched their engineering ingenuity involved installing a 150-ft. “mountain stream” that twists and tumbles over rocks and smaller waterfalls, Meyer explains. The stream begins as a waterfall on the property’s patio and after it gurgles over boulders and rocks and under stone bridges on its way down the property it empties into a lake. The water is then pumped back up a 70-ft. elevation to the waterfall at the top.

This season Meyer is partnering with a building architect and a landscape architect to install a water garden that will encompass practically the whole back yard of a property. “It’s a very large water garden,” Meyer says in somewhat of an understatement.

Meyer got into the Green Industry in the early 1990s by signing up lawn service customers. “I put an ad in our local telephone directory to acquire customers close to where I lived,” he says. He slowly grew the business and added employees.

In 1998 he refocused his company after offering his yard as the site for a “Build a Pond Day” event sponsored by Aquascape Designs, Inc., a popular pond manufacturer based in the Chicago area. “I was impressed with the company’s methods of construction,” recalls Meyer. “I loved the challenge of designing and building water features and I added this line to my business.”

In 2000, Dan added a water feature Web site to his business, and in 2002 a Web store to order pond supplies and pond kits.

As the business grew and the pond business increased, he sold the lawn part of his operation to focus on landscape installations, in particular water features. They range from small to those with 70 tons of boulders. Increasingly popular, says Meyer, are pondless waterfalls with long streams that empty into gravelled basins. Recently, his company began selling product to DIYers. Everybody, it seems, loves water.

— BY RON HALL
Chris James breaks down his career in landscaping into chunks: "The first five years I call the 'young and dumb' ones," he says. "I made a lot of money. I spent a lot of money. I didn’t know how to run a business." The next 10, I focused on techniques and improving my craft." Now, 24 years in, James says he considers himself "a business owner and entrepreneur rather than a landscape contractor. My focus is on client retention, sales, vision, budget and business plans."

Not a bad progression for the Midland Park, NJ, owner of the company that bears his name. He built his business around a solid core of design/build, maintenance, irrigation and snow removal, with a few special requests thrown in over the years, like the time a client asked him to dig a grave for 10 cats.

Plus, it didn’t hurt that a lot of his clients live in high-end residential neighborhoods. "Our focus is on the share of the client, not share of the market," James says. "We would rather work for fewer people and do all the core services for them. If we’re not going to build it, maintain it and enhance it, we say no." This plan lets James and his team really focus on its customer base, rarely making them wait.

Keeping his customers happy also makes them coming back year after year. His average client retention is 15 or more years. Once spring and summer roll around, James says, these affluent customers keep his team hopping, even for party preparations.

"This is definitely a trend," he says. "Sometimes it’s graduation parties, sometimes a customer is entertaining the New Jersey Nets execs." Whatever the big event, James’ crew responds right away by tweaking the irrigation and lighting, cleaning up and selling any required extra services to prep the yard for entertaining. "It’s a big upsell," he says.

Community projects, like work for schools, churches and battered women’s shelters, also keep the Chris James Landscape team busy. He recalls a project with a local grammar school that people around town are still talking about. James worked with the students and faculty to install a peace pole, arbor, perennial garden and birdbath.

"When we were finished the principal asked us to stop by. They had cancelled classes and had a school assembly," James says. "Every grade made us thank you cards and posters. It was great."

James recommends involvement like this, and in local and national associations, to any Green Industry newcomers. This past president of the New Jersey Landscape Contractors Association and past Board Member of the Snow and Ice Management Association says membership in these groups spurs business growth and raises the bar of professionalism for the Green Industry as a whole.

"The dividends are great. My business, profitability and reputation has flourished more due to volunteering for these associations because I networked and built up a team, plus I’ve been blessed to have great employees," he says.

"It’s a wonderful feeling to go by a job I did 20 years ago and a job I did two weeks ago and know that my company put its stamp on that job." — BY STEPHANIE RICCA
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John Lamm's a dreamer, an outgoing and some might say wonderfully impractical dreamer. The dream? The creation of a regional rural entertainment center aptly named Lammsland. But more on that later.

John Lamm of Jackson, Inc., the company he founded 39 years ago, defies easy description. It's actually several businesses in one — a full-service landscape company (Lammscape), a nursery with more than 125 varieties of trees and shrubs, and a garden center/retail store. It would be appropriate to refer to it as a seasonal gathering spot too. Something is always going on at this unique business that's located on more than 100 acres of scenic property a 40-minute drive northwest of Milwaukee.

Take the fascinating model railroad that chugs around curves and over bridges on a tiny landscape just outside the company offices, for example. Model railroaders meet regularly at the business and run their tiny trains in a room that Lamm supplies them next to the garden center/retail store.

Then there are the Model A car shows, the one-of-a-kind Buckskinner's Rendezvous/Encampment, garden concerts, ice cream socials, autumn hayrides and a Christmas celebration complete with horse-drawn wagon rides. All of this in addition to a full schedule of garden and landscape seminars at the garden center.

Lamm and his family (both real and extended) work hard in their landscape operation. But they make time to open the beauty of their small bit of rural Wisconsin, a combination of woodland, wetland and farmland, to others. The rural character surrounding the family business is rapidly changing.

Lamm, now in his 60s, scoffs at suggestions of retirement. He works every day but a lot of the landscape business is now run by son Hans (John), daughter Laurie Lamm McGraw and a loyal team of employees.

Meanwhile, John Lamm continues to work on a project close to his heart. Having moved, reconditioned and erected one historic steel bridge over the creek that dissects the property (and readying a second), he's searching for a small train to provide tours around the perimeter of the property. And while he's at it, how about paddleboats for the canal that he's planning?

To say that the greater Milwaukee area would lose a vital piece of its rural charm if not for Lamm's dirt-under-your-fingernails drive would be a huge understatement.

Did we mention that he's a dreamer?

— BY RON HALL
Boxer's name is quickly becoming world renowned, throughout the compact power equipment industry, as the premiere line of equipment when it comes to strength, durability and power. Contractors, Landscapers, Equipment Dealers and Rental Houses know that Boxer Equipment is the one machine capable of handling any landscaping, irrigation, snow management, general contracting or utility work you could throw at it.

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Birdscaping isn’t a concept that’s often used in the context of landscape design/installation. Maybe it should be. And while you’re at it, consider other design principles (and language) that reinforce not only the psychological but also the environmental benefits that your landscapes deliver to clients.

LawnTailors, Canton, CT, has earned an enviable and unique position in its market by consistently delivering stunning garden-style landscapes that attract colorful visitors such as songbirds and butterflies. Clients include homeowners, nursing homes, corporate properties and, in one case, a monastery.

“I became fascinated with birds when I lived in the San Francisco Bay area and visited Hawk Hill,” says Jarlath Connolly, president of the 33-year-old company. “When I returned to Connecticut to join my dad (Michael Connolly, company founder) in his landscape management and construction firm, I brought a real affinity for creating natural garden environments.”

OK, can the wise cracks. This company is definitely not just “for the birds.”

“Building natural bird and water garden environments is more of an overarching design discipline and a way of thinking for us,” says Connolly, who returned to the family business three years ago after a successful career in the corporate world.

“My profs at Umass (University of Massachusetts where he recently completed the Green School program) hammered the concept of selecting the right plant for the right location. Extending this approach to creating bird habitats means that knowledge of different bird species, their food preferences, and their nesting and shelter requirements is critical.”

So what are birdscapes, really? Connolly describes them as “natural respite that include water features, lots of native plants and plants that serve birds in one of their key areas of need — food, water, shelter, nesting.

LawnTailors realizes that while most of its customers aren’t necessarily bird lovers, they do warm to the idea of attracting birds, especially colorful songbirds, to their landscapes.

This is one company that not only knows how to walk the walk but also how to talk the talk.

Here’s how Connolly describes one of his company’s landscape creations: “As you walk through the door ... the first thing you notice is a pair of birds swooping down one after the other from a beautiful dogwood into a large, fruit-laden Arrowwood Viburnum. Then you hear the subtle trickle of water and notice the stunning colors of beautiful perennials.”

Ahhhh, doesn’t that sound like something to come home to?

— BY RON HALL
How to stay ahead of the competition.

“In this age of shrinking profits and increasing competition, anything a contractor can do to gain that competitive edge is a good choice. We saved a ton of money using Symbiot - I mean, it really paid off!”

Corey Handley
WAC Corporation of Greenville (Grimesland, NC)

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When William "Bill" Hildebolt, Ph.D., left the corporate world and partnered with Gene Queen and Bill Larmore in forming Nature's Select Premium Turf Services 11 years ago, he knew one thing for certain — his wasn’t going to build “just another lawn care company.”

"To be successful in the marketplace, regardless of the service you offer, you must have a proprietary position," says Hildebolt, owner of the company based in Winston-Salem, NC.

"From the first my approach was not to go into this business (lawn care) and compete as a commodity. I didn’t see any point of trying to compete strictly on price or quantity. You have to bring something unique or a better technology to the market to separate yourself from the competition."

This was just one of many valuable lessons that Hildebolt says he learned in his former career in the food world.

After studying food science and eventually earning a Ph.D. in horticulture from The Ohio State University, Hildebolt joined Campbell Soup in product development. Then came a 10-year stint with R.J. Reynolds in Winston-Salem where he climbed the corporate ladder, again in product development.

