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[2006]

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WHO'S WHO IN LM



Bill Hoopes, 32 years after joining the Green Industry, is still going strong sharing his experiences and knowledge. Training is his speciality and his passion, although rumor has it he still sings along to old Kingston Trio albums, apparently flashbacks to his college days when he and his buddies performed in a popular Columbus, OH, folk group.

Bill became training director of Barefoot Grass in 1985 and has been involved in some aspect of hiring or training ever since. This past summer he established Grass Roots Training, Delaware, OH. Hoopes shares strategies about hiring great employees on page 80.

Bill Phagan is one of those guys who believes that if you own and operate a landcare company you should make a fair profit for what you do (Bingo, right on Bill!). But sometimes people get so busy working they forget that. Bill, who enjoys speaking at industry affairs almost as much as he likes fishing and boating (but not as



much as being a grandpa), tells why you should figure out which of your customers and services are worth keeping and which aren't on page 76. Bill has been in the Green Industry since 1980 and runs Green Industry Consulting, Inc., Tampa, FL.



Rain Bird Training Manager Mike Kay develops and conducts education courses. He has 20 years of experience consulting and managing training groups with a specialty in developing customer courses that help individuals become more productive. Mike holds degrees in instructional technology, management, aeronautical science and

business administration. Phew. He splits his free time between golf and scuba diving and, he emphasizes, with his family. Kay explains the critical differences between pricing and estimating on page 52.

Ellen Ely, a former training director for The Brickman Group, is president of Landscape Training Solutions (LTS), where she sets up training programs and retreats in English and Spanish for landscape companies. She works hand-in-hand with organizations to overcome the challenges of leadership in a multicultural environment.



She explains how to motivate employees from all generations and backgrounds without money on page 100.



Luke Frank has been writing for Green Industry publications for almost 15 years. Working out of Albuquerque, where he resides with his wife and son, Luke gives us a fascinating look at an incredible landscape/irrigation project involving the unique Nasher Sculpture Center, Dallas, TX. You won't believe the challenges that Jeffrey Bruce had to

overcome to keep the landscape green and beautiful there. "This is an example of a unique site and fickle clients demanding the best of irrigation consultants and water management professionals," says Luke, an avid backpacker and sometimes golfer. Turn to page 132.

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### **Editorial** staff

RON HALL / 440/891-2636 / rhall@questex.com Editor-in-Chief **Managing Editor** STEPHANIE RICCA / 440/891-2623 / sricca@questex.com MIKE SEUFFERT / 440/891-2603 / mseuffert@questex.com Associate Editor On-Line Content Editor LYNNE BRAKEMAN / 440/826-2869 / Ibrakeman@questex.com Senior Science Editor KARL DANNEBERGER, PH.D. / danneberger1@osu.edu Corp. Creative Director LISA LEHMAN / 440/891-2785 / Ilehman@questex.com Art Director CARRIE PARKHILL / 440/891-3101 / cparkhill@questex.com

### Reader advisory panel

DERRY COLE Greater Texas Landscapes / Austin, TX JOHN GACHINA Gachina Landscape Management / Menlo Park, CA WALTER BONVELL Xavier University / Cincinnati, OH Scotts Lawn Service / Marysville, OH BILL HOOPES ROB SANTO Garrick-Santo Landscape / Malden, MA US Lawns / St. Louis. MO FRED HASKETT Down to Earth Landscaping / Wilmington, DE LARRY IORII TODD GRAUS Green Turf Lawnscapes / Worland, WY GARY LASCALEA GroGreen / Plano, TX MILTON HALLMAN III Stewart Enterprises, Inc. / High Point, NC Jack Robertson Lawn Care / Springfield, IL JACK ROBERTSON DR. BARRY TROUTMAN ValleyCrest Companies / Sanford, FL GEORGE VAN HAASTEREN Dwight-Englewood School / Englewood, NJ **BRIAN VINCHESI** Irrigation Consulting / Pepperell, MA

### **Business** staff

Publisher KEVIN STOLTMAN / 440/891-2772 / kstoltman@questex.com JEN OAKLIEF / 440/891-2799 / joaklief@questex.com Admin, Coordinator **Production Manager** JILL HOOD / 218/279-8837 / jhood@questex.com Production Director RHONDA SANDE / 218/279-8821 / rsande@questex.com JESSICA BORGREN / 218/279-8858 / jborgren@questex.com Circulation Manager Asst. Circulation Manager LISA MILES / 218/279-8866 / Irniles@questex.com

### **Advertising staff**

Account Executive

Cleveland Headquarters 7500 Old Oak Blvd., Cleveland, OH 44130-3369

Associate Publisher PATRICK ROBERTS / 440/891-2609 Fax: 440/891-2675

Green Book Coordinator JAN LAULUNEN / 218/279-8843 / jlaulunen@questex.com

National Account Manager GEORGE CASEY / 440/891-3146 Fax: 440/891-2675

Account Manager MICHAEL HARRIS / 440/891-3118 Fax: 440/891-2675

LESLIE MONTGOMERY / 440/891-3199 Fax: 440/826-2865

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### Marketing/magazine services

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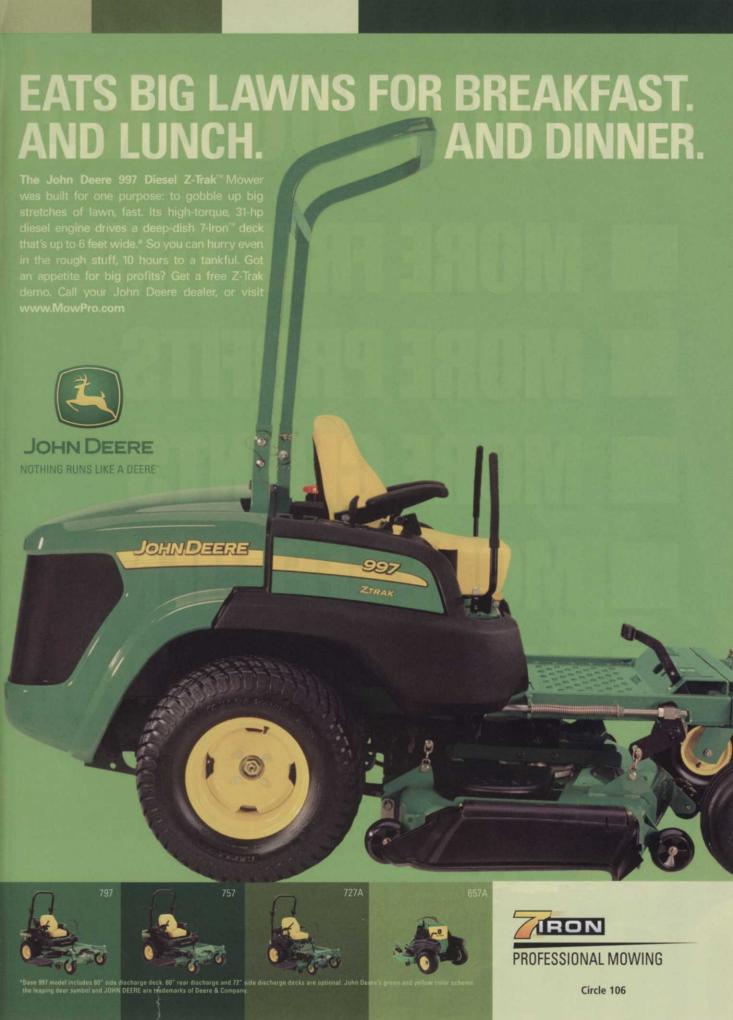
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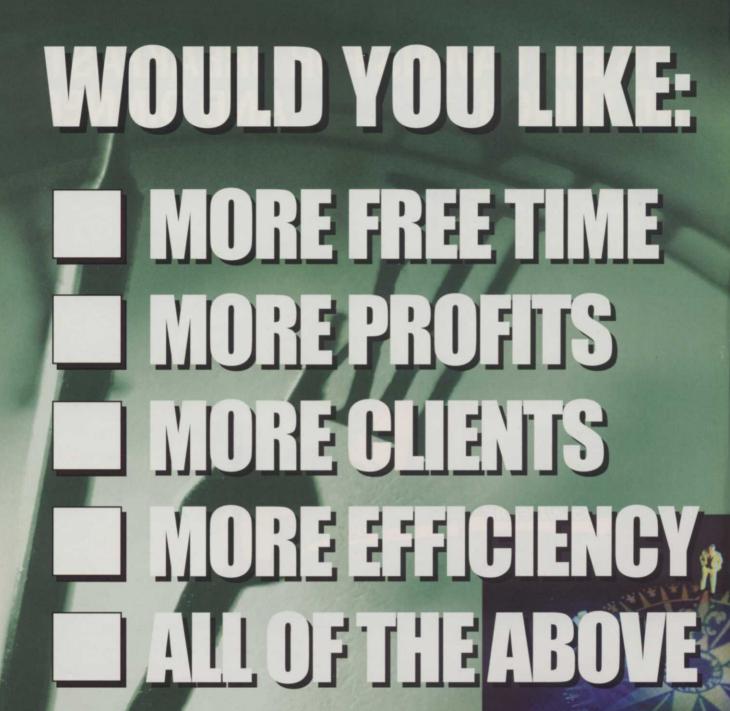
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### Piggybacking a great idea

BY RON HALL / Editor-in-Chief

ountains of cash. That's what conventional wisdom says you'll need to nudge American public opinion even a click in the positive direction. Mix in a popular concept and serendipitous timing, and you're still just

halfway there.

I'll bet most of you recognize the following catch phrases, even though you may not remember when they became embedded in your grey matter:

"The Other White Meat."

"Got Milk?"

Millions of dollars went into planting these phrases into our collective consciousness. Most of us probably still have a warm, positive glow of the industries they touted, thanks in large part to these phrases and the visual images that accompanied them. When did we last see them in the media? Was it last year? Five years ago? A decade ago? For the most part the dairy and pork industries did it with a targeted and expensive media blitz. We heard the messages over and over again.

Project EverGreen (www.projectevergreen.com), the defacto public relations arm of the Green Industry, doesn't have mountains of cash. Sure, in the two short years since it organized into a recognizable entity, it's raised operating funds and some sizable money beyond that (most of it donations from corporate members), but it's far from being able to finance and launch a national media blitz. Even so, in spite of some early misdirection, it's gaining traction on our behalf.

Credit the creativity of its tiny staff and volunteer board for piggybacking its efforts with Habitat for Humanity (www.habitat.org) and America in Bloom (www.americainbloom.com). These programs excite

the public's interest and, increasingly, its participation. Habitat for Humanity, in particular, is hugely popular and immediately recognizable to much of the American public.

This past summer Project EverGreen coordinated the sodding of a Habitat properties in Minnesota (See article on page 24). Next year it will again rely upon the good will of volunteer member companies to help with several more Habitat properties. Then, hopefully, with several more, and so on.

Also this past summer, Project EverGreen participated in the America in Bloom Symposium and Awards Program. America in Bloom, just four years old in the United States, is quickly becoming a national phenomenon.

Admittedly these are baby steps, but they're in the right direction, unlike its 2004 aborted "Gloves Off" campaign that was too confrontational.

That said, how realistic is it to expect Project Ever-Green to increase awareness of the Green Industry as effectively as the dairy industry did with its "Got Milk?" campaign?

Not immediately. Not within the next year or two, given the incredible expense.

But Project EverGreen's creativity in partnering with popular and already established organizations with parallel goals may allow it to accomplish as much with fewer dollars.

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

Project Evergreen's mission Can and should resonate with the public.

13

### **Best Practices**

BUSINESS

RISK MANAGEMENT

To avoid potential liability issues, send the photos
— along with recommendations for correcting the
problem — to the owner or property manager.



### Remember the camera

hoto-documenting conditions at new

BY BRUCE WILSON

maintenance accounts from the start is something you should use throughout your career. With the development of digital photography, it's easy.

Why is this important? First and foremost, photography establishes a documented baseline of existing conditions at the site when maintenance starts. You'll have the documenta-

### Show the evolution

Today's property managers move from company to company and property to property. A new property manager might come on board, take over your account

tion you need in the event of problems later.

>>> For more information on how photo documentation helps on the jobsite, turn to page 64.

and decide he's not happy with how the property looks. He might be right, but what he doesn't know is how much the property has improved since you took it over. Here's where photos come in handy. Use them to show the property manager how the landscape has evolved since you took over and let him know your plans. In fact, you should be proactive and show the

photos at your first opportunity. This puts you on the offensive, not the defensive.

It is also a good idea to show him the proposals that you have submitted for upgrades that were not approved.

What things should you document with photos?

Liability issues like shrubs blocking entrances that may hinder a driver's vision and end up contributing to

an accident; raised sidewalks from tree roots that may be a trip hazard; and trees blocking lighting creating unsafe conditions at night.

- Weak or declining plant materials
- String trimmer or mower damage to trees
- Drainage problems
- Deteriorating paving in parking areas. You do not want to be blamed for overwatering and damaging paved surfaces.
- ➤ Damage to building walls or light poles from mowers or string trimmers
- Missing plant materials
- Improper repairs made to irrigation systems
- Girdling on trees caused by tree ties being left on too long

### Be proactive

To avoid potential liability issues, send the photos, along with recommendations for correcting the problem, to the owner or property manager. If he does nothing about it, you have limited your liability by notifying him and giving him a solution.

For large properties like apartment complexes or homeowners associations, a video camera may work better. Still photos can then be used for specific examples you may want to bring to the owner's attention.

Take plenty of pictures, including panoramic views. You never know what's going to become a problem later. It may be something you would never have considered to be an issue.

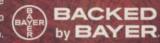
— The author is a partner with Tom Oyler in the Wilson-Oyler Group, which offers consulting services. He is also the director of the Symbiot

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### In the Know

BUSINESS

NEWS YOU CAN USE

### NY Notification Law is **COSTLY**

BY LYNNE BRAKEMAN / Online Content Editor

OCHESTER, NY — Starting next
January, lawn care companies in
Monroe County, NY, must
comply with the state's Neighbor Notification Law. County
legislators voted to adhere to the optional
state law last June.

In preparation for the new regulations, Rochester-based Broccolo Tree and Lawn Care implemented a pilot test of its compliance system. The company sent out more than 1,000 notification letters two weeks before scheduled treatment for 350 lawn care cus-

tomers. The company has approximately 1,700 lawn care customers throughout the region.

Laurie Broccolo, president and coowner, says it took more than 70 man hours just to compile the addresses for the pilot project notification list because the county and state legislators have made no provision for creating a database to help companies comply. And, if the scheduled application has to be changed significantly because of bad weather conditions, the regulations require companies to send out another round of notification letters.

Broccolo says the initial cost of the creating the database was about \$20 per customer and each application notification will cost around \$5; or approximately \$15 for a program of three treatments.

"That's a per-customer initial invest-



◆ Laurie Broccolo estimates a per-customer extra cost of \$35 to comply with the new law.

ment of nearly \$35," Broccolo points out. "So we're going to start charging a one-time 'an-

nual notification fee.' And when customers call to complain, we'll explain why we have to charge for this and give them contact information for their county legislator."

Broccolo says the legislation took the local lawn care industry by surprise. When she became engaged in the political process, she was in for a shock.

"I had the illusion that they would actually listen to the facts," she says. "But the outcome was all based on political pressure."

### It's all about politics

Broccolo says the Breast Cancer Coalition had successfully lobbied a few powerful Republican county legislators to their emotional demands. She says most of the other Republican legislators voted as they were instructed. "It was rammed through the Republican party," she says.

Broccolo recommends that companies get active as soon as possible to get their side of the debate out into the public arena. And she highly recommends hiring a public relations professional to assist.

"Small and medium-sized companies should not be afraid to engage in as much public relations as possible. We've found it gave us credibility and raised our standing in the community," Broccolo says.

Broccolo says there has been a silver lining to her disappointing experience over this issue: She decided to take a chance on hiring a public relations firm to help get the other side of the story out. She says the PR firm was effective beyond her expectations and cost much less than she thought it would.

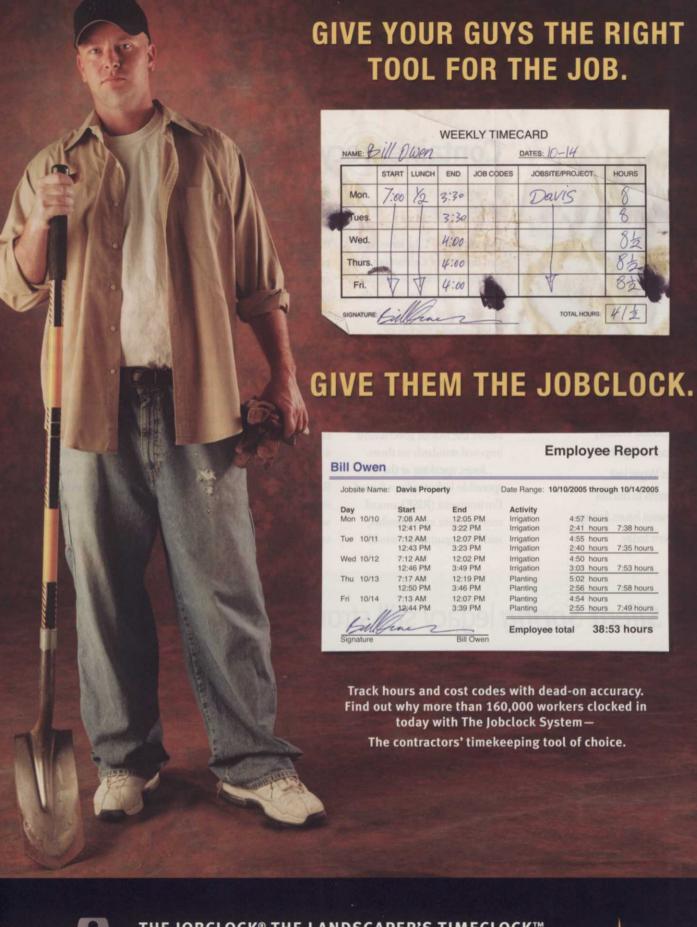
### **Good PR never hurts**

"Even if we didn't change the political outcome, hiring that public relations firm helped get our company so much press, it was worth it. They were phenomenal at working in the political arena and getting press conferences put together," Broccolo says.

Because of the PR firm's efforts in the early stages of the debate, the company's latest press release about their pilot project on the cost of compliance received positive coverage on two television stations and three newspapers.

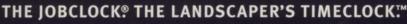
Another positive development for her mid-size company: Broccolo says she's heard of several very small lawn care companies that have decided to drop their residential business because the cost and effort involved in compliance has made that segment unprofitable.

"I think my business is poised to win in the long term and the short term," she says. "Because of the recognition we've received for our company's commitment to IPM, we're getting a lot of phone calls for new leads."











### In the Know

# RISE

Responsible
Industry for a Sound
Environment
brought specialty
pesticide industry
leaders together in
Las Vegas last
month to discuss
several issues facing
them today.

### Container recycling an

BY FRANK ANDORKA /
Contributing Editor

LAS VEGAS — Tobi Jones, assistant director of California's Department of Pesticide Regulation (and representative of the Association of American Pesticide Control Officials, or AAPCO), told a group of pesticide manufacturers, distributors and formulators that they'd better create their own pesticide container recycling programs before the federal government imposed standards on them.

Jones, speaking at the Responsible Industry for a Sound Environment (RISE) annual meeting here in September, said her organization would prefer an industryled effort to promote and require the recycling of plastic pesticide containers — but they would press the federal government to act if necessary.

"If you want to see the worst possible chaos ensue in the industry, let the 50 states develop 50 different sets of regulations on recycling these containers," Jones says. "It would be a nightmare."

Jones says organizations like RISE and CropLife America should push their members toward more participation in the voluntary system of recycling



Tobi Jones sounds

One Voice—

Tobi Jones sounds

call to action on pesticide

container recycling.

efforts that already exists. If more people don't participate in the voluntary system, it will quickly become a government mandate, she said.

"This has to happen, and it's imperative that the industry be out in front on this issue instead of reacting," Jones says. "The industry will find a way that accomplishes the goals while still being sensitive to manufacturers' needs. The government won't be so sensitive."

### Silent Spring legacy still strong

BY RON HALL / Editor-in-Chief

LAS VEGAS — "How do you deal with a situation where science doesn't seem to matter anymore?" That's the question Alex Avery asked of more than 200 people attending the Responsible Industry for a Sound Environment (RISE) Conference here on Thursday, Sept. 8.

How indeed — especially when that situation is the public's seemingly growing aversion to and fear of the chemical products used in the Green Industry. He wasn't asking a rhetorical question, either.

Avery, who is director of research and education for the Center for Global Food Issues (www.cgfi.org), sought responses from RISE, whose members represent the companies that manufacture and market these products. In fact, when Avery concluded his 20-minute presentation titled "The Rachel Carson Syndrome," a ring of RISE members surrounded him. Some sought his opinion in dealing with anti-pesticide activists; others shared strategies with him.

Avery said what doesn't seem to be working (at least with much of the media and certain segments of the public) are rational, science-based discussions of pesticide issues. Rather, the emotional-based results grab headlines.

Unfortunately, this is sometimes the case even among researchers, he said, citing several examples of where authors of scientific studies refused to reverse their positions even after their research was proven flawed.

Most of Avery's message targeted several long-held and widely publicized beliefs that unfairly demonize pesticides, even though scientific evidence to the contrary exists.

For example, he dismissed the widely held belief that DDT led to the decline in America's bald eagle population. He pointed to Alex Avery laments the victory of emotion over science in today's media.

### The fight is local, says RISE prez

BY FRANK ANDORKA / Contributing Editor

LAS VEGAS — Dan Untiedt, senior director of business at McLaughlin Gormley King (MGK) Co. in Minneapolis, told the more than 250 attendees at the Responsible Industry for a Sound Environment (RISE) meeting here that the organization needs to do a better job of battling restrictions on pesticide use at a local level.

Bill Baxter, business manager for professional pest control for BASF's Specialty Products Department, presided over the four-hour information session.

Untiedt, speaking as outgoing president of the organization, said RISE has done an excellent job fighting anti-pesticide legislation on the state and federal levels, but it needed more end-user activism to improve



**Dan Untiedt** 

its ability to know what's going on city by city.

"We'll get there," Untiedt says. "It's important for everyone in this room to go back to your companies and mobilize everyone you can - your own employees, your distributors, your

end users — everyone. That's how we can beat back the environmental activists."

Untiedt said the organization's board of directors has pledged to collect information about intrusive pesticide regulations more quickly and disseminate it more effectively to its members.

"What we really want to do is create a rapid-response network so every time one of these laws comes up, we're ready to battle it," he says. "We need more eyes and ears in the industry, and to make sure everyone in the industry understands their roles are crucial."

the publication of Rachel Carson's bestselling book, Silent Spring, in the early 1960s as the trigger that prompted the public outcry that in the mid-1970s caused DDT's demise. That decision, he claimed, led to the death of 80 million people in the malaria-prone regions of the world that have limited effective alternatives to DDT.

"There is zero evidence that DDT caused (eagle) population declines or prevented population recovery," said Avery.

Another controversy that received widespread publicity, again based on faulty science and advocacy, said Avery, blamed pesticides for causing population declines and deformities in frogs and toads.

Further research found causes other than pesticides were to blame, he claimed. In one case it was the introduction of nonnative trout in the mountain lakes where a certain species of frog was disappearing. The trout were eating tadpoles before they could become frogs, further investigation revealed. In another controversy, this one fingering pesticides for deformities in frogs in Minnesota, researchers eventually determined that parasites, in this case trimatode flat worms, were to blame. They were discovered burrowing into the area region behind where a frog's hind limbs form, causing the abnormalities, said Avery.

In spite of the science behind these discoveries, many people in the media and much of the public still look to pesticides "as the first suspect" when anything goes wrong in the environment, Avery said.

"I don't know how to stop this, but unless we do, the prospects for this industry are pretty dim," he concluded.

### **New nursery stock** warranty program

PITTSBURGH — Contractors who participate in the new nursery stock warranty program from Plant Health Care and John Deere Landscapes will be trained and certified on the terms of the program and the proper planting procedures. The "3 Year Protection Plan" will cover nursery stock that has been planted with PHC Tree Saver, a mycorrhizal fungi and rhizosphere bacterial product. Should nursery stock that has been planted according to the plan guidelines fail, the plan provides for replacement of the nursery stock.

### SedgeHammer replaces Manage

YUMA, AZ - Gowan Co.'s SedgeHammer herbicide has replaced Manage turf herbicide by Monsanto, which Gowan acquired the rights for last year. SedgeHammer controls both yellow and purple nutsedge in cool season and warm season turfgrasses. It can be used in both turf and landscaped areas, including those with established woody ornamentals.

### **Scotts goes west**

MARYSVILLE, OH - The Scotts Miracle-Gro Co. will acquire the Rod McLellan Co., a provider of soil and landscape products in the western United States. The \$20 million deal will increase the Scotts Miracle-Gro Co.'s market share in the West and strengthen its relationships with independent nurseries and garden centers. Headquartered in San Mateo, CA, Rod McLellan operates three soilmanufacturing facilities in California and Oregon. Its product line that includes Supersoil, Whitney Farms and Black Magic.

### In the Know

Fert prices on the rise

BY BRUCE THORN

cleveland — The cost of business is always going up. One major challenge turf care professionals face is the increasing cost of fertilizers. In late 2004 and early 2005, suppliers across the country raised prices — some by as much as 20%. This trend has continued through 2005, and turf care companies can expect more of the same.

So why are these increases happening and what can you do to minimize their impact on your business?

The primary driver behind the fertilizer price increases is the energy situation. As oil and natural gas prices climb, the prices of their byproducts increase just as sharply. Consider urea, the primary source of nitrogen in most fertilizers. Urea prices have gone up almost 60% over the last two years, to go along with a 20% increase in the cost of potassium (the "P" in an NPK analysis) and a 60% increase in the cost of potash (the "K").

When you add in the fact that turning these raw materials into a bag of fertilizer and shipping that bag to a store where it can be bought requires additional energy and fuel inputs, you can see the challenge facing fertilizer manufacturers.

What's the solution? First, understand what this means for your business. If you use the same products in 2006 that you used in 2005, how much will your costs go up? How will this influence your profitability? What does this mean for your prices for 2006? Spend the time now evaluating the situation so that you understand the financial impact on your business.

Second, evaluate product options. If you apply a 24-5-11 every spring for quick spring green up, perhaps you could switch to a 32-3-8 analysis instead, which covers more square footage at the same application rate of nitrogen (although it offers less phosphorous and potassium).



Another option is to evaluate combination products as opportunities to control costs while also boosting your technicians' efficiency. A product that combines fertilizer along with an herbicide, for example, lets your technicians make two applications at once, which limits your labor costs. Plus, while prices for these products will also increase in 2006, the increase will not be as high because the price of the herbicide is not going up nearly as much.