But, he brought something else when he set out to build a lawn care company in the competitive Triad market. He brought a solid working knowledge of agriculture that he had gained on the family farm in southwestern Ohio. Specifically, he felt he could transfer the “biological” soil-building techniques that he had learned from farming to lawn care.

"The fundamentals are basically the same for agriculture and for lawn care, but we had to develop formulations that would be compatible with pre-emergent and post-emergent products," he explains. "There’s a sophistication to the process. You have to know what you’re doing when you blend these materials."

Hildebolt has developed and now offers as part of his lawn care services several special formulations, using materials such as seaweed extracts and other natural ingredients. He blends them using an elaborate system of mixing tanks, valves and hoses located just outside of his offices.

While his company offers traditional lawn care, the majority of his more than 1,200 customers opt for the premium service, with its strong emphasis on biologically active ingredients. This, in spite of it being more expensive.

"You have to have a pretty good sales presentation to maintain that," admits Hildebolt.

As part of its lawn care service, Nature’s Select technicians sample clients’ soils every other year. This gives the company a comprehensive set of soil data for each client’s property allowing techs to identify and correct nutrient deficiencies or other potential problems.

"Our goal is to continually improve the soil of our clients’ properties," says Hildebolt. "We realize that you have to feed the soil first. Our program builds up the organic matter in the soil; it stimulates the micro-organisms in the soil. And then, of course, the soil will feed the plants."

— BY RON HALL
Mites give up so easily, it's almost not fair.

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Circle 116
When dealing with clients who have high incomes, you have to be the best in order to fill requests for high-end outdoor enhancements. That's no problem for Rood Landscape in Jupiter, FL, located in north Palm Beach County.

Founded in 1946, Rood Landscape celebrates 60 years of service next March. "We're still a full-service company," notes Bert Clattenburg, who became CEO of the firm in 1996, just 10 years after joining the company as a design sales representative. He earned a degree in landscape architecture from Louisiana State University.

In addition to designing, lighting, installation, irrigation and maintenance services, Rood has been called upon to help clients in areas not found in any landscaper's job manual.

For example, "We set up plants and floral arrangements for parties and weddings. On one of our accounts, we washed the cars and walked the dog," Clattenburg says. "We've also been called upon to put up hurricane shutters to help owners of the larger estates prepare for the approaching storm and wind."

Clattenburg says he enjoys working with employees and customers. "We have assembled a solid team of employees and ensure the customer feels part of the team. Building trust with the employee and the client is very important for a successful business."

He finds transforming a desolate appearing property into an inspiring, award-winning and head-turning vista a rewarding and gratifying event. However, there can be jobs that are quite the opposite and offer even bigger challenges than beautification. These jobs have one common denominator — a hurricane.

Clattenburg remembers the 2004 hurricane season vividly. "We had two direct hits from the hurricanes within a three-week period. We had structural damage to our buildings, shade structures; and our greenhouse completely damaged."

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collapsed. Some of our employees lost their homes," relates the CEO.

There was no electricity for seven days after the first hurricane and for six days after the second. No electric power meant there were no office phones, no fax machines and no computers. The crews worked in 94-degree weather with 90% humidity.

Clattenburg notes that he and others had to travel to areas where hurricane relief supplies were available "so we could provide ice and water for our crews. Things you never think about in a crisis became very important. For example, our employees were running out of clean clothing."

He adds that generators were used to get fuel from the gas pumps to the crews' vehicles. "We were very fortunate to have had our fuel tanks filled before the hurricanes hit."

All of Rood's resources were called into service in the storm's aftermath. "One problem was not having enough people to cover the demand of work our customers requested. Labor pools had no employees available because those employees went to work for independent contractors for three times the pay," reports Clattenburg.

He says he contacted landscape friends he knew in Georgia, having met them through what is now PLANET. Ed Waters, owner of Waters & Associates Landscape, and Scott Chatham, who owns Chatham Landscape, each supplied Rood with a three-man crew with trucks after the first hurricane. Chatham also sent a Bobcat.

"We provided the housing," says Clattenburg, "Gaining the assistance from two experienced crews was a tremendous boost. The only bad thing was when the Georgia boys were helping us they experienced the second hurricane head on. This was their first hurricane. They, too, could not believe the intense heat and humidity after it hit.

They also learned to adjust to living conditions without electricity."

Rood can now add education to its list of services for clients and others in the business. Adds Clattenburg, "The unique thing for the crews from Georgia was to share the different techniques used to perform different aspects of the jobs at hand. They were able to take back a few good ideas and use them in their everyday operations."

The gentry in north Palm Beach County now know that if they dream big or dream small when it comes to their outdoor environment, Rood is there to make their wishes turn into realities, even if it includes walking the dog.

— BY SUE GUARD
Your top customers want their lawn to be the envy of the neighborhood. Heritage® fungicide works longer, providing up to 28-day protection against brown patch and most major turf diseases.

Roger Jacobi, 42, started AgriLawn in 1991 by himself. Except for a part-time person who helped administratively, he did almost everything on his own. Now AgriLawn's 30 employees offer services to 25-plus communities in and around Oklahoma City.

"The early years saw us grow at annual rates of 40 to 50%. We hit $1 million in revenue in 1998 and we have experienced steady growth since," says Jacobi.

AgriLawn has grown and prospered in the competitive lawn application business by emphasizing its local roots along with the knowledge-based service delivered by trained employees.

"Our technicians let us know what they're experiencing in the field," says Jacobi. "Being local we have the flexibility to quickly make adjustments in our service as local conditions dictate."

Being able to keep lawns healthy in central Oklahoma is no easy task. The region's climate delivers more than a few challenges. Most lawns are either bermudagrass or tall fescue or a combination of the two. Harsh winters result in "a fair amount" of winterkill on some properties, says Jacobi. These thinned out areas can become weed infested before the bermudagrass starts actively growing again. Then there's always the threat of diseases, such as spring dead spot in bermudagrass and brown patch in fescue lawns.

"We treat each of the two general types of turf (warm-season and cool-season) differently throughout the year. This makes it more time consuming for our technicians but it's the correct thing to do," he says.

This past spring AgriLawn moved into its new 18,000-sq.-ft. facility.

"We designed the office portion with convenience and accessibility in mind," explains Jacobi. "Our CSRs, scheduling coordinator and office manager are in close proximity to allow for good communication. Our field managers as well as our sales and marketing manager are also close by and available to answer scheduling, routing or technical any of the office staff." Similarly, supervisors and technicians share similar spaces in the new building.

The warehouse is set up to allow for efficiency and safety with a fully contained in-door mixing area. Just two or three people are responsible for preparing the tank mixes used on clients' lawns and landscapes. This ensures consistency in the product mixes.

The fill bay area can accommodate four trucks simultaneously. This area also serves as the wash bay. All rinsate from washing and filling operations is collected in pits and reclaimed for use in our lawn mix. For safety, we have a shower in our locker room, which is located in the warehouse.

"Due to the design of our facility the community at large can be assured we are operating with little or no environmental impact during our mixing and loading process," says Jacobi.
Bob Smart knows what it’s like to stop and smell the roses. In fact, he did it just last week. “I was telling one of my team supervisors the other day that sometimes we get so tied up in the roar of the season that we forget to enjoy it,” the owner of Olmsted Falls, OH-based Yard Smart Landscaping explains. “I asked him, do you ever stop and just lay down in the landscape? Once in a while I’ll just literally lay down in the grass and close my eyes so I can just take in all of the sounds and smells.”

That connection with the landscape around them got Smart and his company co-founder and business partner Bruce Stone into the business in the first place, and it’s what keeps them there. They founded their company in 1986 taking the backwards route — they started out in snow removal, then expanded to general landscape maintenance and contracting. Today, the Cleveland winters keep them busy in the snow season, while maintenance, design/build, weed control and turf fertilization make up the rest of their sales year.

They built their business by taking a progressive approach. “We try a lot of new ideas, with equipment, organizational structure and implementing new systems,” Smart says. “Some work and some fail, but we’re ever-changing.”

Yard Smart was one of the first in its business area to maintain logoed trucks, uniformed team members and fully enclosed trailers, he says. “We’ve also been running one-man mowing crews for several years and nobody can figure out how it’s working so well for us,” he says with a chuckle. “Even industry guru Frank Ross has analyzed this theory and side-stepped the discussion because of our ability to make money with this system.”

Smart has noticed a recent trend of time-sensitive projects, especially among his high-profile corporate clients. It puts a squeeze on the team, he says, but lets the company shine and provide excellent client service. “We do a large corporate building in Cleveland, and two years ago they built a...”

continued on page 43
It’s not enough to deliver exemplary services when providing landscape maintenance services for homeowner associations, condos and townhomes. (After all, what competitor would claim their services less valuable than yours?)

No, you have to know how to work with these special clients. This requires, well, how do we say it best…diplomatic skills? After all, you’re called upon to meet the expectations of all kinds of people on a single property—association officers and board members, landscape chairs and committees and, often (perhaps too often), residents themselves.

Willamette Landscape Services, run by Randall McManus and Matt Triplett, targeted this tough market niche a decade ago. It’s now recognized as one of the top service companies in the Portland, OR, market.

“WE spend a lot of time training our employees and managers about how to interact with the various layers of associations,” explains Triplett, WLS vice president. Even so, he admits that servicing multi-family properties presents unique challenges.