New equipment on the market, such as LESCO's HP Spreader or the PermaGreen Supreme, can also make your technicians more efficient at their job. The labor savings associated with this efficiency will decrease your labor costs.

Next, communicate with your customers as early as possible to prepare them for any price increases you may have to pass along. LESCO will raise its fertilizer prices effective Jan. 1, but we started telling customers about this in September so they can plan accordingly. Do the same with your clients. They will appreciate it.

Price increases are not fun for any business, but companies that spend time preparing for them can minimize the impact on their business.

> — The author is senior vice president of operations for LESCO. Contact him at 800/321-5325.

### Cub Cadet hitches star to Lebron/Cavs

CLEVELAND — Cub Cadet will be the presenting sponsor for the Cleveland Cavaliers' 2005-06 NBA season. The partnership is the first ever for the Cavaliers and the first of its kind for Cleveland's major league teams. The partnership will touch virtually every area of the Cavaliers, including Cavalier marketing campaigns and promotional materials, advertising in Cavaliers game broadcasts on radio and TV, in-arena signage, on the official team Web site, team promotions, player appearances and more.

### FINN moves blower facilities

CINCINNATI — The FINN Corp. will relocate the Express Blower, Inc. manufacturing operations to its factory in Fairfield, OH, effective Dec. 1. Express Blower's facility in Eugene, OR, will remain open for direct customer support of its parts and service as well as marketing and sales departments. FINN acquired Express Blower, which manufacturers large-capacity pneumatic blowing equipment, in 2002.

### Pick up the PACE

FREDERICK, MD — Wright Manufacturing appointed Plymouth, Ml-based PACE, Inc. to distribute its commercial lawn mowing equipment in Michigan, Indiana and Florida. The appointment was made as the company expects continued growth in those areas, while PACE is planning new marketing programs for Wright dealers.

### Tough new tests from Turf-Seed

HUBBARD, OR — Only those sod seeds that pass through a series of rigorous tests will earn the new continued on page 22









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### Davey Tree workers help clean up from Hurricane Rita

KENT, OH — Hundreds of Davey Tree
Expert Co. employees from around North
America are currently working in the
Gulf Coast region most affected by Hurricane Rita. The crews drove in shifts to
reach Texas in time to ride out the lateSeptember storm.

The crews, many coming straight from Hurricane Katrina recovery efforts, have begun to clear trees from power lines so that the utility companies in the area can restore power quickly and safely.

To help the crews keep safe in such

stressful working conditions, Davey safety representatives also were dispatched to the area to encourage the crews to keep safety in mind during the storm recovery effort.

Despite the difficult circumstances, the Davey crews are proud to help the area return to normalcy, said Steve Marshall, vice president and general manager for Eastern utility services. "We are also grateful to our utility partners throughout North America who have released our employees so they can do storm recovery work in the Southwest," Marshall said.

continued from page 20

"Quality Assurance Sod Tag" from Turf-Seed, Inc. To be outfitted with the quality assurance label, Turf-Seed seed must pass independent visits from Oregon state inspectors and Turf-Seed's field department. During these inspections, potential weed issues are noted. Seeds that pass from there are tested at Pure Seed Testing's independent seed lab. Finally, a final sample of the seed is planted and grown out to determine, and ultimately prove, the quality of the seed lot.

### ValleyCrest expands in the mountains

CALABASAS, CA — ValleyCrest Co. will expand its operations in the northern Colorado market with the acquisition of RMV Landscape and Maintenance, a landscape construction and maintenance company from Loveland, CO. Under the terms of the agreement, ValleyCrest purchased substantially all of the assets of RMV and the company has become part of ValleyCrest's landscape development division.

### Safety pays off in new rides

**CALABASAS, CA** — Valley Crest Companies gave away five new Ford F-150s in its third annual truck giveaway. The trucks were presented to recognize superior performance in workplace safety.

The following five lucky winners were selected in a drawing from more than 3,200 eligible employees who qualified for the annual incentive program. Receiving brand-new Ford trucks were:

- ► Frank D. George Jr., production manager, ValleyCrest Landscape Maintenance (VCLM), Tampa, FL, 9 years' service
  - ► Rafael Gomez-Cervantes, foreman,

VCLM, Hampton Roads, VA, 16 years' service

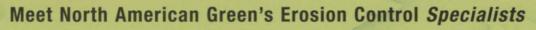
- ▶ Pablo P. Nunez, foreman, VCLM, San Jose, 25 years' service
- ▶ Jose Ortega, foreman, VCLM, Las Vegas, 32 years' service
- ► Alberto Vaca-Corona, foreman, VCLM, Smyrna, GA, 10 years' service

To qualify, fulltime field employees must have completed one year of service with no accidents and be employed by a ValleyCrest branch that met or exceeded the company's safety standards. The company recorded its third consecutive year of left, and Burton Sperber of ValleyCrest Companies.

Jose Ortega, center, with Stuart,



double digit decreases in overall work-related claims and OSHA recordable injuries this year.





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### In the Know



MINNEAPOLIS — Project EverGreen began its relationship with Habitat for Humanity at a landscape completion celebration for four families, on Sept. 16 in the Twin Cities in Minnesota.

The purpose of the partnership is to promote the value of green spaces while simultaneously helping low-income families move into beautifully landscaped homes of their own. As the crews laid the sod, Golden Valley Mayor Linda Loomis, Twin Cities Habitat for Humanity and Project EverGreen representatives made a presentation to the families receiving the homes, followed by an outdoor lunch.

Melinda Lenz from Toro presented each of the families with a lawnmower; shovel, rake and pruners courtesy of Corona Clipper; a Project EverGreen watering can, hat and T-shirt; and literature on the importance

of green spaces.

Turfgrass Producers International (TPI) members B&B Hoffman Sod Farms, Central Turf Farms and Blue Valley Sod Farms, all Minnesota sod companies, joined forces Toro's Melinda Lenz (seated) presents lawnmowers and Corona Clipper gardening tools to local families.

to donate crews, sod and trucks to the families. TPI is a major contributor to Project EverGreen. The event was covered by local radio and newspaper, and members of the city council were in attendance as well.

"Watching the kids roll around on the sod with their parents really brought home how important green spaces are in America's neighborhoods," said Den Gardner, executive director of Project EverGreen. "Our partnership with Habitat for Humanity not only accomplishes our mission as an organization, it connects us with people who do not take green spaces for granted. We hope to grow this program to several cities in the U.S. next year."

Project EverGreen's mission is to raise awareness of the environmental, economic and lifestyle benefits of landscapes and promote the significance of those who preserve and enhance green spaces at home, work and play. In late 2004, the group launched a national media campaign explaining the positive effects of well-maintained green spaces. For more information, visit www.projectevergreen.com.

### **Online education**

COLUMBIA, MD — Nemetschek
North America's online and onsite
training is now available to
VectorWorks users who wish to
increase their knowledge on a specific topic, tool or workflow within
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Powered by WebEx, these sessions
can be scheduled at the user's convenience for a half an hour or
longer. Visit www.nemetschek.net.

### Turf-Seed launches paspalum site

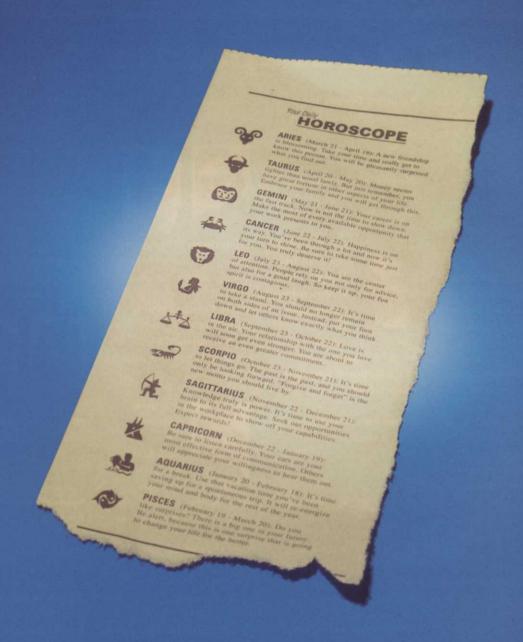
HUBBARD, OR — Turf-Seed, Inc. launched www.seasprayinfo.com, a Web site that provides information about Sea Spray, the first seeded seashore paspalum. The site provides research studies and tips on how to manage seashore paspalum. The Web site also features a discussion board for turf professionals.

### Olympic champ keynotes Ohio Turf

COLUMBUS, OH — Rulon Gardner, 2000 Olympic Gold Medal Wrestling Champion and 2004 Olympic Bronze Medalist, will be the keynote speaker at the 2005 Ohio Turfgrass Conference & Show, Dec. 6-8, here. The 3-day exhibition also includes more than 90 hours of educational sessions. For more information, visit www.OhioTurfGrass.org.

### Aquatrols receives U.S. patent

PAULSBORO, NJ — Aquatrols Corp. was recently granted a U.S. patent for the invention of synergistic blends of certain surfactants that rapidly increase the wetting of water-repellent soils, The inventors are Stanley Kostka, director of technology, and Paul Bially, formulation chemist.



DON'T COUNT ON THIS.

### People & companies



BASF Corp. hired Scott Houston as Professional Turf & Ornamentals regional sales manager for its

northern market area.

Auburn Consolidated Industries named two new members to its EverRide sales staff: John McInerney, southeast regional sales manager, and Kurt Oehlrich, northern regional sales manager.



Mike Ruizzo has been named national account manager for the Chipco Professional Products

group of Bayer Environmental Science. Bryan Gooch will assume Ruizzo's previous position as business manager for imidacloprid and CNI chemistry.

LESCO hired Michael Poole as its new vice president of real estate and store planning. He will help facilitate and manage the opening of new LESCO Service Centers.

**Briggs & Stratton** named **Ann Roche** as vice president, Commercial Engines.

The San Diego branch of Grounds Control Landscape Co. named Tara Burns maintenance landscape manager.

Aquarius Brands, Inc. of Ontario, CA, hired Justin White as the new Northern California landscape sales manager. White replaces Alden Cleveland, who has been promoted to director of wholesale accounts.



Jeff Korhan, owner of True Nature and Treemendous Landscape Co., has been

named to the board of directors of the Illinois chapter of the **National Speakers Association**.

Robin America of Wood Dale, IL, appointed Pam Meyer as equipment sales manager.



K-Industries, the parent company of K-Rain, hired Lisa Conroy as chief

financial officer.

Myrna Dowsett, of Landscapes and Accents Designs in Portland, OR, won the Harry Schuster Service Award by the Association of Professional Landscape Designers (APLD). The award went to Dowsett for her involvement, professionalism and donation of time and efforts to the landscape design industry. She served as president of APLD in 2000 and also served two terms as certification chair.





Craig Olson (left) was promoted to manager of marketing communications, promotions and events for John Deere Construction & Forestry Co. He takes over for Jim Mitchell (right), who retired in September after 33 years of service.



Matthew Wilson has joined RedMax/ Komatsu Zenoah

**America Inc.** as production compliance safety manager.

**Profile Products** hired **Kristin Johnson** as its executive marketing and communications coordinator.

The Horticultural Research Institute (HRI) awarded college scholarships to three deserving students. The 2004 Carville M. Akehurst Memorial Scholarship of \$1,000 went to Breanna Rau, a junior horticulture and landscape architecture student at the Virginia Polytechnic Institute in Blacksburg, VA. HRI's \$1,500 2004 Spring Meadow Scholarship went to Michelle

B. Janz, a senior majoring in landscape architecture and landscape contracting at Oklahoma State University. The 2005 Timothy Bigelow and Palmer W. Bigelow Jr. Scholarship for \$2,500 went to Meghan Gallagher. Gallagher is a senior at the University of Rhode Island, Kingston, RI, where she is majoring in environmental horticulture.





PBI/Gordon Corp. added John D. Spaulding (left) to the staff of the professional products group as a product manager. Former Superintendents Association of America President Dave Fearis (right) also was named as sales representative for the state of lowa.

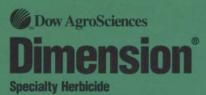
The ServiceMaster Co. named Rick Ascolese president of TruGreen LandCare. Ascolese was previously chief operating officer of TruGreen LandCare.



Lastec, Inc. hired John P. Mowder as vice president of sales and marketing.

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### In the Know

### Turf industry loses a great friend

BY LYNNE BRAKEMAN / Web Content Editor

RARITAN TOWNSHIP, NJ — Dr. Henry W. Indyk passed away Sunday, Sept. 4, at the age of 84. Indyk taught at Rutgers University's Cook College for more than 30 years. He became professor emeritus of turfgrass science for the Rutgers Center for Turfgrass Science in 1990.

After serving in the Army in World War II, Indyk obtained a bachelor's of science degree in agronomy from Rutgers University in 1950. He went on to earn his master's of science and doctorate degrees in agronomy from Pennsylvania State University.

Among his many achievements was the

establishment of the New Jersey Turf Expo, which he chaired from 1974 to 1996. He also led the creation of the Sports Turf Managers Association's Certified Sports Field Managers (CSFM) program.

Indyk served as a consultant in the construction of the Los

Angeles Coliseum playing field, and he was called in to consult when Los Angeles was preparing to host the 1984 Olympics.

From 1969 to 1973, he was the first executive secretary of the American Sod Producers Association, which would change its name to Turfgrass Producers International in 1994.

Indyk was recognized by many turf or-



ganizations for his service, including:

▶ 1978: National Irrigation Man of the Year Award

▶ 1985: New Jersey Turfgrass Hall of Fame Award

▶ 1989: Golf Course Superintendents Association of New Jersey

Distinguished Service Award

▶ 1989: Sports Turf Managers Association's Harry Gill Award

▶ 1999: SportsTurf Man of the Year Award

To learn more about Indyk and what he meant to the turfgrass industry, visit www.athleticturf.net.



### Illinois requires irrigation contractor certification by 2008

HERNDON, VA — The Irrigation Association (IA) reports that Illinois recently enacted new registration and training requirements for irrigation contractors. The legislation's provisions will go into effect in January 2008.

The bill signed into law by Illinois Governor Rod Blagojevich requires irrigation contractors to employ at least one person who has successfully completed an approved class on the design and installation of a lawn sprinkler system. The irrigation course must be at least two days long and include an exam and continuing education requirements. Irrigation contractors also must carry liability insurance and provide an indemnification bond or irrevocable letter of credit for \$20,000.

The Irrigation Committee of the Illinois Nurserymen's Association spent two years shepherding the amendment to the state plumbing license law through the state legislature. The committee was assisted in its efforts by IA.

A California task force is also looking at creating a certification program by 2008.

In similar news, a California task force report calls for the IA to work with California water and landscape organizations to create a certification for landscape irrigation managers by 2008. The certification should cover landscape water management, water budgets and irrigation system maintenance, and include continuing education, according to the report.

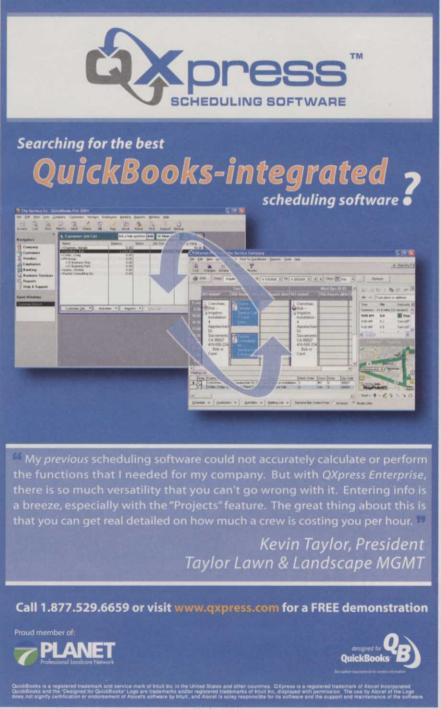
The report will be sent to the governor and the state legislature after a comment period. Its other recommendations include:

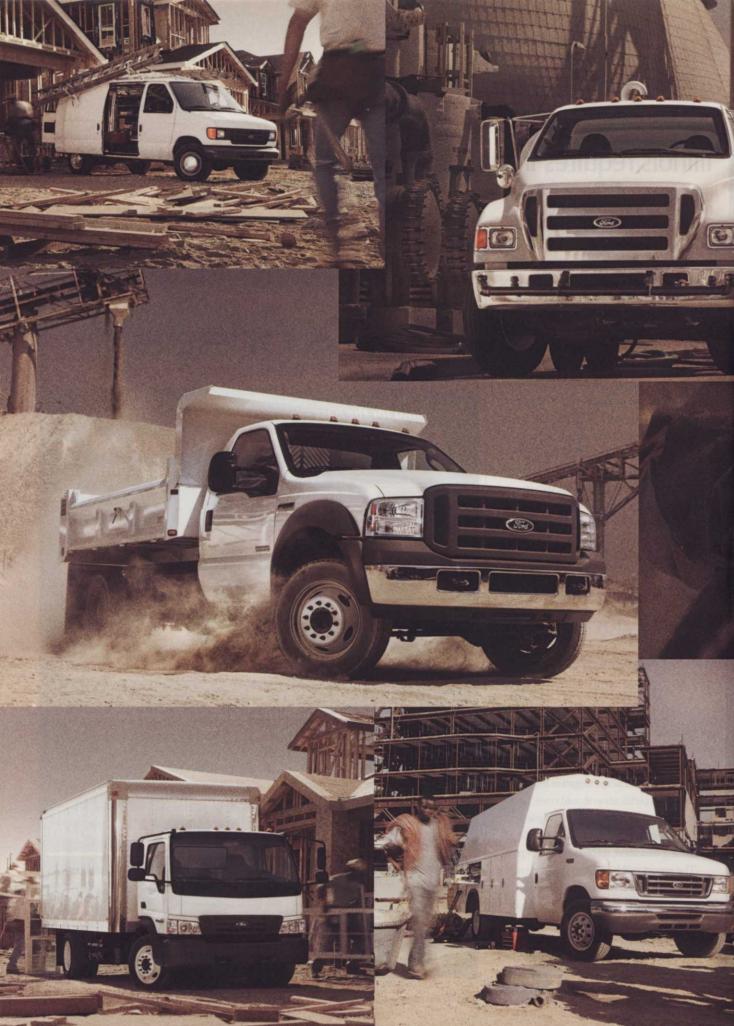
- ▶ Promote the use of recycled water in urban landscapes
- ➤ Increase public awareness of the importance of landscape water use efficiency

- ► Require smart controllers
- ► Adopt and enforce prohibitions on overspray and runoff
  - ► Support CIMIS, the statewide system

for gathering and disseminating weather data for irrigation scheduling

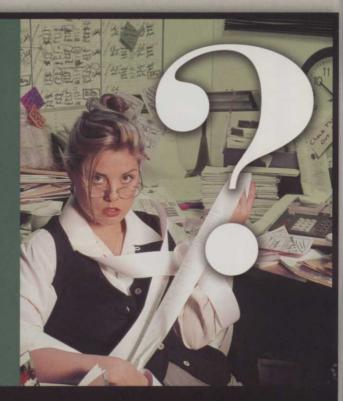
Adopt performance standards for irrigation equipment.





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## Make room for the 2006 Business Planner

It's back. Here's your one-stop shop for business success this year

BY STEPHANIE RICCA / MANAGING EDITOR

lear off some space on your desk. This issue, the largest-ever of *Landscape Management* and our second annual Business Planner, will be your No. 1 business resource for the next year. Our editorial team travels a lot throughout the year, meeting readers at industry events and on the job. We always ask what you want to see in the magazine. Your answer? More business!

You asked for it, you got it. When we launched the Business Planner last year you told us what you liked and what you used the most. Since then, we've been gathering articles from the most respected business sources in the industry to give you the answers you're looking for. Our contributors are people who know a thing or two about how to run a business — a profitable landcare business.

You thought last year's Business Planner was good? This time, we've covered a wider range of topics than ever before in one issue. We divide our coverage into three easy-to-reference areas: Your Profits, Your Employees and Your Customers. Got questions about how to really increase

your profits and keep them high? Wondering where the good employees are hiding and how to attract them to your company? Trying to get a better handle on your receivables? The answers to those questions are here, along with many others.

We've got tips for marketing your company ("Get more green from your Yellow Pages ad," on page 74), the facts about how much overtime is costing you ("Your overtime checkup," on page 108) and articles on the latest gear and gadgets to make everything run smoothly ("Show your stuff digitally," on page 64 and "Power up your mobile office," on page 70). Then there's my fa-

vorite, Larry Iorii's "30 trade secrets of success," on page 44.

In addition to the articles, the Planner includes a quick-hit guide of our industry's top vendors (page 36) so you can easily find information

on the products you need, and a series of supplier company profiles (starting on page 173). Check these out; you might be surprised at what your vendors are doing these days to help your business.

Enjoy this issue. Refer to it often and keep calling and e-mailing us with new ideas.



# Defend your lawns with Cavalcade.

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Make Cavalcade your weed control weapon of choice this spring. It's the double-duty preemergence herbicide that prevents grassy weeds like crabgrass, *Poa annua* and goosegrass, as well as broadleafs like prostrate spurge, common purslane and knotweed. With the proven active ingredient prodiamine, Cavalcade battles 30 weeds in all. Available as a granular combined with fertilizer or as a sprayable. Either way staining is not an issue. And because Cavalcade is priced right, you also protect your profit.

800-250-5024

for a distributor near you.



www.AdvanLLC.com

# BUSINESS PLANNER

# RESOURCE GUIDE

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# [MORE INFO]

Let these companies send you great information about their products. \ Circle the company's number on the Reader Response cards near pages 233 and 234 and mail or fax it to us today.

#### ENGINES

Leading manufacturers of commercial turf equipment work with **Briggs & Stratton**®

**Commercial Power** to arrive at engine solutions that deliver the kind of robust performance that allows landscape professionals to get more done and generate more income each day.

CIRCLE # 156 \ AD PG 129 \ PROFILE PG 184

Honda Power Equipment, a division of American Honda Motor Co., Inc., manufactures and markets a complete range of outdoor power equipment. Its comprehensive product line consists exclusively of environmentally advanced 4-stroke engines.

CIRCLE # 134 \ AD PG 79 \ PROFILE PG 200

weed and crabgrass control, custom applications of insect control, liming/sulphur and mechanical core aeration.

CIRCLE # 155 \ AD PG 127 \ PROFILE PG 228

#### HORTICULTURE

Ball Horticultural Company is an internationally renowned breeder, producer and distributor of ornamental plants. A family-owned business since it was founded in 1905, Ball has introduced many innovative, award-winning varieties to the world of horticulture, including Wave® spreading petunias, Dragon Wing® begonia and Fiesta™ double impatiens.

CIRCLE # 110 \ AD PG 11 \ PROFILE PG 179

micro irrigation products including drip tubes, filters, fittings and battery-powered controllers.

CIRCLE # 140 \ AD PG 93 \ PROFILE PG 191

**Hunter Industries** is among the world's leading manufacturers of irrigation equipment for turf, landscape and golf. Hunter produces water efficient products for residential and commercial use, including pop-up gear-driven rotors, spray sprinklers, valves, controllers, central controllers and weather sensors.

PROFILE PG 202

Little Giant Pump Co. manufactures and sells quality pumps and accessories predominantly in the plumbing, HVAC, industrial and lawn and garden markets. Whether for residential or commercial markets, Little Giant's products are designed and engineered to meet the changing needs of its end users.

CIRCLE # 143 \ AD PG 103 \ PROFILE PG 207

As the leading manufacturer of irrigation products and services, **Rain Bird** offers the industry's broadest range of irrigation products for farms, golf courses, sports arenas, public parks, commercial developments and homes in more than 130 countries.

CIRCLE # 127 \ AD PG 61 \ PROFILE PG 220

#### EROSION CONTROL

North American Green offers erosion control blankets and turf reinforcement mats. They are guaranteed to assist in meeting NPDES regulations for erosion control on slopes, drainage channels, shorelines and active job sites to reduce sediment migration.

CIRCLE # 116 \ AD PG 23 \ PROFILE PG 213

#### INSURANCE

**M.F.P.** is committed to providing green industry professionals with coverage specifically designed for the industry at a competitive rate, underwritten by financially sound insurers. This commitment is supported by knowledgeable professionals who understand not only the insurance needs of the industry but the business risks our clients face each day.

CIRCLE # 166 \ AD PG 143 \ PROFILE PG 208

#### FRANCHISING

**US Lawns** is a franchise commercial landscape maintenance company with more than 150 offices open across the United States.

CIRCLE # 178, 141 \ AD PG 67, 97 \ PROFILE PG 226

The **Weed Man** franchise system provides homeowners everywhere with reasonably priced, fully guaranteed lawn care services. These services include regular applications of high quality, slow-release, granular fertilizer, specially formulated for Weed Man franchisees. Other services include: seasonal applications of

#### IRRIGATION PRODUCTS

Chemilizer is an established manufacturer of reliable, cost-effective chemical injectors that do not require electrical power. Extremely accurate, even at the lowest injection levels, our products are in use in critical applications all over the world.

CIRCLE # 132, 144 \ AD PG 77, 109 \ PROFILE PG 188

**DIG** manufactures LEIT ambient-powered irrigation controllers and valves; and drip and

#### **EQUIPMENT & MOWERS**

Since first opening its doors in 1926, the family-owned **Auburn Consolidated Industries**, located in Auburn, NE, continues to provide a great working environment for its employees and to produce exceptional, efficient, powerful products for its clients across the globe.

CIRCLE # 128 \ AD PG 63 \ PROFILE PG 178

**Bobcat Company** is the worldwide leader in the development of compact equipment, including job-matched attachments. Products include skid-steer loaders, compact and mini track loaders, compact excavators, utility vehicles and other labor-saving landscaping and construction equipment.

CIRCLE # 115 \ AD PG 21 \ PROFILE PG 183

C&S Turf Care Equipment designs and builds equipment specifically for lawn and tree care professionals. The company was first to develop the commercial quality 12v electric low-volume, low-pressure skid sprayer. Our Turf Tracker® was the first zero-turn spread-spray applicator and is the standard which satisfied turf care professionals rely on.

CIRCLE # 148 \ AD PG 111 \ PROFILE PG 185

Caterpillar® offers for sale and rental through dealers and The Cat® Rental Store a complete line of compact machines for landscape construction — skid steer loaders, compact track loaders, mini excavators, compact wheel loaders, small dozers and more.

CIRCLE # 137 \ AD PG 83 \ PROFILE PG 187

**Compact Power, Inc.** manufactures and distributes PowerHouse, Kanga, Boxer, ProHauler equipment and a wide array of accompanying attachments.

CIRCLE # 145, 159, 167, 174 \ AD PG 106, 142, 149, 232 \ PROFILE PG 186

**Dixie Chopper** makes the most productive zero-turn lawn mowers in the industry. Twenty-five years and still the fastest in the industry.