“The sometimes frequent disagreements that crop up can be really tough to manage,” says Triplett, “We think that our general attitude towards life helps us patiently work through the contentious situations to reach positive resolutions. It doesn’t always pan out that way but we always want to give it our best, honest effort.”

McManus, a Texas A&M grad, and Triplett, whose formal training came at Oregon State, both earned valuable practical experience working for someone else. Both are former employees and managers for two respected companies Portland-area companies, Northwest Landscape and Drake’s 7 Dees. The lessons they learned as employees...
of other quality companies now serve them as owners. Since joining forces, they've built WLS from a half million in revenues to more than $2.5 million in less than 10 years.

They insist upon a drug-free workplace, provide weekly safety training, make sure their drives have valid licenses and clean records, and provide uniforms for their employees.

“We’re successful when WLS is remembered by customers, employees, vendors and the community as a good company that created a great lasting impression,” says.

As far as the path his company has chosen to travel, says Triplett — “Making one home look beautiful is very satisfying but beautifying hundreds of homes simultaneously is unbelievably gratifying.”

— BY RON HALL

Yard Smart

multi-million dollar sea wall project while leaving us just a couple of weeks to get everything in the landscape in top-notch condition for their corporate picnic,” he says. “This year we’re in the process of installing more landscaping just in time for another corporate function.”

This pride in his team’s work fuels Smart’s staff to keep constructing unique projects from scratch, even if it means they often misses out on their own personal time.

“The jobs that stand out in my mind are the ones that win awards when we didn’t even expect it,” he says. “Over the years we have received awards out of the blue from garden clubs, associations and cities. We didn’t enter for these awards on purpose, so it’s a nice feeling to get that call telling us one of our client’s properties was honored for its beauty.”

Smart finds time to give back by working with younger contractors just starting out in the business. What’s his advice? “Get involved in professional organizations and associations like SIMA, PLANET and local organizations in order to network,” he says.

“Then, get financial and consulting advice from outside sources like Frank Ross or Vanderkoi and Associates. Don’t be afraid to reach out. I did some when I was younger, but I know I didn’t do enough.”

Plus, it sounds like it doesn’t hurt to take a quick rest in a freshly mowed lawn once in a while, either.

— BY STEPHANIE RICCA
You're late for Junior's soccer game but your best client just called with an irrigation disaster. Or maybe it's Sunday again, and instead of taking your day of rest you're in the office going over invoices. Sound familiar, especially at this time of year?

Like many landscape professionals, Doug Freer, owner of Lawn Lad Inc., Cleveland, OH, learned that balancing work and home life is a juggle that changes as family dynamics change, as the seasons change and as business grows.

Freer, however, claims to have identified this need for balance before it was too late. In Sugar Land, TX, agrees. Even so, he admits it's difficult to turn off that switch and think outside of the business. "You need to decide what goals you can accomplish each day and when you have to stop to watch your kid's recital or sporting event," he says. "Also, just showing up is not enough. You need the courage to turn off all the electronic devices."

Striking that balance doesn't have to cost your business. Instead, those who have achieved it say that taking time for a life outside of work — whether it's with your family, out on the boat with buddies or reading a book — makes you (and your business) more efficient in the long run.

"This allows employees to get the hours they want, but also spend time with family and friends," Perrino says.

William and Sheila Atwell, owner/operators of a U.S. Lawns franchise in North Charlotte, NC, rely on organization for discipline. "We live by the calendar, reminder pop ups and to-do lists," William says. "We mark everything on the calendar including customer needs, meetings, due dates, baseball games for our son, school functions, days off and doctor visits."

Do what you love: Remember the hobbies you used to enjoy before work took over your life? Dust off your hiking boots or pull out the book you've been meaning to read. If nothing else, hobbies help you burn off stress and frustration left over from work.

A key to achieving balance is making time for activities you enjoy outside of work. "I run marathons and cycle, and many of my employees like to hike and do other outdoor activities," Perrino says. "This allows them to take their outdoor experience to a new level or perspective."

Freer enjoys reading. "I've started to notice that when I'm too tired to read at the end of the day, then I've burned myself out," he says. "When I was single I could work when I wanted to and as much as I wanted," he says. "Once I got married I was responsible for more than just myself. Now with a 6-month old, life has taken on a whole new meaning." For Freer, having a family helped him see outside of work.

Steps to balance

Instill discipline: "Work smarter rather than harder," Carpenter advises. "It's true that where there is a will there is a way."

Andy Perrino, owner of Cincinnati-based Perrino Landscape, achieves this through a firm commitment to a 5-day work schedule. Perrino's employees know they'll be on the job two Saturdays a month during both of the company's peak months, but otherwise, the company sticks to a 7:30 a.m. to 6 p.m. schedule.

Finding the right mix of work and home improves your bottom line AND your sanity

BY PETER Fretty

"When I was single I could work when I wanted to and as much as I wanted," he says. "Once I got married I was responsible for more than just myself. Now with a 6-month old, life has taken on a whole new meaning." For Freer, having a family helped him see outside of work.

Dean Carpenter, owner of Houston Landscapes Unlimited
Dean Carpenter, above, and Doug Freer, right, have found that a balanced life improves business. Out during the day, he says. "I try to leave time each day to do some reading, but it’s not always possible."

Maybe you need the discipline of an organized group to get you to shut off that cellphone. Get a regular golf game going, or volunteer as a coach or advisor to another youth activity.

**Build a network:** Make good use of your time at work by streamlining procedures. It’s easier to leave at the end of the day when you know the office and crews are running smoothly and your company has a plan for after-hours emergencies. Bounce ideas on office streamlining off of others. Their input helps keep you focused.

"As a franchisee, we have a network of other franchisees to call on as well as our facilitator and corporate contacts," Atwell says. "We can call and see what has worked or not worked for others that have experienced the same type of challenges. This helps us stay focused and heading down the right path instead experimenting to see if something will work and later finding out that it doesn’t."

As part of his network, Freer uses a business coach. "This way, I have someone who can objectively look at how I operate my business and make suggestions on improvement," he says. "I know that I have yet to reach the optimal level of harmony, but having others provide guidance and support along the way has definitely helped."

---

**Find your SELF**

According to Dr. Kathleen Hall, landscape professionals can live a more stress-free life if they remember and apply the principles of S.E.L.F. to their personal lives.

**S** is for stress and serenity. Spend time twice a day in silence, meditation or listening to calming music, Hall explains. "When you do this, your blood pressure changes and you get to calm down."

**E** is for exercise. While landscaping has numerous physical demands, it doesn’t fulfill all of your physical requirements. "You need to take a few minutes and go for a walk to release endorphins," Hall says. She recommends going for a family walk in the evening.

**L** is for love. When people participate in a group activity once a week, they live seven to ten years longer and have less cancer and heart disease, Hall says. "Join a group and meet with the same people on a consistent basis. Talk about your business, family and let out steam," she says.

**F** is for food. "Food goes beyond what you are eating; it includes what you are watching and what you are listening to," she says. "You want all these aspects to release stress and create a healthy environment. Even though we may say we cannot afford to spend the time away from the business, the reverse is the truth."

—PF
Tips for achieving balance

Lisa Whaley, author of "Finding my Soul from the Lost and Found," advises people to avoid these common mistakes that crop up when working toward a work/home life harmony.

**DON'T**
let your career overcome your life: "When you let work consume your life, it becomes your existence," Whaley says. "You need to consider what happens if it ever disappears. What do you have?"

**DO**
take your vacation days: "This does not mean you need to go on elaborate trips," she says. "But it does mean that you need to make sure that when you are on vacation, you are actually away from your work. You need to truly be out of your position."

**DO**
remember that life is short: "Enjoy life and have fun," she says. "Think of all the people that died in 9/11. You need to wonder how many of these people put off the things that they wanted to do with their lives, but never did because they always thought they could do it later."

"Keeping the business at a manageable size was a difficult mental hurdle since I wanted to race ahead," he says. "But by stepping back and really looking at what we were doing, I realized the goal should be on running a better business rather than a bigger business."

— The author is a freelance writer in Whitehall, MI. Contact him at peterfretty@msn.com

**Business Work and Home**

**Benefits of balance**
Finding this cherished balance between your work life and your personal life enhances business performance. After Carpenter found the right mix he became a happier person, which shows up in his work.

"It wasn't until I settled down and started my family that our business truly became successful," he says. "We need to look at why we're working so hard to achieve success, when the people we're trying to satisfy would rather have us home than have an abundance of material possessions."

Freer adds that balancing his work and home lives has made him more efficient. "Now, I have lots of energy and a lot of passion. I also realize that it's too difficult to concentrate on your goals if you're tired and distracted," he says. "Three years ago, I could not figure out how to grow my business beyond what we had which was only producing a nominal profit. We are now doing 20 percent more revenue with half the number of employees while turning a profit that has paid for the growth and will allow for continued future growth."

Freer realized that he was sacrificing the health of the business to add more customers, employees and trucks.

"Keeping the business at a manageable size was a difficult mental hurdle since I wanted to race ahead," he says. "But by stepping back and really looking at what we were doing, I realized the goal should be on running a better business rather than a bigger business."

— The author is a freelance writer in Whitehall, MI. Contact him at peterfretty@msn.com

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Circle 123

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This is more than just posture advice from your mother. Horticulturalist and arborist (and now inventor) Bob Goltz developed his TreeLegs polymer system to keep trees anchored before planting and while they’re in the ground. The set of plastic mold-injected tree legs prop against root and balled trees, holding them upright in even the windiest conditions. The anchoring system can stay in place after the tree is planted. The system is easy to install, Goltz says, and replaces current propping methods and materials like cinder block or mulch, which can remove nitrogen from the tree or introduce pathogens and fungi into the root system.