CIRCLE # 102 \ AD PG CV3 \ PROFILE PG 192

**ECHO** manufactures high-quality, hand-held power equipment for professionals and discerning homeowners. Developed to meet the reliability, durability and efficiency requirements of demanding commercial customers, Echo products lead the industry with a proven standard of performance for more than 30 years.

CIRCLE # 111 \ AD PG 12 \ PROFILE PG 194

**Express Blower** is the manufacturer and distributor of the premier blower truck equipment available. Apply mulches, aggregates, composts, soil blends quickly and efficiently—even to remote or inaccessible areas.

AD PG 119 \ PROFILE PG 197

Ferris Industries' extensive commercial mower line promises a perfect fit with a wide range of rugged walk-behinds, reliable three-wheel riders and innovative zero-turn mowers ranging from 44 to 72 inches. Our exclusive suspension systems paired with powerful engines achieve maximum productivity.

CIRCLE # 104, 150 \ AD PG 3, 115\
PROFILE PG 198

The Grasshopper Co. manufactures a complete line of FrontMount® and MidMount® True ZeroTurn® mowers. The company's products are engineered for comfort, speed, and durability while delivering a manicured cut. Turf renovation and snow removal implements turn these mowers into year-round grounds maintenance machines.

CIRCLE # 124 \ AD PG 47 \ PROFILE PG 199

**Horizon** has everything for the landscape and golf course professional including irrigation, fertilizer, landscape, erosion, equipment, lighting, ponds, & more. Buying from one supplier saves time, reduces costs, & increases efficiency for higher profits for your company.

CIRCLE # 152 \ AD PG 123 \ PROFILE PG 201

**Hustler Turf Equipment** manufactures a complete line of high-end residential and commercial mowing equipment. All units feature true zero-turning radius steering for the ultimate in maneuverability.

AD PG 69 \ PROFILE PG 203

The John Deere Construction & Forestry

**Co.** produces more than 120 machine models used in all facets of earthmoving, including road building, underground utilities construction, site development, and commercial and residential construction.

CIRCLE # 103 \ AD PG CV4 \ PROFILE PG 205

The John Deere Worldwide Commercial & Consumer Equipment Division manufactures and distributes a full line of lawn care products for residential, commercial, and golf and turf applications.

CIRCLE # 105 \ AD PG 7 \ PROFILE PG 204

**Kut Kwick Corp.** manufactures commercialgrade steep-slope mowers and brush cutters. The company has been producing high quality products for over 65 years and continues with the same dedication to complete customer satisfaction that the company was founded on.

CIRCLE # 158 \ AD PG 133 \ PROFILE PG 206

**Quality Diamond Tools** offers the largest selection and highest quality blades for all your cutting needs — at the lowest price. Quality Diamond Tools — the name says it all.

CIRCLE # 157 \ AD PG 131 \ PROFILE PG 219

**Super Lawn Trucks** builds enclosed truck body systems for lawn maintenance contractors and government agencies in North America

CIRCLE # 151 \ AD PG 117 \ PROFILE PG 223

Vermeer Manufacturing Co. manufactures a full line of horizontal directional drilling systems, compact excavators, mini skid-steer loaders, pneumatic boring systems, track and utility trenchers, tub and horizontal grinders, tree equipment and agricultural products.

CIRCLE # 172 \ AD PG 156 \ PROFILE PG 227

#### SEED

Oregon Fine Fescue and Tall Fescue
Commissions promote quality Oregon-grown
turf and seed through advertising and trade
shows, and conduct research on behalf of
Oregon fine fescue and tall fescue seed growers.

CIRCLE # 149 \ AD PG 113 \ PROFILE PG 216

#### SNOW PLOWS

**Pro-Tech** has been the nation's leader in commercial snow removal attachments for over 10 years. We have a commitment and focus on researching and developing products that will continually make you more profitable and efficient in your snow contracting business.

CIRCLE # 131, 153 \ AD PG 73, 124 \
PROFILE PG 218

# BUSINESS PLANNER

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#### SOFTWARE

**CLIP** gives you the ability to route, schedule, estimate and job cost your jobs and projects. CLIP also contains contact management software with all of your customer's information and history of all services rendered since your first uses of CLIP!

CIRCLE # 119 \ AD PG 32 \ PROFILE PG 189

The COMPASS System is the green industry's only comprehensive operations system for running a lawn and landscape business, aiding in tracking time not dollars, employee incentives and retention and streamlined office procedures.

CIRCLE # 107 \ AD PG 8-9 \ PROFILE PG 190

**Envista** is a fully integrated, seamless software that will greatly enhance and offer time savings to the way landscapers approach their business.

CIRCLE # 138 \ AD PG 87 \ PROFILE PG 195

**QXpress** is the scheduling, job costing and batch-invoicing software of choice for Green industry companies using QuickBooks.

CIRCLE # 118, 161 \ AD PG 29, 135 \ PROFILE PG 175

VectorWorks Landmark from **Nemetschek North America** is a cost-effective, easy-touse design application for landscape architects.
Automated plant lists, an extensive plant database, extensive site detail libraries, a hardscape
tool and hand-drawn rendering capabilities
help to create accurate plans, presentation
drawings and models quickly and easily.

CIRCLE # 165 \ AD PG 139 \ PROFILE PG 212

Separate your company from the competition and give yourself a competitive edge with products from **Software Republic**, **LLC**, which offers the most powerful, efficient, comprehensive and affordable landscape and irrigation design software on the market.

CIRCLE # 142, 168 \ AD PG 99, 149 \
PROFILE PG 222

#### TIME & ATTENDANCE SYSTEM

**Exaktime** eliminated inaccurate handwritten timecards with the portable, weatherproof, battery-powered Jobclock System designed exclusively for the construction and landscaping trades. The award-winning Jobclock System provides you with 100% accurate attendance reports, simplifying the payroll process and saving you time and money every week.

CIRCLE # 109, 114 \ AD PG 10, 17 \
PROFILE PG 196

Modeco Systems, LLC is a Midwest-based firm and a developer of business efficiency systems. The latest product TimeScape™ is designed for gathering employee and job time as a mobile time tracking system. Paper timesheets and manual data entry are both eliminated. "It's about time!"

CIRCLE # 147 \ AD PG 107 \ PROFILE PG 210

#### TRADE SHOW

Mid-America Horticultural Trade Show, scheduled for Jan. 18 – 20, 2006, at Chicago's McCormick Place, features equipment, products, and services from more than 600 exhibitors, educational conferences before and during the show, and more.

CIRCLE # 105 \ AD PG 5 \ PROFILE PG 209

# TURF & PEST MANAGEMENT PRODUCTS

Advan, a new plant health company, features a broad spectrum line of T&O products, including Echo® chlorothalonil fungicides, Basamid® soil fumigant, Cavalcade™ preemergence herbicide, bioinsecticides, IGRs and plant nutrients.

CIRCLE # 120 \ AD PG 35 \ PROFILE PG 174

**Arysta LifeScience North America** is an emerging provider of innovative turf and ornamental insect and disease plant protection solutions.

CIRCLE # 123 \ AD PG 42-43 \ PROFILE PG 177

Since 1954, **Aquatrols** has led the industry in developing innovative products for more effective resource management. Our product portfolio includes an array of soil surfactants and other specialty chemicals tailored to meet the growing challenges and specific needs of the turf and ornamental industry.

PROFILE PG 176

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

CIRCLE # 112, 113, 129 \ AD PG 15 (reg), 66-67\
PROFILE PG 180

Founded in 1982, **Becker Underwood** is a rapidly growing international company that develops cutting-edge bio-agronomic products, colorants, specialty products and new technologies for a wide range of applications in the turf, greenhouse, seed, agriculture and mulch markets.

CIRCLE # 139 \ AD PG 91 \ PROFILE PG 181

**Bell Laboratories** is a world leader in pest control products. From initial product inception and development to manufacturing and subsequent support in product use, Bell focuses on quality, functionality and innovation. Talpirid is the first and only mole bait designed, developed and scientifically proven to kill moles.

CIRCLE # 122 \ AD PG 41 \ PROFILE PG 182

Dow Agrosciences' professional turf, ornamental and technical products for golf courses, lawn care and landscape contracting, include specialty herbicides such as Dimension®, Gallery®, Snapshot® and Spotlight™; specialty insecticides such as MACH 2® and Dursban®; and specialty fungicides such as Eagle® 20EW and Fore® Rainshield®.

AD PG 25, 27 \ PROFILE PG 193

continued on page 40



# Any Location, Any Facility, The Supplies You Need



## **Convenient**

Local presence to meet your specific needs National network provides consistent service

# **Quality Products**

National brand names you can rely on Quality Ace label products for added value

# Competitive

One of the industry's largest buying groups 15 Distribution Centers located nationwide

### Service

Knowledgeable sales staff
Catalogs and promotions make it easy to do business

Call 888-847-1351 for a certified distributor near you.
Or, visit our website at www.acecisupply.com

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**Nufarm Turf & Specialty** manufactures and formulates leading plant protection products for weed and disease control. Dedicated to the professional turf market, Nufarm serves the golf, residential and commercial turf, forestry, aquatic and vegetation management markets.

CIRCLE # 101 \ AD PG CV2 \ PROFILE PG 215

FMC Specialty Products Business is a leading manufacturer of high performance insecticides, termiticides, termite baits, miticides, herbicides and ant control products. FMC Specialty Products is an integrated solutions provider, offering SMARTBIZ® business software.

PROFILE PG 211

**PBI/Gordon Corp.** is a national leader in specialty pest management products services, including SpeedZone® and Surge herbicides,

Trimec herbicides, Embark and Atrimmec plant growth regulators, Azatrol EC insecticide.

CIRCLE # 125, 171 \ AD PG 49, 153 \
PROFILE PG 217

**ROOTS Plant Care Group**, a division of Novozymes Biologicals, develops and manufactures biotechnology plant care products for golf, turf and ornamental, nursery, greenhouse, tree care, and aquatic applications.

CIRCLE # 162 \ AD PG 137 \ PROFILE PG 214

**SePRO Corp.** is a specialty agrichemical company headquartered in Carmel, Indiana. It provides plant protection and plant management products and services that fit niche markets like aquatic vegetation management, ornamental and turf management, tree growth regulation, and humane Canada goose control.

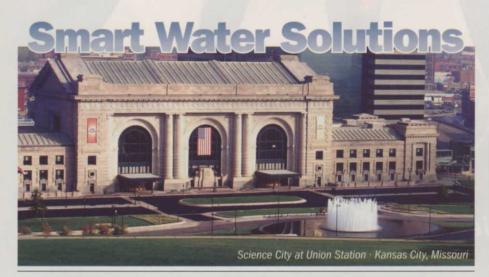
CIRCLE # 173 \ AD PG 172 \ PROFILE PG 221

For lawn care operators, **Syngenta** offers industry-leading products for weed and disease prevention and control, and growth regulators to help manage turf. Syngenta also offers lawn care operators a variety of resources and services to help them manage their operations more efficiently and profitably.

CIRCLE # 126 \ AD PG 57 \ PROFILE PG 224

Target Specialty Products is the West's leading wholesale distributor of pest management products, fertilizers, application equipment, safety equipment, services and education. Target is headquartered in Santa Fe Springs, CA, with multiple branch offices in Arizona, California and Oregon.

MAD PG 144A-144B (REG) \ PROFILE PG 225



I ixed-use developments with heavily traveled public spaces would be wise to engage an ASIC Professional Member. They make the critical difference in developing sustainable and innovative water management solutions. I don't know who else could design an environmentally friendly bio-swales drainage network for a 1,000-car parking lot like the one we designed for the nation's second largest train station."

ANDY SCOTT

Executive Director • Union Station Assistance Corporation

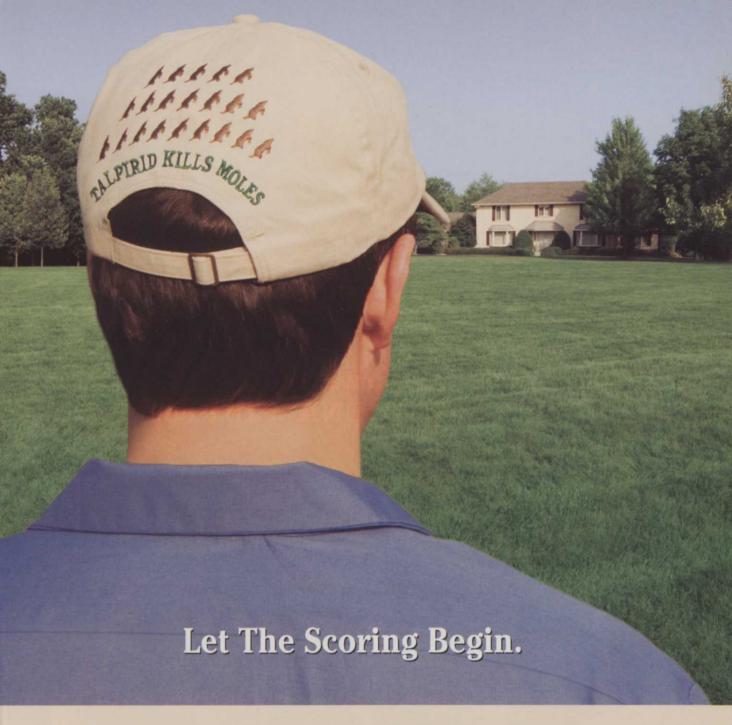
Professional members of the American Society of Irrigation Consultants have passed an extensive peer review and qualification process.

Working with an ASIC member gives you the confidence that a highly-qualified irrigation consultant is on the job, helping to protect your interests and your investment

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#### Rave reviews. Proven results. Steady profits.

Now that Talpirid has proven its success in the field, it's time to enhance your business.

"We finally have something we can depend on for mole control that is simple and easy to use making our job easier and our yards better."

- Ryan McGrady, Pro Green Inc.

"Talpirid had provided us with an additional revenue generating service while solving mole problems for our customers."

- Jeff Cooper, Lawn Connection, Inc.

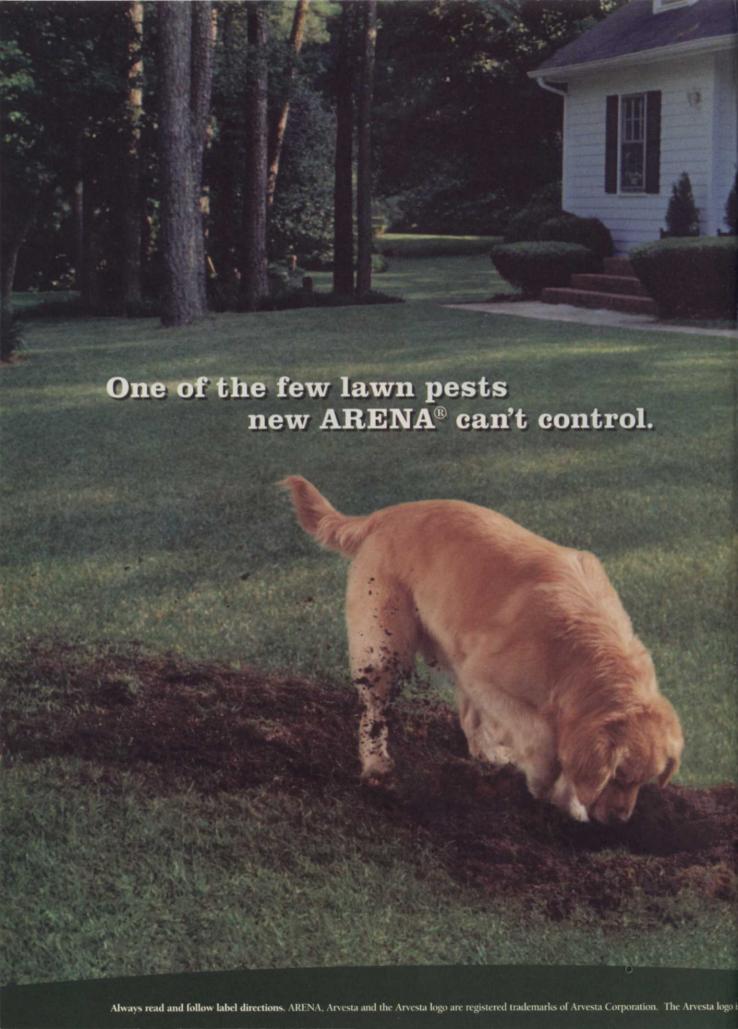
"We did an analysis of cost and Talpirid is extremely profitable to use."

- Bill Johnson, All Green Corp.

This is a great opportunity to generate incremental revenues with an effective and profitable new service. Contact your Bell distributor or representative to best determine how to begin your own success story.



TALPIRID KILLS MOLES





## Season-long control of grubs plus control of chinch bugs, webworms and other damaging insect pests.

New ARENA® Insecticide from Arvesta may not solve all of your pest problems, but it sure takes care of the key ones.

Along with exceptional season-long control of white grubs, ARENA stops chinch bugs, sod webworms and billbugs dead in their tracks. Plus, it offers suppression of cutworms and mole crickets.

You'll also like the fact that ARENA Insecticide features an excellent safety profile, including a restricted entry interval (REI) of just 12 hours. And it comes in your choice of convenient spreadable or sprayable formulations.

This year, ask your turf products supplier for the new standard in broad-spectrum insect control — ARENA Insecticide from Arvesta. To learn more, visit www.arvesta.us/arena or call 1-866-761-9397 toll free.





## YOUR PROFITS

# trade secrets of success

A defining event 31 years ago set this landscape company owner on the road to professionalism BY LARRY IORII

of business 31 years ago that changed my view of the landscape industry and my place in it. As I recall, we were mowing a customer's lawn on a hot and humid afternoon, and had forgotten to bring water with us. Innocently, we asked the customer for a drink of water. He, in turn, offered us a "deal." He said that if we pulled some weeds around his tree, he would get would get us some water.

The dust still hung in the air and the customer's mouth dropped open in surprise as we packed up and hit the road. We never worked for him again. I promised myself then and there that I would improve our level of professionalism and do whatever I could to build respect within the industry.

I'm not crowing that I'm any more knowledgeable about the landscape industry than any other veteran small business owner, but I have learned a thing or two that works for our company. In that light and realizing that all companies are different, consider the following suggestions, most learned the hard way:



Make the majority of purchases on credit cards. The key is to pay all balances in full when the statement arrives. Each of our cards has a monetary reward. To date, we have \$12,000 of credits toward new trucks.

2 Price mowing contracts seasonally, not by the cut. Our experience has been that, over several years, the company earns at least a 15% profit annually pricing this way. Price-per-

FIND OUT

Where to get great referrals \ Why personalization works \ Why to buy on credit

cut companies are less profitable in years when it's too dry or it rains a lot, causing more cuts.

Push for 3-year contracts for commercial and common grounds maintenance.

This allows you security in case of personnel

changes. You may not always get them, but try.

4 Join your local and national industry and service associations. This is the fastest way to kick-start your business. Participate, network and run for office. You'll increase contacts with colleagues and suppliers; you'll improve your profits; you'll build your education and you'll have more fun.

**5** When purchasing a shop for your business, go large. If your business in the growth mode, or you plan on growth, it's surprising how fast you can outgrow your initial location. We rent extra warehouses and outside space for storage and parking.

Take before and after photos of your work. Digital photography makes this a nobrainer. Make two sets of prints or two CDs and send your client a copy. It will give them something to show their family and friends.

**7** Specialize in a particular area of service, and do it better than competitors. Specialization generates higher profit margins. The specialty of Down To Earth Inc. is lawn renovation. It earned us a great reputation in our region. It also opened up other service opportunities.

Become a consultant in your specialization. It sets you apart. Our fees start at \$95 to see any prospective landscape client. This eliminates people wanting free advice. Once we consult, 95% of the time our company lands the job.

**9** Write articles based on your expertise. Reprints make great marketing tools. They make you more credible in customers' eyes.

10 Consider adding other specialized services. This is your hedge against low price bidding. Since many companies just know how to shear, why not offer "technical pruning" and charge higher rates?

11 Now that you have a specialty and consult, why not become a public speaker? This is a natural evolution. Start at local events such as your service club, environmental and/or garden club meetings. As you gain confidence and expertise offer your knowledge to regional and national groups.

12 Invest in consultants to teach you. This is usually the fastest, most effective and economical way to learn a new service or task. It will cost you upfront but it could end up being the best money you ever spent. Once you're hired a consultant and worked with them (get references before making the commitment) implement what they suggest.

and retail supply houses as marketing partners. Will they permit you to leave laminated sales sheets listing your services at these partner retailers, along with our business cards for prospective customers? If you're a loyal

Enlist local retail garden centers

cards for prospective customers? If you're a loyal customer and a friend, they may. Send them a small gift of appreciation at Christmas. It works for us.

14 Stay smart. Our new game at work is called Stump the Foreman. We compete to gain knowledge, such as learning the plants at different job sites. For example, if any employee stumps the foreman on the name of a plant he receives a few dollars per plant.

15 Try shift workers. Our shift employees have other jobs as autoworkers, teachers, firemen, etc. These employees are paid well but we don't pay them benefits since they have another job. This flex force of dependable shift

### 30 trade secrets of success

workers complements our small regular staff. Our employees have an average of 14.2 years of service. Our employees do not miss time and all have valid driver's licenses.

16 Generous pay raises will not improve poor or average workers' performance over time. However, a generous and systematic approach to hiring will help you retain good employees. Remember, retraining is costly and unprofitable.

17 Refer ... for a commission. We refer other companies' specialty work and refer suppliers' products for a commission. For instance, a grading company pays us for our leads if there's a sale. A custom topsoil company pays us a fee for each truckload. These companies like our arrangement due to our high-end clients that want quality work, service and products. Depending on the service or product, the rate ranges from 3%-7%.

1 Be visible. One

of our best sources of advertising is our large, white resin billboards on our dump trucks. The look is clean and if neighbors like your work they will call.

19 Downsizing leads to higher profits and flexibility. Actually, the better term

to use is "rightsizing." Labor is your biggest expense. However you do it, match the size of your projects with the most efficient amount of labor.

20 Say "no" to certain jobs. Determine which jobs are profitable and which are not. If they're not making you money, give them to a competitor.

21 Give customers the "personal touch." Where possible, write personalized letters and bulletins. Enclose concise handwritten notes in with your invoices. Leave personalized, handwritten memos at sites.

**22** Don't beat your head against the wall. If a market's price share starts to decline or go flat, make a move. For example, we went from a mix of 50/50 residential/commercial to a mix of 95/5 residential/commercial. We saw it coming when big out-of-state and regional players put the price squeeze on the commercial work in our market.

23 Try networking meetings. In the offseason invite local companies and supply houses to your home for a networking dinner and dessert. Have everybody introduce themselves and give a brief description of their companies. Then agree upon three topics to discuss in three areas of the house and switch rooms often.

24 Purchase at trade shows. Sometimes "show specials" can save you big bucks.

The last day of the show is the best time to purchase and transport the equipment back to your shop.

Don't be hesitant to name your price.

25 Build your "network" during the offseason. Schedule meetings of companies and suppliers to meet over breakfast and lunch to talk about common challenges and opportunities. This process pays big dividends but you'll have to stick with it.

continued on page 48

MERGERS, ACQUISITIONS, NEW COMPANY STARTUPS.
GRASSHOPPER OUTLASTS THEM ALL.



Owners change. Names change. Times change. Meanwhile, the quality of a Grasshopper® remains the same. Ask your dealer about investing in a Grasshopper True ZeroTurn™ mower. Odds are, it will be around a lot longer than most of the clients you mow for, no matter whose name is on the sign. **Call 620-345-8621.** 



## 30 trade secrets of success

Determine which jobs are profitable and which are not. If they're dogs, let competitors have them.

Sell Better Plan Better Bid Better 60-day money-back "I've lost track of how many times quarantee! PRO Landscape has paid for itself." andscape (800) 231-8574 www.prolandscape.com drafix software inc.

continued from page 46

26 Capitalize on competitors' shortcomings. We ask all new callers why they left their previous company. Four complaints are common: They did not return calls in a timely fashion, technicians weren't punctual, the crew lacked knowledge or no one on the work crews spoke English.

27 Reference your Web site. We always invite potential customers to check out our Web site. If they check the site, we usually get the job.

28 Build upon your image and branding opportunities. Our logo is on our trucks and our uniforms. Since employees have input on the types of clothing and styles we order, they enjoy wearing their latest threads.

A team approach is best when contracting. We act as contact and team manager when we bid on projects that require us to work with subcontractors. We incorporate a fee for management, and the subcontractors provide us with discount pricing for their services. As a result, the customer has the best mix for a fair price with a long-term contract.

Don't handle complaints or return calls when you're tired or had a bad day. I have learned this the hard way. You want to be thinking clearly when you talk with customers, even when they're unhappy.

— The author is president of Down to Earth, Inc. Speaking Engagements and Business Consulting. Contact him at 302/654-8113 or www.landscapewithlarry.com.

# Unleash The Power!

# ZAP Warm-Weather Weeds

Spurge, knotweed and clover are no match for the power of new Surge® Broadleaf Herbicide For Turf. Energized with sulfentrazone, Surge has the power and speed to knock out tough broadleaf weeds fast. And it even suppresses yellow nutsedge! Visual results in 48 hours - now that has a powerful effect on call-backs.

Your customers will be pleased with the speed and performance. You'll be pleased with the economy of Surge's water-based amine formulation!

#### Put the power of Surge to work for your business this year!

- Energized with Sulfentrazone
- Warm Weather Weed Control
- Reduces Call-Backs
- Rain-Fast in Just 6 Hours
- Designed for Residential and Commercial Turf
- Low Odor





An Employee-Owned Company

1-800-821-7925 surge.pbigordon.com

From the makers of **TRIMEC Herbicide** 

d trademark of PBI/Gordon Corpor

Circle 125



# MIGHTY. QUIET.

#### PRESENTING THE POWERFUL AND SURPRISINGLY QUIET GMC° SIERRA.

Jackhammers. Bulldozers. Impatient foremen. There's enough commotion on the job site without your truck adding to it. So our engineers designed the GMC Sierra to provide some peace and quiet. This impressive pickup offers a choice of incredibly powerful yet surprisingly quiet engines. Like the optional DURAMAX™ 6600 Turbo Diesel V8 that delivers 310 hp @ 3000 rpm and 605 lb-ft torque @ 1600 rpm. It offers exceptionally smooth, quiet operation, thanks to an innovative deep-skirt block design and common rail fuel injection that helps control noise, vibration, and harshness. Even the available Allison® transmission is engineered for smooth shifting and quiet operation. The GMC Sierra. You should hear what you're missing. Visit WWW.GMC.COM or call 1-800-GMC-8782.