For more information contact Upright Systems at 716/864-0075 or www.uprightsystems.biz / circle no. 250

In the family
Horizon’s new private label product line, TurfGro, includes spray heads, controllers, oil, fertilzer and pumps. The label’s first product, TurfGro Overseeder, launched last year. The TurfGro vortex trimmer line is created by Desert Extrusions for Horizon. TurfGro nozzles are designed for complete compatibility with all leading irrigation brands, and Horizon’s new extended irrigation line includes TurfGro sprays and TurfGro Pro controllers. TurfGro also offers a high-grade ISO L-EGD standard motor oil and bar and chain oil. TurfGro fertilizer is available this summer at all Horizon stores in four varieties.

For more information contact Horizon at 602/276-7700 or www.horizononline.com / circle no. 251

Sweep it up
The American Water Broom cleans hard surfaces quickly and easily using less time and water than ordinary hoses, the company says. Connect the broom to a garden hose to get a controlled blast of high-pressure water three ft. wide, inches from the surface. The Water Broom is ideal for decks, tennis courts, driveways, service bays, parking areas and any place a hose is used for cleaning a paved area. The product is built from heavy gauge steel and brass, and heavy-duty double ball bearing swivel casters allow the broom to move in any direction. The product is available in several models, including industrial models with attached hoses and reels.

For more information contact American Water Broom at 800/241-6565 or visit www.waterbrooms.com / circle no. 252

Easy lifting
New company Gate Flexor launches its flagship product, the Gate Flexor trailer gate lift system. The do-it-yourself assembly is easy to install and helps landscapers lift heavy-duty landscape, utility and split trailer gates with ease. It fits most trailer gates and ramps and features an industrial-strength spring, heavy-duty saddle straps, durable hardware and colored cables and screw caps for safety. A video demonstration and additional product specifications are available online.

For more information contact Gate Flexor at 866/353-9671 or www.gate-flexor.com / circle no. 253
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The first difference is in the fuel source itself. Presently, there is not much of a cost difference between fuels purchased at the pump. However, diesel fuel has a higher amount of energy by volume than gas. Diesel fuel contains approximately 138,000 BTU/gal. and gas holds 115,000 BTU/gal. This energy difference along with engine design means that a Briggs & Stratton diesel engine provides close to a 30% savings in fuel vs. the same size gas engine. In addition, diesel fuel is less volatile to ignite than gas.

Diesel engines do not have the spark ignition system that gas engines do. Due to the higher compression ratio engine design, a diesel engine generates more than 400 psi of compression pressure verses a gas engine generating approximately 150 psi. What this higher compression does is rapidly heat the air from the intake stroke. When the piston is almost at the top of the compression stroke, diesel fuel is precisely injected into the cylinder. The heated air causes the fuel to ignite, powering the engine. Since diesel engines do not have an ignition system, this reduces maintenance and troubleshooting for the technician.

The high compression ratio of a diesel engine also produces a major advantage in the torque output of the engine. This benefit is noticeable when the engine is under a heavy load.

Higher compression ratio does not come without cost. Typically a diesel engine will weigh more than the same size gas engine. These added manufacturing requirements can add to a higher initial price for the engine. It is also harder for a diesel engine to start in cold weather. That is why a glow plug system is normally required to pre-heat the cold air to aid in the initial ignition of the fuel. But with these strong components comes long life. It’s not unusual to see a diesel engine last two to three times longer with proper maintenance.

By Mark Nelson,
Product Service Trainer,
Briggs & Stratton Commercial Power

Common knowledge debunked

BY HARRY SMITH

1 It's OK to install piston rings with your fingers.
WRONG. Twisting rings stresses them in a direction they're not engineered to resist. You get premature ring failure on a newly "rebuilt" engine. That's expensive ignorance.

2 You can run all the gas out of a two- or four-cycle engine and store it successfully for several months.
WRONG. There's usually enough residual gasoline in the tank, lines, filter and carburetor to result in a gummy mess that must be cleaned before the engine will run again. Two words: fuel stabilizer.

3 If you use expensive synthetic oil you can extend the oil change intervals on your air-cooled engines.
WRONG. Briggs & Stratton says no. Oil contains additives that get used up. When they're gone, damage results.

4 It's better to rev an engine up to warm it up quickly and prevent engine damage.
WRONG. High rpms and cold engines don't mix. The oil is cold and not distributed over the moving parts. This causes scuffing and microscopic damage each time you follow this practice.

5 Premium gasoline makes small engines run better.
WRONG. This is similar to the belief that automobile engines, like faithful pets, need to be rewarded with a treat. Premium gasoline is not a treat. If an engine is designed to run on regular fuel it will run fine on regular. You will not get any measurable increase in performance and if the engine is properly matched to the equipment you should not need additional horsepower or torque. You waste 20 cents per gallon giving your engines a treat — costly ignorance.

Common or accepted practices need periodic analysis. What might have worked yesterday can be a harmful practice today. Save your equipment and your money. Read the owner's manual. Engine and equipment manufacturers are the experts on their equipment. Follow their advice.

— The author is turf equipment professor at Lake City Community College, Lake City, FL. Contact him at smithh@lakecitycc.edu
LOOK AROUND, VANGUARD™ BIG BLOCKS™
ARE REALLY CUTTING IT UP.

VANGUARD™ BIG BLOCKS™ FROM 25.0 TO 35.0 HORSEPOWER

You're always on the lookout for ways to be even more profitably productive. That's why you should give Vanguard BIG BLOCKS a serious look. These air- and liquid-cooled BIG BLOCKS power the machines that get a lot more done. So don't just sit there. Click on commercialpower.com to be linked with BIG BLOCK-powered machines that'll have you looking at a better bottom line.
Some estimates place the Total Cost of Ownership at 3 to 4 times the purchase price.

Lower total cost of ownership

BY TYLER WHITAKER

The phrase "batteries not included" is in my Top 10 list of worst gifts you could receive on your birthday. It invariably results in delayed joy and annoying trips to the corner market. Unfortunately, we have this same problem when purchasing computer hardware and software. Rarely do we receive everything we need in one nice package. However, the bigger problem is the sticker shock you experience when adding up the extra costs of using technology over its operating lifetime. Finding the total solution at the right price is paramount to your success.

When buying software we often fail to recognize the soft costs of certain purchases. We look at the initial purchase price and consider the case closed. Some estimates place the total cost of ownership at three to four times the purchase price.

Evaluate the 'extras'
What other costs are involved in addition to the acquisition price of the computer and software? External service and support plans can run anywhere from 15% to 20% of the initial purchase price. With most vendors, that includes minor "bug fix" software upgrades. Internal costs include IT support staff to maintain and configure the solution, train users and answer basic technical support questions. In addition, don't forget that most hardware and software becomes obsolete within three years and should be replaced.

The best practice in purchasing computer software and hardware is to evaluate your options using an “all things considered” total-cost-of-ownership approach to make the best long-term decision. For example, low-cost generic PCs from a local vendor can be a great solution based on initial purchase price. Yet they may experience more frequent hardware failures, resulting in higher repair costs. Paying a higher initial price from a name brand vendor with a low cost service plan can reduce your expenses in the long run.

Consider online software tools
In purchasing software, online solutions available for a monthly subscription fee are the emerging trend in the industry. Application Service Providers (ASP) offer all kinds of software to consumers through a Web browser. You can find everything from sales tools to accounting packages. They offer an affordable “pay as you go” alternative to pricey up-front fees for traditional premise based software.

For a low monthly fee you get a full-featured solution with service and support including upgrades. Vendors like salesforce.com have great training and support that can reduce your internal IT costs as well by providing an all-inclusive solution that alleviates the need to install software, perform data backups and handle many of the usual technical support calls.

Added benefits come from an Internet-based solution. Now your employees can work from anywhere. Let’s face it, whether you’re buying computer hardware or software, finding the solution with the lowest total cost of ownership takes effort. Check into online solutions, your bank account will thank you.

— The author is the chief technology officer for Symbiot Business Group (www.symbiot.biz). Contact him at 801/733-6900 or twhitaker@symbiot.biz.
Bayer Environmental Science manufactures a full line of turf and ornamental products for use on home lawns, golf courses, sports fields, commercial landscapes, nurseries and greenhouses. The company follows a tradition of innovative research and developing top-of-the-line professional products, backed by highly trained sales and field development representatives.

Our focus at Bayer Environmental Science is the creation of inventive 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.

Dedicated Research Facility
In addition, Bayer Environmental Science supports its green industry products with a dedicated turf and ornamental research facility in Clayton, N.C. There, industry experts develop new chemistries and conduct research to improve existing products.

Our newest products, Allectus™ insecticide and Armada™ fungicide, were introduced earlier this year. Allectus G and Allectus SC provide unprecedented control of turf pests both above and below the surface, including white grubs, cutworms, sod webworms, billbugs and many other surface insects.

Armada is the first fungicide designed and priced specifically for the lawn care industry. It controls more than 14 tough turf diseases, including the most prevalent problems, brown patch and dollar spot.