WE ARE PROFESSIONAL GRADE:

# YOUR PROFITS

# Pricing vs. estimating

Most successful contractors who effectively grow their businesses eventually move away from comparative types of estimating

BY MIKE KAY

Editor's note: This is the first of three articles explaining three factors that result in successful landscape operations: 1. pricing, 2. margins/markups (and other important business numbers) and 3. selling and sales plans. We start with pricing. Next time we examine margins and markups.

hat makes a contractor's business successful is one of the most common topics discussed among landcare and irrigational professionals. That's because a large percentage of new contractors either don't last the first two years or never seem to grow out of being a one-truck company. While there are many possible reasons why businesses succeed or fail, there are several consistent themes

that arise. One of the most common is pricing.

Contractors often complain that they're fighting against low bidders who can't possibly make any money for what they're charging. Oftentimes, the lament ends with someone in the group making a comment about the difficulty of holding the price line and then one person will say something like "... except ABC irrigation. They always seem to get those better jobs that pay more and are doing really well."

Pricing and estimating are among the most common and problematic issues that contractors face. One of their first mistakes is to put pricing and estimating into the same bucket when, in fact, there are important differences between them. Pricing is the process of determining how much to charge for service(s). This has something to do with costs and everything to do with competitive pressures and the customer's perceived value. Prices are established to differentiate and provide a competitive footing with your customers. Pricing, in a word, is "strategic."

Estimating is the process of applying certain standards to a scope of work for the purpose of providing a fee for services. Estimating is a business function that executes the pricing factors established by a contractor's operating budget and sales volume. Estimating is "tactical."

[FIND OUT]

How pricing and estimating are different \ The strategy behind lowering prices \ Why you must

#### Fighting the war

Why use terms like strategic and tactical? After all, contractors are not fighting a war. Or are they? In a real sense contractors *are* battling against their competitors and want to be successful. The term "strategic" describes decisions contractors make for long-term issues such as how much the market will bear to pay for any particular service or what contractors perceive is the total volume of the market contractors are trying to serve.

# Working with a mix of tactically priced jobs allows contractors to meet their strategic revenue goals.

For example, if a contractor's business is based largely on maintenance and providing repairs to systems, it's probably very price sensitive. Several industry studies have shown that over the last five years, contracts for maintenance jobs have dropped 15% to 20% in almost every market. This forces contractors to strategically lower prices to continue to get a share of the market. This is also why few contractors stay with just one type of service.

Estimating is "tactical" in that, in order to meet revenue and margin goals for the year, contractors must be flexible as they estimate individual jobs in order to stay competitive.

#### Fixed and variable costs

How can contractors do this and still meet revenue and profit goals? If a contractor's company does work where there are strong price pressures (and who doesn't these days!), it may be difficult to get jobs that always meet revenue goals. This is where solid budgeting and consistent knowl-

edge of a company's fixed and variable costs become essential. Knowing these allows a contractor to accurately predict costs based on how much business the contractor plans on doing during the year.

Keeping track of and using these numbers serves three purposes:

1 It allows a contractor to be more price competitive on larger jobs where he or she really needs to cover variable costs and some, but not necessarily all, fixed costs.

2 It can help a contractor ensure he or she gets enough main line jobs — those that tend to make up the bulk of a contractor's business — to help keep market share in a contractor's area. After all, success breeds success.

By getting the share of main line contracts, a contractor helps create "gateway services," which increase the probability of up-selling a job or getting add-on work that can be done at higher margins to allow a contractor to meet overall profit goals.

In the end, it's working with this mix of tactically priced jobs that allows contractors to meet their strategic goals for revenue and profits. But unless contractors understand the numbers behind their businesses and apply consistent estimating processes, they won't know until the end of the year the effect on their bottom line.

Most successful contractors who effectively grow their businesses eventually move away from comparative types of estimating practices — like the ever-popular drive-by or under-bid-everything-at-all-costs methods. They learn how to compute their costs, understand their margins and aggressively challenge their competitors based on their strengths and use the right mix of base line pricing, and high and low margin pricing to achieve their goals.

— The author is associate training program manager for Rain Bird Services Corp. and a facilitator for Rain Bird's Regional Improvement Training Camp (RITC) events held throughout the country. For more information visit

www.rainbird.com.

know your fixed and variable costs

# YOUR PROFITS

# Smart sales = higher profits

Work as a team to find upselling opportunities and adapt to changes on the job BY ED WANDTKE

hink about the last time you went clothes shopping with a spouse or friend for an important event, and how long it took that person to try on clothes and make a buying decision. Did you catch how the sales person worked the sale? He or she might have asked questions about the event and the desired image. Then they probably made some suggestions for accessories or other items. By the time the sale was completed, the buyer felt good and attributed a positive shopping experience to a good sales person. The store often has a lower profit margin on the higher-priced clothing to bring the customer into the store, but improves the overall profitability of the total sale buy receiving higher margin on the accessories.

#### Design team

Now transfer this same sales event to the landscape industry. Many designers fail to make allowance for future opportunities to increase the total value and profitability of the overall sale. When doing a landscape design, the designer must understand the customer's image objective and consider the restrictions imposed by the property construction. Then he or she presents a plan that takes into consideration both the natural beauty and limitations of the property's contour and composition while considering the customer's financial objectives. How many times does a sales person deliver a plan that meets the financial value that the customer indicated during the initial interview and the customer objects to the price?

#### Sales force

Consider that the selling event should be a twostep process before introducing any discussion of the price of the project. First, discuss how the concept design meets the ideas expressed by the buyer during the interview process. Second, show how the various plant materials will look 10 years after it has been in the ground and matured. At this time it is important to receive from the buyer acceptance of the proposal and his or her satisfaction with the future look for the property's landscape.

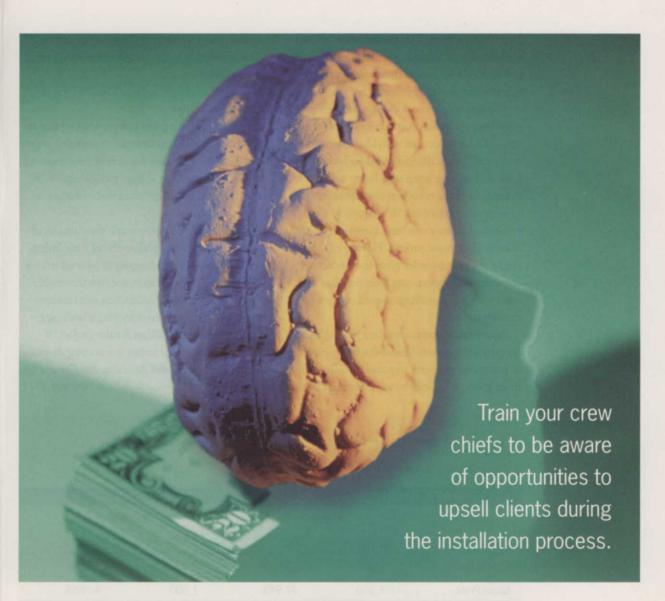
Next, discuss the investment the customer needs to make to achieve the future appearance of their property. It is here that a buyer will accept your price value proposition or he or she will ask you to revise the estimate. This step of showing the customer what can be added down the road helps him or her agree to the design. Suggesting how the customer can achieve the results of the design within their budget will close the sale quickly.

#### Crew chief

Once the customer says yes to a project, it is important for the customer to experience the

[FIND OUT]

When to discuss project budget \ Upsell techniques \ Why you need change forms



change that will occur to their property. When installing the plant material, it is wise to have the crew chief talk with the customer to discuss what is being done and to receive acceptance of the project as it is being installed.

Here is an opportunity for your crew chief to listen to the customer's reaction to the installation and to be ready with suggestions or recommendations of how the customer can achieve the future look sooner. Remember that when you first sold this design to the customer, price was an issue in the selection and decision-making

process. Now that the plant material is being installed, the customer may be interested in achieving the future look for their property sooner. Here is the opportunity for the crew chief to upsell the customer on larger plant material while maintaining the integrity of the initial landscape design. This is an opportunity to sell larger plant material with a full mark-up since this item is not being competitively bid.

How often I hear from landscape company owners that it is a big inconvenience for the landscape company to change the plant material de-

## Smart sales = higher profits

livered to a project. This should never be the situation since the customer is making a change and it is up to the landscape company to price the value of the change appropriately.

Customers may seek changes in their plan once they see color on another neighbor's land-scape. Color reflects an individual's personality and we all have different attitudes based on how we feel on a given day. Being willing to make field changes such as color of material is an opportunity to meet the request of a customer and at the same time increases the profit margin of the total project. Having a customer approve a change order gives the landscape company the opportunity to cover all of the costs with a full profit recovered on these increased costs.

Many landscape contractors require signed agreement/contracts before starting to work on a customer's property to avoid lawsuit trouble. In addition, it's useful to ask customers to sign a

change form when they change their mind. This leaves you with written documentation of their intentions.

#### Company owner

As a landscape company owner, what is your attitude about allowing changes to your design proposals? How about the reaction of your crews to customer requests to change various aspects of the delivered landscape plant material to a customer's property?

Now is the time to examine the attitudes of your employees, the philosophy of your designers and the closing techniques of your sales force. Are you delivering a landscape that thoroughly meets with customer satisfaction and customer expectation, or are you delivering a landscape that just meets the budget for the project?

— The author is managing director of Wandtke and Associates Inc. Contact him at 614/891-3111.

# Typical transaction

Take a look at a typical sale in its initial and revised forms:

CUSTOMER CHANGES				
	Original		Revised	
Sales Price	\$3,100	100.00%	\$3,500	100.00%
Cost of Goods	1,800	58.06%	2,000	57.14%
Gross Profit	1,300	41.94%	1,500	42.86%
Admin & Sales	1,000	32.26%	1,040	29.71%
Operating Profit	\$ 300	9.68%	\$ 460	13.14%

Here the customer upgraded a typical sale of \$3,100 with changes to \$3,500. For the owner of the company making this sale, the profitability has increased from 9.68% to 13.14%. Thus change orders amounting to \$400 resulted in an increase of profitability of \$160, or 53%. That's not an insignificant amount if this was done on many landscape installation jobs in the course of a year.

The reality for most companies is that this change by the customer was not documented and they were not billed for the increased cost, which results in your earning \$200 less on the project than was originally estimated or profitability dropped to \$100 or 3.23%. — E.W.



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# YOUR PROFITS

# Negotiating for winners

This author distills business-text wisdom into valuable tips on gaining ground during negotiations

BY WILLIAM J. LYNOTT

ou may not think of yourself as a negotiator, but Harvard Business School professor Michael Watkins says you are.
"A good part of your time is spent negotiating," he writes in his book, Breakthrough Business Negotiations. "There is no skill more essential to success for a business owner than the ability to carry out a successful negotiation.

He's right, of course. Whether you're dealing with suppliers, your landlord, employees, financial sources, prospects or customers, you're involved in the complex process we call negotiation. Your skill in making deals will directly affect the success of your landscaping business.

Watkins teaches his students to break the negotiating process down into four simple steps:

**Diagnose the situation.** "The first step in preparing to negotiate from a position of strength is to diagnose the particulars of the situation thoroughly," Watkins writes.

In particular, you need to learn:

Who are the players? — Who will, or could, participate? The key parties to a negotia-

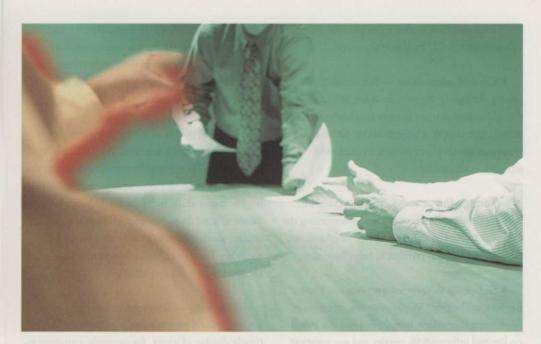
tion may seem obvious, and sometimes they are, but not always. There may be players in the background who can influence the outcome, or new players may enter the discussions and unexpectedly influence the talks.

If you're negotiating a new lease with your landlord, the cast will probably consist of just the two of you. However, if you're negotiating with an equipment dealer, you need to know if the person or persons you're dealing with have the authority to make a deal.

- What are the rules of the game? There are basic rules and codes of conduct that apply to all business negotiations and others that vary according to the circumstances. Professor Watkins suggests taking time to consider the following questions before you enter into any negotiations:
  - —What laws and regulations might apply here?
  - —What social conventions will shape the parties' behavior?
  - —Are there professional codes of conduct that apply?
  - —What other rules of the game may influence the other party's behavior?
  - —What are the issues that will be, or could be, negotiated?
- Define your BATNA The next step is to define your walk-away position. What is the least you are willing to accept to enter into an agreement? Establishing this value as a benchmark and keeping it clearly in your mind will

[FIND OUT]

Why your walk-away position is important \ How to gain the upper hand \ Why first impressions are



help you to avoid getting so caught up in the heat of negotiations that you turn down an alternative deal that was actually better than your walk-away position.

Negotiating experts Roger Fisher and William Ury call the walk-away position your Best Alternative To A Negotiated Agreement (BATNA).

In other words, a BATNA is a planned course of action that you can take in case you are unable to reach an agreement. Depending on what's at issue, it could be to go to court, refuse to renew your lease, or change suppliers. Take time to think through your BATNA. It will clarify your alternatives and strengthen your negotiating position.

2 Shape the structure. Once you have diagnosed the situation and have a clear idea of who the players are, the issues to be resolved, and the rules to be followed, it's time for you to shape the structure of the negotiations.