From trusted standards like Merit® insecticide, Ronstar® herbicide and Bayleton® fungicide to newer herbicides like Revolver® herbicide, Bayer Environmental Science offers a product to fit all areas of turf management and ornamental pest control. The well-regarded Bayer product group offers the most complete line of products in the green industry.
BLUEYELLOW, LLC,
manufacturer of BlueYellow™ Engineered Turf System

Born of an identified need within the turf industry for a reliable, self-contained, seeding method, BlueYellow lawn system is an engineered turf system that provides a one-step solution to turf establishment. It combines seed, fertilizer and mulch in one simple application, which means the days of manual seed calibration are gone. The two-ply mat holds seeds and fertilizer in place during the germination process, so even in wind and rain, there’s no seed migration into non-grass areas. In addition, the cellulose mat is completely biodegradable, so there’s nothing to remove after installation.

BlueYellow products are safer for the environment than traditional seeding methods because it reduces fertilizer run-off and is completely biodegradable.

Features and Benefits:
One-step application of seed, fertilizer and mulch can realize substantial labor savings. In addition, no special skills or equipment is needed. One person can install an acre of BlueYellow lawn system in about six hours.

Keeps seed and fertilizer in place during germination reducing migration into non-grass areas.

Precise seed and fertilizer distribution for uniform turf establishment.

Biodegradable mat provides natural weed suppression and leaves nothing to remove after installation. Please visit www.blueyellowpro.com for additional information.

BRIGGS & STRATTON
COMMERCIAL POWER

Who We Are
Briggs & Stratton Commercial Power designs and manufactures robust, high-performance engines. Premium-grade commercial Vanguard™ engines are application-engineered to power equipment that works together the best total solution.

The Vanguard V-Twin BIG BLOCK Air-Cooled Engines are available in 25-, 27-, 29-, 31-, 33- and 35-HP models. The engines feature an advanced debris management system that is incorporated into the engine’s air-cooling system and allows the engine to run cooler and cleaner, while enhancing durability and performance.

Available in 25-, 28-, 29-, 31-, 33- and 35- HP models, the Vanguard V-Twin BIG BLOCK Liquid-Cooled engines have high-capacity liquid cooling that allows engines to run cooler, smoother and longer, while giving the highest level of commercial engine performance and durability.

What We Deliver
Leading commercial equipment manufacturers routinely team up with us to arrive at power solutions that provide performance advantages. They work with us because we have the resources—and a demonstrated commitment—to put

for a living. From single-cylinders and BIG BLOCK V-Twins to three-cylinder gas, diesel and turbo diesels, when the commercial cutting industry needs a mower, there is a Vanguard engine available to power it.

Be More Profitably Productive
Our extensive dealer network, parts performance, dedicated toll-free phone and web support services are designed to keep our commercial customers up and working. For more information, visit www.commercialpower.com.
Is it possible for one word to describe an entire company? If you are Dow AgroSciences, it is. All that we are and everything that we do is driven by our commitment: commitment to agricultural and specialty markets; to innovation in science and technology; to proven, reliable solutions; to responsible stewardship; and to customer success.

This series of commitments is what Dow AgroSciences is all about. We've been in this industry for more than a century, and today we are a world leader. In the green industry alone, our full product portfolio, which includes Dimension® specialty herbicide, MACH 2® specialty insecticide and Eagle® 20EW specialty fungicide, is an example.

The reason we diligently follow a series of commitments is so we can fulfill our final key area of focus: our commitment to customer success.

Every scientific breakthrough, every technological invention, every innovative product — they are all developed with our customer in mind. Our customers are at the core of everything we do. In fact, we believe our job is to make our customers successful. To remain a viable company today and in the future, we continually adapt to the challenges of the industries we serve by becoming more productive and efficient. This flexibility, along with having the strength and stability of the Dow Chemical company, a Fortune 50 company, and the passion of more than 5,500 of the industry's most talented people, ensures we can meet our customers' needs.

We will continue to relentlessly pursue innovative solutions using science and technology. We will always look ahead and evolve to meet the ever-changing needs of our customers and the demands of new marketplaces. This is clearly evident in the many examples of innovative products we have recently introduced, and the several new products and technologies in our pipeline.

That's our commitment to the industries we serve and most importantly, that's our commitment to you.

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Always read and follow label directions.

THE JOB CLOCK SYSTEM

If you're like most landscapers, one of your costliest problems is accurately tracking and monitoring the time spent by your workers at your jobsites. According to the American Payroll Association, companies immediately save an average of 9% of their payroll costs by switching from handwritten timecards to automated timekeeping. Research shows that 43 minutes of time loss per worker occurs every day — from time rounding, math errors and memory lapses. In fact, the landscaping industry is one of the largest in which labor is recorded using handwritten timecards.

Enter The Jobclock System.

The Jobclock System is the only solution for accurate timekeeping for landscapers. Jobclocks are battery-powered and can be secured anywhere. Workers use a pair of green and red "Keytabs" to clock in and out for the workday and lunch.

Before payroll, the time records are collected from the Jobclocks using a Palm Pilot.

Back at the office, the payroll clerk uses Jobclock Manager Software to generate a dozen customized reports. AccountLinx software automatically transfers time and attendance information to popular payroll and accounting packages.

What are the Benefits?

What benefits do time and attendance solutions really bring the landscaper?

Isn't it expensive to get started? What if the workers don't comply or resist the system?

Implementing an electronic time and attendance system brings tremendous benefits but it also requires a commitment from the business. The first step is to realize that the old ways of tracking time are inaccurate, ineffective and extremely costly.

The next step is to select and purchase an appropriate solution.

Finally, management has to deploy the solution to the workforce. Most companies take several payroll periods to fully roll out The Jobclock System. After that, the savings are substantial. The typical return on investment for most Jobclock Systems is about five weeks.

Find out why 150,000 workers clocked in today with The Jobclock System. Call 888-788-8463 or visit www.jobclock.com.
JOHN DEERE

John Deere has a lot in common with our professional landscaping customers—after all, we’re both working to exceed the expectations of property owners who have less time to spend beautifying their surroundings.

As you work to simplify your customers’ lives by providing the curb appeal they want, John Deere is working to simplify your lives by ensuring you have the equipment and services needed to get the job done profitably. We’re proud to offer a full line of professional-grade mowing and portable power equipment, compact tractors and utility vehicles—all available through the Green Fleet multi-unit discount program. We’ve also added three new commercial mowing products for 2005:

- the heavy-duty 997 Diesel Z-Trak™;
- the productivity-boosting A-Series Quik-Trak™;
- and the 7G18, a commercial walk-behind mower built with 7-Iron™ strength.

We back all of our products with the strongest dealer network in the industry, so you can focus on servicing customers instead of equipment. We’ve added the availability of landscaping, irrigation and nursery supplies through John Deere Landscapes and low-rate financing through John Deere Credit, so you can spend less time handling back-office chores and dealing with multiple vendors.

Why all the good news? As your business grows, so does ours. More than 50,000 independent landscapers trust John Deere as a business partner dedicated to helping them do what they do best—sell their services and beautify the land.

To learn more about our commitment to improving your bottom line, contact your local John Deere dealer or visit www.mowpro.com.

JOHN J. JENKINS
President, Worldwide Commercial & Consumer Equipment Division

JOHN DEERE CONSTRUCTION & FORESTRY CO.

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 and commercial worksite products are also used in landscaping, nurseries, material handling, road repair and maintenance. Through a joint venture agreement, John Deere also is responsible for marketing and sales of Hitachi construction and mining products in the Americas.

John Deere construction models include articulated dump trucks, backhoe loaders, compact track loaders, crawler dozers, crawler loaders, track and wheel excavators, 4 WD loaders, landscape loaders, motor graders, skip steers and waste handlers. Hitachi models include excavators, front shovels, and rigid-frame trucks.

John Deere employs a vast dealer network to provide reliable customer service, with more than 420 locations in North America. For information on products and dealer locations, log on to www.johndeere.com 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, Iowa. It was the industry’s first facility solely dedicated to training. Deere also maintains facilities in Illinois and Arizona for demonstrations and training.

The company is guided today, as it has been since 1837, by John Deere’s original values: quality, commitment, integrity and innovation.

The John Deere Construction & Forestry Company was established in the mid-1950s. The company’s people, products, programs and strategies are driven to provide productivity, uptime and low daily operating costs to all customers it serves.
Our mission is to develop practical innovations and couple them with world-class service through an independent dealer network. In recent years we have greatly expanded our geographic reach and introduced new technologies like PennMulch® Seed Accelerator, MESA® nitrogen, Perk® slow release iron and many top-ranked seed varieties. We are also leading the way in end user support with on-line web-based seminars and dealer proficiency testing, coupled with the most experienced sales staff in the industry. Lebanon Turf innovations all have one thing in common. They can save time, labor and money while delivering superior results.

Today global forces like industrialization in China, shortages of natural gas, and increasing freight expense continue to put pressure on domestic supplies and costs. We also anticipate continuing pressure on environment quality, particularly water, leading to more regulation. Remaining competitive and profitable in this new era will hinge even more on efficiency. Service companies should look beyond the acquisition price of supplies and establish the true costs associated with these business decisions.

The landscape sector will continue to experience tremendous growth for the next decade as a result of the aging population, increasing affluence, and the resulting shift away from "do it yourself". We see a tremendous opportunity for our dealers and the landscape contractor. This is why we are very dedicated to product innovation for the professional maintenance market. So, visit us at www.lebanonturf.com to see how to take your business to the next level.

Since 1933, Rain Bird Corporation's research, marketing and manufacturing resources have been dedicated to developing products and technologies that use water efficiently. Rain Bird calls this process The Intelligent Use of Water™ as it is a commitment that extends to education, training and services for our industry and our communities.

Rain Bird follows the guiding philosophy of The Intelligent Use of Water by producing water- and cost-efficient products and by informing others of how to practice water conservation. Rain Bird accomplishes this through our training programs available to irrigation contractors and through homeowner education programs. For example, Rain Bird has collaborated with HGTV’s Paul James in a series of public service announcements that offer tips to significantly reduce the amount of water needed to maintain beautiful, lush lawns and gardens.

As the incoming Irrigation Association president in 2006, I feel it is an honor to be able to utilize my experience with Rain Bird to lead an organization committed to conserving our natural resources. The irrigation industry promotes the development of new technology and methods to best conserve water and it is my goal to further these efforts.

Rain Bird will continue to manufacture water-conserving products for landscapes, agriculture and golf and will continue to educate others on how they, too, can conserve water. By working together, we can all have a hand in saving our vital, life-sustaining resource.
SYMBIOT BUSINESS GROUP

Headquartered in Salt Lake City, UT, Symbiot Business Group offers innovation in the realm of regional/national commercial contract management. Carefully screened local companies unite under the Symbiot name to offer a nationwide, comprehensive portfolio of outsourced service providers. 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.

The Symbiot Landscape Network is the largest landscaping entity in the United States, with over 500 partner companies and nearly $1.5 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 its 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.

SYNGENTA PROFESSIONAL PRODUCTS

At Syngenta, we know that lawn-care operators would like to have more than just a "product in a jug." We've listened and understand that you also want to learn new ways to better serve your customers, and how to use products safely and more effectively. You are also looking for marketing tools to help position your services to customers and improve the profitable growth of your business.

That's why Syngenta offers you the resources you need to succeed in today's crowded marketplace. In addition to our proven portfolio of fungicides, herbicides, insecticides and plant growth regulators, Syngenta also gives lawn-care operators:

• Its well-trained and experienced staff of sales representatives, who are capable of consulting with customers to solve problems, and who work in partnership with a nationwide network of full-service distribution partners;
• Its staff of field technical managers who are available across the nation to assist with problems and issues that our customers might face in the field;
• The Customer Resource Center (CRC), which provides customers with quick and easy access to a wealth of knowledge about Syngenta products and services, as well as assistance with marketing programs and initiatives;
• GreenCast® (www.greencastonline.com), web-based technology that provides customized and area-specific weather reports, disease outlooks, and pest alerts, as well as feature articles and other resources.

Syngenta is an avid and dedicated supporter of the industry. We are an active member of PLANET and other associations, and we are instrumental in efforts to safeguard the environment and protect industry interests, such as Responsible Industry for a Sound Environment and Project Evergreen.

For more information, visit www.syngentapp.com or call 1-866-SYNGENTA.

Bruce Wilson
CEO and Director, Symbiot Landscape Network

Steve Stansell
Lawn Market Manager, Syngenta Professional Products
With more than 50 years of renovation equipment manufacturing experience, and more than 85 years of family experience in the turf industry, we at Turfco understand your need for durable, effective equipment, as well as quick answers to your renovation questions.

That's why we created Turfco Direct more than five years ago—to give you a one-stop shop for all of your turf renovation needs.

Advantages of Working Direct With Turfco:

- **Quality Products**—Working in partnership with our customers, Turfco Direct provides landscape professionals with the most advanced renovation equipment available. We're proud of our industry heritage and are committed to developing products that precisely meet your needs.
- **Order Direct**—Our renovation experts help you choose the right Turfco equipment for your applications. We walk you through your purchase options, and will coordinate delivery to your door. There's no easier way to buy than with Turfco Direct!
- **14-Day Trial**—We give you 14 days to confirm your Turfco equipment purchase. During this time, you can return the equipment to Turfco and receive a refund of your purchase price.
- **2-Year Warranty**—We back the quality of Turfco products with an industry-leading two-year warranty against defects for products used in commercial applications, or one year for equipment used in rental operations.
- **Service and Support**—We created Turfco Direct to offer landscape professionals a level of service that was missing for renovation equipment. Working directly with Turfco's landscape renovation experts, you get the right answers the first time. Reach us by phone 8 a.m. to 5 p.m. CST, or access our online service center 24 hours a day at www.turfcodirect.com.
- **Quick Financing**—We make purchasing the equipment easy with a number of financing options. For more information, visit www.turfcodirect.com.

Although the mid-mount Z riders are the most popular style of commercial mower on the market today, the front-cut Z continues to fill a need for many contractors and commercial mowing operators.

A number of years ago, with the trend of the mid-mount mowers becoming more popular, we at Walker Manufacturing made the strategic decision to not enter the market with a mid-mount design; rather we would continue to specialize and focus our efforts on the front-cut machine that we introduced to the market 25 years ago. With years of proven success, the front-cut design continues to be favored for many mowing applications because it is based on solid operational advantages that are not matched by the mid-mount machine. From an application viewpoint, the front-cut design offers superiority in:

- Excellent trimming capability
- High quality mowing
- Light turning resistance resulting in quick steering response
- Operator comfort on top of the turning point
- Great platform for a grass collection system
- Easy interchange of mower decks
- Versatility of using other front-mount attachments
- Better balance for safe operation on slopes
- Tilt-up deck for easy underside maintenance and compact storage

With all of these great benefits derived from the front-cut configuration, and as mower designs evolve in the future, Walker is staking our claim on the long-term use of the front-cut Z style machine in the commercial mowing business.
Learning Center

www.greenindustryhub.com

What's new in July at the Green Industry Hub:
Measure Employees' Skills Online

Encourage your employees to sign up today at the Green Industry Hub: www.greenindustryhub.com. Try it as a free subscriber, or join as a Premium subscriber to this online community focused on education, information sharing and industry professionalism. Both free and Premium subscribers have access to real, online courses in the Green Industry University, as well as several other networking, management and personal growth tools:

Green Industry University – Free subscribers can access five courses on management and employee development. Premium subscribers can access even more:
- 15 easy-to-use online business skills courses in sales, marketing and management. Plus, 10 more on the way soon!
- 23 important HR-related courses on hiring, retention, performance evaluation, substance abuse and OSHA compliance.
- Access to all Green Industry-specific courses, including the newest addition — Turf Chemicals. Other available courses specific to the Green Industry include: Landscape Plans & Scales, First Aid & Safety and Plants & Planting.

Course of the Month – All subscribers can try out this month's new course for 30 days.

Skills Assessment – Have your employees or prospects take a skills assessment and check their strengths and weaknesses.

Share & Compare – Share your operating data anonymously and get back useful industry best practices info to guide your firm.

Compete & Win Game – You and your employees can learn while you compete on these interactive games. Industry sponsors provide serious prizes for national winners.

Resource Center – Green Industry discussion forums, events calendar, news feeds and more are here.

Job Center – List your job openings and check out other industry professionals' resumes at this new Green Industry job center.

www.greenindustryhub.com
Measure Your Employees' Skills Online

Take advantage of the Green Industry Hub's online Skills Assessments, available to registered users. As an owner or manager, you can sign up your employees as free subscribers to the Green Industry Hub, and have them take any or all of these assessments:

- Leadership Ability Inventory: Assertiveness and responsiveness
- Organizational Cultural Assessment: Organizational "fit"
- Orientation Toward Individual Innovation: Creativity and resourcefulness
- Sales Skills Assessment: Effectiveness and ethical issues

Your intuition or "gut reaction" may not be the best measure of an employee's potential. These tests can tell you if one is too immature to be a manager, trustworthy enough to be a good salesperson, unselfish enough to be a strong team member, or resourceful enough to be your go-to assistant. You can have existing employees take these tests or use them for prospective job candidates.

For promotion and employee reviews, use the Skills Assessments to verify the input from team members, supervisors and others. It's up to the manager to use employees' skills and abilities in the best manner, and the insights you gain into an employee's desires, skills and needs in a work situation can be invaluable as you build functioning, effective teams.

It's sad to see a person placed in the wrong position for his or her personality or abilities. They're bound to fail or under-perform continuously, which can be frustrating. This could be the start of a new, more meaningful direction for them, as well as a more productive and happy employee for your organization.

Sign yourself and your employees up on the Green Industry Hub as FREE subscribers. Just visit www.greenindustryhub.com and register. Use the Hub to measure skills, assign courses, monitor progress, and award completion certificates to deserving employees.

Green Industry courses online now:
- First Aid & Safety
- Plants & Plantings
- Landscape Plans & Scales
- Turf Chemicals

Also new:
- How to Prepare a Business Plan

This month's Compete & Win Game prizes provided by:

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To sponsor a Green Industry course, contact Kevin Stoltman at 800/225-4569 x2772 or e-mail kstoltman@questex.com.
Mole money

It looks like an earthworm meal to Mr. & Mrs. Mole but it means control and extra revenue for this lawn care pro

BY MARY ELLEN SPOERKE

The next time a customer asks, "What do you guys do for moles?" don't flinch. Instead, consider it a business opportunity, recommends Bill Johnson, sales manager for All Green Corp. in Schoolcraft, MI.

All Green already has the reputation for mole control in south central Michigan. It markets itself as "the mole killer" on billboards and to the media, and there are always more moles to get rid of. The subdivisions that surround Kalamazoo and neighboring communities are almost perfect for moles. They criss-cross primly tended landscapes with their tunnels, and dot beautiful lawns with unsightly mounds.

Until recently, the company used aluminum phosphide gas, requiring a fumigation license, to fight moles. Some customers had concerns about gas. Also, that method is not allowed in Indiana where All Green does some work. For the past year, the company has been offering mole control with a new mole bait from Bell Laboratories.

The switch, Johnson says, was initially for convenience. He says from a licensing standpoint, they could use the product right away.

"Before, only a couple technicians were certified in mole control," he explains. "Now everybody can use it." It's also proving to be an excellent control tool.

Marketing works

Johnson made the switch to the new mole treatment by marketing the service to existing customers first. "We do lawn inspection in June and July and we recommend Talpirid then," he says. Favorable responses are leading to an increase in customers.

"We'll get a new account just to kill moles," he says.

"When we speak with customers we ask if they're interested in mole control. Techs sell it when they see mole damage in the lawn," Johnson says. All Green's invoices contain a box that the technician can check and give a service estimate.

Profitable to use

"We did an analysis of cost and it's extremely profitable to use," Johnson says. "If we're paying $2 per worm, we can charge five or six times that amount. The main competition is trapping, which is high-cost, so any reduction in price for the customer is good.

"Now, because Talpirid is so new, if you're the first to offer it, you can make a lot more money because you'll be established as the one who kills moles. Being first is a huge advantage."

Moles at a glance

There are six species in North America, but the Eastern mole is, by far, the most common variety in Michigan and throughout the Midwest and East. Moles are insectivores. Adult moles are 6-8 in. long and weigh 3-6 oz. Each year a mole can have one litter of 2-6 young, litters occurring from mid-April through May.

Here are some other facts about moles:

- A 5-oz. mole will eat 40-50 lbs. of worms and insects each year.
- Moles can dig surface tunnels at approximately 18 ft./hr.
- Moles travel through existing tunnels at about 80 ft./minute.
- Moles contain twice as much blood and hemoglobin as other mammals of similar size. This allows them to breathe more easily in underground environments with low oxygen.

SOURCE: OHIO STATE UNIVERSITY EXTENSION FACT SHEET
Johnson has noticed other cost savings, especially in application. "There is no toothpaste tube, like some products, to deal with," he says. "You just wear gloves and drop the worm down the tunnel. It's also easier to decide where to put the worm. Technicians can scout out the area better. They can focus on where to apply the worm as opposed to how to do it." All Green also saves money by using the manufacturer's marketing materials. To date, the company has had no callbacks on mole control jobs since switching to the bait that looks like an earthworm.

— The author is director of media/public relations with Dunlop Associates. Contact her at 608-241-9572 or mspoerke@dunlopinc.com.

Michigan's All Green Corp. now uses Talpirid, an earthworm-shaped mole bait from Bell Laboratories (shown above and at right), to stop moles and the lawn damage they cause.

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Circle 127
Beat the FUEL COST blues

With fuel prices exceeding $2 a gallon, mowing contractors must squeeze more production out of each gallon to hit their numbers.

Dan Dorn from Exmark Manufacturing and Cam Litt from Kohler Engines say that contractors can get more from their fuel dollars in three main areas — effective on-site planning, equipment selection and care, and preventive maintenance.

Follow these tips to beat the "fuel blues:"

- **Put together an action plan** for each account. For example, don’t allow too much time between cuttings, making it more difficult to mow efficiently. This increases production time and wastes fuel. Double cutting taller and denser grass, especially when it’s wet, wastes time and fuel. The same goes for bagging clippings that are normally mulched.

- **Use the “one-third rule.”** Cut no more than one-third of the turf’s total length at a mowing. This protects the turf from damage resulting from over-aggressive cutting and allows the mower deck to effectively manage clippings at higher cutting speeds.

  - **Mulching as you mow saves time and labor.** It eliminates dumping, hauling and disposing of grass clippings, and it keeps nutrients in the turf. Finely cut clippings break down and provide nutrients for the living turf. When done correctly (not breaking the one-third rule), it reduces the turf’s need for additional fertilizer applications to maintain a healthy attractive appearance.

**Can’t mulch?**

In many cases mowing contractors can’t mulch. Lots of clippings or clippings with high moisture content reduce mulching efficiency of even the best mowers. Several manufacturers offer mulching-specific blade sets to maximize mulching performance in less-than-ideal cutting conditions.

Even so, there will be times when you’ll have to bag clippings to maintain the appearance the client wants.

Here are some other tips to help you get the most out of your fuel dollars:

- **Run mowers at suggested operating speeds:** "Engines are designed to run most efficiently at their operating RPM, which is typically 3,600 RPM,” Dorn says. “Lowering the RPM of the engine slows everything down — the hydro drive, as well as the speed the cutting blades spin at. Blades cut grass more efficiently at higher speeds.”

- **Keep cutting decks clean:** Clipping buildup compromises clipping flow, requiring more power to cut grass and manage clippings. If the grass is wet or tall you will have to clean out decks more often.

- **Sharpen mowing blades often:** Grass is incredibly abrasive, and while most commercial cutting blades are made of high-quality hardened steel alloy, they still need consistent sharpening to maintain their cutting efficiency and quality-of-cut.

- **Use fresh, good quality fuel:** Don’t purchase fuel of questionable quality regardless of price. An engine that isn’t performing at its peak due to poor fuel will use more fuel in the end, negating any cost savings.

- **Maintain clean air filters:** Mowers work in extreme dirt and dust. Diligent air filter maintenance is essential for maintaining peak engine performance and efficiency.

- **Keep your oil clean:** Stay diligent to manufacturer-recommended oil change intervals, even with synthetic oil. Dirt can still work its way into the oil due to harsh operating conditions.

- **Use fresh spark plugs in the proper heat range:** Don’t experiment with different heat ranges. Manufacturers have determined the optimum heat range for each engine, and any deviation from that specification will undoubtedly compromise engine efficiency, not enhance it.

— The author is with Swanson Russell Associates, Lincoln, NB. Contact him at MattG@srmarketing.com.

**Easy-to-implement strategies for wringing more mowing out of every dollar you spend on fuel**

BY MATT GERSIB
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* Trials conducted by Dr. Steve Aim, University of Rhode Island, 2001; by Dr. Dave Shetlar, Ohio State University, 1999; and by Dr. Dave Shetlar and Dr. Harry Nemiczyn, Ohio State University, 1997.

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Don’t prune, treat

This pro found a way to slow plant growth and reduce pruning costs

BY JERRY STEADHAM

W orking with Mother Nature. That’s how The Greenery describes its services. But sometimes it’s necessary to slow nature down a little in order to satisfy client needs. Shannon O’Quinn, The Greenery’s landscape maintenance supervisor, is getting pretty good at this, resulting in big labor savings.

The Greenery’s South Carolina service area is peppered with beautiful resorts. Property owners expect the best.

O’Quinn has been conducting shrub pruning trials on behalf of his employer. Pruning is a huge labor item and a major cost to clients.

The Problem: Too much pruning

“Two factors can really increase our pruning cycles,” O’Quinn says. “First is the need for an instant landscape. To get that finished look, you over-plant, which means you have to prune a lot later on. And four or five years down the line you have trouble keeping up.” Also, some commonly used shrub varieties like ligustrum and eucalyptus grow aggressively and require lots of pruning.

One of O’Quinn’s client properties is the historic plantation and private golf course community of Berkeley Hall near Hilton Head. “We take care of a formal ligustrum hedge there that measures about four feet wide, six feet tall and nearly a half-mile long. To preserve its natural beauty we can’t prune it in a boxed-off way with powered hedge trimmers; we have to do it by hand,” he says.

Faced with these challenges, O’Quinn tested two plant growth regulators (PGRs).

The Solution: A granular PGR

One of the products that O’Quinn tested was Cutless Granular plant growth regulator from SePro. He says it yielded “really good results.” He has used it so far in trial studies on boxwood and Asiatic jasmine at account properties. “It saved three prunings on formal hedges, without any discoloration or adverse effects on leaf size and pattern,” he says.

O’Quinn says the costs of buying and applying Cutless Granular against the costs of pruning labor and debris removal for two prunings on the half-mile ligustrum hedge will save $1,600 a year. “We would be spending about $400 to save $2,000. That’s a good deal.”

O’Quinn puts down 8.25 ounces of the product per 100 sq. ft. within the plant dripline. Using a Spred-Rite-G applicator (or a new, specially calibrated scoop for smaller areas), he gets a season’s worth of control from a single application.

Plants that he treated with the plant growth regulator have flourished. “Less pruning promotes an overall healthier plant,” says O’Quinn.

O’Quinn prefers applying a granular formulation instead of a spray. “It’s easier and cleaner,” he says. “You have better control without worrying about spray drifting. And it’s visually more appealing to anyone who sees you working.”

O’Quinn will soon begin additional trials on flowering plants.

— The author is a freelance writer based in Indianapolis. For more information visit www.sepro.com

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Circle 144
Mulch blowers and hydroseeders

BY CURT HARLER

Quick-connect hose ends and nozzle, straight-line plumbing, a drain at the tank’s bottom, the pump clean out feature, and fresh water flush tank save wasted time preparing the machine for the next job. These units are available in 200-, 300- and 525-gal. sizes. Several options are available.

For more information contact McGregor at 800/727-9160 or www.mcgregoreq.com / circle no. 255

Sundance
Blower and vacuum attachment can be easily added to the KID III grinder, passing material to a flexible hose to external blower. Material is then discharged through another flexible hose to a distance of 100 ft. for easy, uniform distribution. Attachment converts to vacuum for picking up leaves, wood chips and other small debris. Material then is reduced and the finished product goes out a discharge chute into the back of the truck.

For more information contact Sundance at 800/570-3551 or www.sundancegrinders.com / circle no. 256

Easy Lawn
The Contractor Series features John Deere turbo engines, stainless steel tanks and mulch grinders, and an aggressive paddle design that keeps wood mulch and bonded fiber matrix in suspension. Machines have a large deck storage capacity, many standard safety features and are the only units that have ZDM — zero daily maintenance points. The C280 and C330 (shown) also have the only digital display control panel available in a hydroseeding unit. C SERIES machines are for large seeding jobs and erosion control.

For more information contact Easy Lawn at 800/638-1769 or www.easylawn.com / circle no. 254

McGregor
Built to perform hours of trouble-free seeding, the Aquaseeder is ideal for commercial and residential planting. Designed with the operator in mind, these units are efficient and easy to use. They pump to the bottom of the tank, eliminating waste. Clean out is quick and easy.
Peterson Pacific
BT 40-A blower truck delivers and applies mulch, bark, compost and other materials quickly and efficiently. Spreads up to 60 cu. yds. per hour through the standard 5-in.-diameter hose. Powered by a 2,250 cfm blower that operates at 2,700 rpm. The 40-A weighs 30,240 lbs. empty and can be fitted to most Class 8 truck chassis. Offers multi-function radio remote control including the company’s One-Touch control technology. Larger BT-60 (pictured) also available. Peterson manufactures a blower truck that offers a dual seeder for installing lawns useful for erosion control work when seed and mulch are mixed for stabilizing slopes.

For more information contact Peterson Pacific at 800/269-6520 or www.petersoncorp.com / circle no. 257

TGMI Inc.
The Tailgate Mulcher is the fastest compact straw blower on the market. Capable of handling straw and hay, wet or dry. Two to three bales per minute, belt drive, skid or trailer mounted, 18- or 20-hp engine. The Aqua Mulcher comes in 500-, 800-, and 1,200-gal. sizes. Paddle agitation, positive displacement gear pump, 100 ft. of hose and spraying tower are included. Unit will pump thick slurries through as much as 300 ft. of hose.

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continued on page 70

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Express Blower, Inc. Express Blower trucks increase productivity and efficiency, the company says. The RB-20 is designed to blow aggregate materials all day at great distance. Blows round or crushed rock, beach sand or garden sand, pea gravel, cinder rock, pumice, and soil blends. Blows soil behind retaining walls, in drainage ditches, into indoor gardens or up four stories for rooftop terraces. Works for erosion and sediment control, topdressing, mud control, Terraseeding or safety surface application. Also check out the EB-30 and TM-30, entry-level models for the entrepreneur who wants to be in the blower application business. The TM-30 can be truck mounted, trailer mounted or configured as a roll off. For more information contact Express Blower at 800/285-7227 or www.expressblower.com I circle no. 260

Turbo Technologies Turbo Turf Hydro Seeding Systems available from 50 to 1,600 gallons. Pull-type systems ranging from 300 to 1,000 gallons are also available. The HS-500-XPW-P (pictured) is powered by an 18-hp Kohler Command engine with 4x4-in. pumps and maximum flow of 611 gpm. It will pass solid materials the size of a tennis ball. Custom poly tank with a molded-in bale hopper makes loading fast and easy. Fast, even mixing with no moving parts inside the tank. Request a free hydroseeding video. For more information contact Turbo Technologies at 800/822-3437 or www.turboturf.com I circle no. 261

Bowie Industries The Bowie 950 comes standard with a 50-hp Caterpillar diesel, choice of the Bowie gear pump or Deming centrifugal pump. The unit is also available in skid mount. The Bowie 3400 comes standard with either a 127-hp Caterpillar or 125-hp John Deere turbo. It is equipped with a MCM centrifugal pump for maximum pump distance. For more information contact Bowie Industries at 800/433-0934 or www.bowieindustries.com / circle no. 259

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American University

2004 PGMS Grand Award Winner for Urban University Grounds

Property at a glance

Location: Washington, DC
Grounds Supervisor: William Suter
Category: Urban University Grounds
Total budget: $1,505,000
Year site built: 1893
Acres of turf: 18
Acres of woody ornamentals: 12
Acres of display beds: 14,000 sq.ft.
Total paved area: 19 acres
Total man-hours/week: 1040

Maintenance challenges

- Athletic field renovation and maintenance
- Snow removal
- Perennial plantings and seasonal rotation

Project checklist

Completed in last two years:
- Landscaping the university president's office buildings
- Arboretum development
- Roper Garden and pond installation
- All memorial garden installations

On the job

- 26 full-time staff, three seasonal workers, 10 licensed pesticide applicators

American University, located in the heart of Washington, DC, owes its original campus plan to Frederick Law Olmsted Sr., widely considered a founding father of landscape architecture. Today, the university's staff is in the process of revisiting that original master plan with a goal to incorporate many of its features for more development. Buildings at American University occupy only 18% of the 85-acre campus.

The 26-person grounds maintenance department does everything from field maintenance to special seasonal planting projects. "The diversity of activities is what I like best about it here," says Mark Feist, assistant director of grounds and recycling, who has been at American University for eight years. "We do everything from sports turf maintenance and management to planting large perennial color beds."

American University became an arboretum and public garden in 2003. It now boasts one of the nation's most diverse collections of ornamental plantings on university grounds with more than 75 tree species and hundreds of other plantings. Ponds, water features, sculptures and other memorials and class gifts dot the landscape, which welcomes more than 11,000 students as well as many tourists and international visitors.

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 2005 winners will be named at the annual meeting of the Professional Grounds Management Society in November. For more information on the 2004 awards, contact PGMS at: 720 Light St. • Baltimore, MD 21230 • Phone: 410/223-2861. Web site: www.pgms.org
Special locations lend color and history to the 85-acre campus. The clock (above) was donated by the class of 1992. Patios, seasonal color beds and walkways offer relaxation and shade for students, faculty and visitors.
Congratulations to the staffs of *Golfdom & Landscape Management* for winning 17 TOCA (Turf and Ornamental Communicators Association) editorial and design awards at the 2005 TOCA Awards Banquet.
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YOU COULD BE A COW HAND

How many of you in the Green Industry grew up dreaming of becoming an accountant? How about an actuary? Not many we'll wager. Strange as it seems (to us anyway) the following jobs were selected as the “best” jobs, according to a recent article at CareerJournal.com, an online publication of the Wall Street Journal. The list of “best” and “worst” jobs measured six main factors: income, stress, physical demands, outlook, security and environment.

**Best**
- Accountant
- Actuary
- Bank officer
- Biologist
- Computer systems analyst
- Financial planner
- Parole officer
- Software engineer
- Statistician
- Web site manager

**Worst**
- Construction worker (laborer)
- Cowboy
- Dancer
- Fisherman
- Garbage collector
- Lumberjack
- Roofer
- Seaman
- Welder

SOURCE: CAREERJOURNAL.COM

MULTIFAMILY IS MULTIPLYING

The Multifamily Market Index for the first quarter of 2005 showed significant improvement over the same period in 2004. The index measures factors such as demand, sales and occupancy rates.

“The demographic factors — baby boomers who want second homes or smaller-scale, maintenance-free living, and the echo boomers just entering the work force — both serve to support a rising demand for condos and apartments,” said David Seiders, chief economist with the National Association of Home Builders.

HELP! OUR HOUSES KEEP GROWING

In the United States everything gets bigger and bigger. People, autos and our houses too. Homes being built today are twice as large as those built during the 1950s home-building boom, says our government.

<table>
<thead>
<tr>
<th>Finished Area (sq. ft.)</th>
<th>1950</th>
<th>1970</th>
<th>1990</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average</td>
<td>983</td>
<td>1,500</td>
<td>2,080</td>
<td>2,330</td>
</tr>
<tr>
<td>Median</td>
<td>1,385</td>
<td>1,905</td>
<td>2,137</td>
<td></td>
</tr>
<tr>
<td>Less than 1,200 sq. ft.</td>
<td>62%</td>
<td>36%</td>
<td>11%</td>
<td>5%</td>
</tr>
<tr>
<td>1,200 - 1,599 sq. ft.</td>
<td>19%</td>
<td>28%</td>
<td>22%</td>
<td>17%</td>
</tr>
<tr>
<td>1,600 - 1,999 sq. ft.</td>
<td>17%</td>
<td>26%</td>
<td>22%</td>
<td>21%</td>
</tr>
<tr>
<td>2,000 - 2,399 sq. ft.</td>
<td>—</td>
<td>—</td>
<td>17%</td>
<td>19%</td>
</tr>
<tr>
<td>Over 2,400 sq. ft.</td>
<td>—</td>
<td>10%</td>
<td>29%</td>
<td>38%</td>
</tr>
</tbody>
</table>

SOURCE: U.S. CENSUS BUREAU
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