"The biggest mistake is to approach the 'game' as fixed," Watkins writes. "People in business tend to focus too much on what will happen

during negotiations and not enough on influencing the context in which deliberations take place. You should pay more attention to who is, or could be, involved as well as what's at issue and how the situation should be framed."

Here are the key things he feels you should address before negotiations begin:

Self-assessment — In past negotiating, have you tended to accept the situations and structures as the other party presented them? If so, you should determine not to fall victim to that pitfall again.

One way to shape the game is simply to invite other players into the negotiation. You must also take great pains in building, maintaining and improving your BATNA. Self-knowledge in terms of your walk-away position will add hidden power to your position.

■ Set the agenda — Virtually all negotiating pros agree that having an influence on setting the agenda is a crucial step in successful negotiations. By helping to define the issues discussed and setting their priorities, you put yourself in a position of strength when the discussions begin.

the most important

## Negotiating for winners

"Good negotiators don't just play the game," Watkins writes. "They shape the game."

- Control information Information is power. Arguably, there is no other activity where this old axiom is truer than in negotiations. Exerting control over who gets access to what information is another way to gain a position of strength in discussions.
- Manage the process. The third step in breakthrough negotiations is determining the best way to handle the face-to-face negotiations. Among the steps important to this phase are:
- Sensitivity to early interactions "How a negotiation begins," Watkins writes, "tinges everything thereafter. Initial impressions, based on limited information, persist and are resistant to change."

Watkins stresses that mutual respect at the beginning of the process increases the likelihood of eventual agreement, but bad blood at the beginning of the discussions can poison all that follows.

In what he calls "irreversibilities." Watkins observes that negotiators often walk through doors

that lock behind them. In particular, he cautions against trying to take back a concession once you have made it. Any action that undermines trust is likely to provoke an irreversible change in the attitude of the other participants.

- Tipping points Keep yourself aware of thresholds in negotiation that Watkins calls "tipping points." These are the sensitive points in the talks where even tiny concessions or refusals can lead to major shifts in positions. "Always be aware of your own emotional thresholds and coping mechanisms to avoid being pushed over the edge. Be very careful when raising issues that are hot buttons for the other side."
- Emotions Emotions, either real or feigned, play a part in most negotiations. "A timely display of anger, for example, can demonstrate resolve so long as it is employed infrequently," Watkins writes.

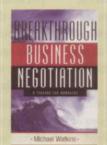
However, you must keep any display of anger under careful control. Emotional outbursts of any sort can easily escalate, generating emotional conflicts that make rational judgments all but impossible.

continued on page 62

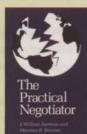


### Read all about it

Check out these business management books for more information about negotiation. All are available at www.amazon.com.



Breakthrough **Business Negotiations** by Michael Watkins



The Practical Negotiator by I. William Zartman and Maureen Berman



Roger Fisher and William Ury **Getting to Yes:** 

Negotiating Agreement Without Giving In by Roger Fisher and William Ury

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continued from page 60

Assess the results. Once negotiations have begun, Watkins suggests that you step back periodically to evaluate how well you are doing. While it is natural to do this between negotiating sessions, he says that you should also take score in the heat of battle.

Author Ury calls this "going to the balcony," or taking a look at your situation from a distance. Ask yourself these questions:

Do you have a clear view of the situation? — If your view of the situation is incomplete or flawed, you are unlikely to meet your objectives.

This is the point at which you should reexamine your initial assessments. Who are the parties? What are the rules? What issues will be negotiated?

- Are you building your BATNA? A strong BATNA builds bargaining power. Ask yourself whether there are alternatives to a negotiated agreement that you haven't thoroughly explored.
- Are you channeling the flow? "Channeling the flow of a negotiation is like directing the course of a river," writes Watkins. "You can dam

it or you can reroute it."

Inevitably, one of the parties in a negotiation will do more than the other to control the agenda of issues to be discussed and their priorities. According to Professor Watkins, the biggest mistake you can make is to approach the "game" as fixed. "Don't allow the other party to channel the flow by default," he says. "Make certain that you are an active participant in this important part of the negotiation process."

■ Are you learning, individually and organizationally? — Every negotiation is an opportunity for you to learn and to become better prepared for your next negotiating experience. However, learning does not come automatically simply because you went though a negotiation. "Learning takes place only when you take the time to reflect on your experience," says Professor Watkins.

When negotiations are over, you must ask yourself, "What went well? What could I have done better? What did the other side do well and what did I learn from them?"

— The author is a former management consultant and corporate executive who writes on business and financial topics for a variety of publications. Contact

him at 215/886-3646 or lynott@verizon.net.

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# YOUR PROFITS

# Show your stuff digitally

Document job progress, resolve disputes, market your services with today's feature-laden digital cameras

BY WILLIAM AND PATTY FELDMAN

imes change, and when it comes to technology solutions, change comes fast. It wasn't so long ago that CAD was a groundbreaking new tool for landscape contractors. But technology marches forward and early adopters are now harnessing the advantages of not only digital cameras but also of digital storage devices.

Affordable digital photography and portable digital show-and-tell MP3 players will be 2006's potent business tools.

#### Show 'em and tell 'em

For example, landscape contractors are now improving sales and marketing presentations with digital photos of the selected proposed landscape elements. With a palm-sized, easy-to-use digital camera, you can take snaps of specific softscape and hardscape selections at, for example, a plant nursery or stone supplier and show those photos on your laptop or on a TV as part of a sales presentation. If the plant and/or paver selections are "reserved" at the supplier until you present your proposal, the client will know exactly what he or she is getting.

This efficiency and accuracy of specification, without travel and multiple visits to suppliers' loca-

tions, could sway a proposal into your court and get that shovel to break ground a lot faster than other selling procedures.

#### A photo trail

Digital images offer advantages beyond the sales pitch. Landscape pros also use them in estimating, as a reminder back in the office of real-life jobsite conditions.

Some contractors are taking documentary photos that show projects from when the first soil is moved. In a dispute, dated photographs provide strong corroboration of a stated position. It can be a productive policy to use a digital camera daily as a jobsite tool, documenting delays caused by others, mistakes committed by others or jobsite conditions that affect a landscape contractor's productivity. A picture can be worth a thousand words in justifying change orders too.

Digital photos downloaded from the camera can be attached to e-mails and sent over the Internet to help back up any verbal or written explanation. They are also easy to upload to a company or project Web site.

The taking of the photos and the transmission of the images is a lot faster and less expensive than capturing the same photos on conven-

[FIND OUT]

How digital cameras can solve disputes \ Why high megapixels might not be the answer \



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Circle 178

continued from page 65

include zoom lenses, automatic settings to accommodate varying photo-taking conditions and, in some models, manual controls that allow users to prioritize aperture or shutter settings.

They all have built-in flashes. Selected models have an integrated microphone so a

user can attach short voice notes to any photo. Some cameras sport a viewfinder, which is helpful in bright sunlight, while others display the scene only on the LCD.

Most cameras offer 3X to 4X optical zoom, which translates to about a 100MM telephoto lens. Cameras with a 10X to

# What's this thing called an iPod?

And then along came iPod Photo. Join the capabilities of a digital camera with the storing and viewing capabilities of an Apple iPod Photo and business benefits abound exponentially.

As a vehicle for storing and showing digital images taken with a digital camera, the iPod Photo is an unexpected contractor tool. (The pocket portable music is gravy.)

Landscape contractors can use the iPod to store
and display digital images of previous projects and images
of flowers, shrubbery, and trees that want to show a client as possibilities. And for inhome or office presentations, it is possible to connect the iPod to a TV with an optional AV cable and deliver a slideshow of any and all.

Using an accessory adaptor, the iPod Photo (which is Apple's entry in the MP3 arena) accepts digital images directly from a digital camera, enabling users to download all the images on the camera's memory card, freeing the card for more photography.

With an accessory microphone adapter, the iPod Photo also can serve as a portable digital recorder, enabling users to record notes throughout the day. Those sound files can later be saved to a computer, for further historical documentation.

The software included with the iPod Photo allows users to both download contact database information from the office computer and maintain an appointment calendar.

If you want to present selected photos on the iPod screen, you can flash thumbnails of up to 25 images per screen and click to enlarge only the ones you want to show, in the order you want to show them to substantiate your position or validate your claim. You

can also set up an automatic (pausable anyplace) slide show, with each photo staying on screen anywhere between 2 and 20 seconds.

The pocket-sized unit has a 2-in. diagonal color LCD with LED backlight screen and is available in two capacities – a 30GB, which stores up to 25,000 photos or up to 7,500 songs or any combination in between, and 60GB, which has double the song capacity. — W.F. & P.F.



Visit for more information and product specs on the Apple iPod Photo.

## Show your stuff digitally

For more information on how photo documentation helps on the jobsite, turn to page 14.

12X optical zoom equate to about a 400MM telephoto lens. The higher optical zoom permits long distance shots.

Several cameras operate only with expensive proprietary rechargeable batteries; others accept rechargeable AA batteries that are less expensive to purchase and handy to keep for backup.

Some units also include image stabilization. Under low light conditions, when the shutter stays open relatively longer, image stabilization (another digital exclusive) compensates for hand movement.

Other features that help ensure sharp shots include blur warnings that alert users when the images are out of focus, in-camera cropping, and red-eye fix. On-screen explanations of camera

functions are generally easy to understand.

Though camera manufacturers promote megapixels (the more the better), unless you plan to print poster size photos or substantially crop and enlarge a portion of the photo, higher megapixels will not necessarily noticeably improve the quality of the photo, either on screen or in 4-  $\times$   $\times$  6-in. prints. For most of your needs, four or five megapixels are enough.

Digital cameras are easy to connect to either a PC for viewing, storage, or transmission or to a TV. Connection is no more complicated than plugging in the leads from a DVD player into a TV.

— The authors are business writers who live and work in Chappaqua, NY. Contact them at billfeldman@verizon.net.

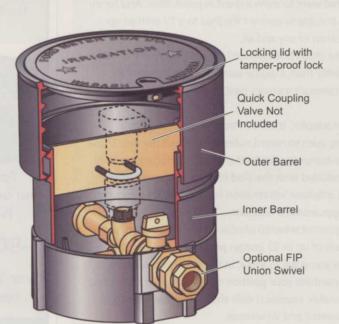
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# YOUR PROFITS

# Power up your mobile office

Basic electrical skills will help you stay 'plugged in' while on the road

BY RANDY HARRAH

landscape professional needs to carry more than just chemicals and equipment in his or her truck these days. Today's pros have a mobile office onboard — complete with laptop, printer, cell phone, personal data assistant (PDA, or handheld) and other equipment.

Installing all the electronic equipment can get expensive if you're relying on a third party to do the job. I've found that a little bit of know-how goes a long way if you want to do it yourself.

#### **Electricity considerations**

Let's define the two types of electricity that might be required for the different devices used in a mobile office:

- Alternating current (AC) is the type that you typically use at home.
- Direct current (DC) is a low-voltage power that is already used in your vehicles.

Once you have decided what equipment you want to operate from your vehicle, you can then decide on your power supply. Plan for the future, because it's easier and cheaper to install more power than you think you need than it is to go back and redo everything because your needs exceeded the original estimate.

If you are considering a few smaller items

such as a cell phone, that have a cigarette plug adapter available, running them directly from the vehicle's DC system may be all that you need.

Keep in mind if the equipment that you are considering has an AC plug, it doesn't automatically mean you need an elaborate system. A smaller wattage inverter can be plugged into a cigarette plug receptacle to power these less-demanding items. If needed, adding a second cigarette plug outlet is a simple installation.

#### Installing an additional outlet

If you install a new DC outlet, decide whether you want the power to be on constantly or only when the engine is running. Leaving a device powered without the engine running may result in a dead battery when you need to start the vehicle, so I recommend hooking the circuit up to operate only when the engine is running. Let's call this an "ignition switched" circuit. Operating from a second battery could also be an option.

The installation begins by selecting a mounting location for the outlet. Try to find where it can be mounted directly on (or at least close to) a metal body member. This enables a grounding wire to be connected easily to the metal body of the vehicle through the mounting screw.

Selecting a power source is probably the hardest part of this installation. Most vehicles have available

FIND OUT

How to select a power source \ Ideal wire gauges \ How to save by DIY

power connectors on the fuse box, both "constant on" and "ignition switched" circuits. Probe for a positive power source with a grounded test light or volt meter. If you are looking for an ignition switched circuit, turn the key to the "run" or "accessory" position first. When you find a live connection, turn the key to the "off" position to determine whether it's an ignition switched circuit. If the connection turns off, you've found what you need.

Most outlet kits will have the proper wires and connectors included.

Just route the wire and cut to the length needed to run from the power source and the outlet. Allow for some extra length of wire in case you need to reattach a wire connector if you make a mistake in crimping the wire connector on or have some other problem.

The wire should be routed so that it's neither dangling from under the dash nor running across the floor. If the outlet is mounted somewhere other than the dash, you might need to remove an interior body panel to run the wire behind it and use a different wire on longer routing than what was supplied (See table on page 72). Use fuses in the circuit even if not required by the manufacturer. It's better to be safe than sorry.

#### Installing an inverter

If you are installing a power inverter, you have two options:

Portable inverters — These units plug into a cigarette lighter outlet. They are cheap and easy to install and are transferable from vehicle to vehicle. However, these power adapters have a tendency to vibrate out of the outlet, causing loss of power. Some low-end models do not offer a means of mounting, either.

Hardwired inverters - These units are



# Tips for wiring a hardwired inverter

- Use copper-stranded wires. Copper has about one-third the resistance than aluminum wire of the same size.
- It is easier to make good, low-resistance connections to copper wire.
- Loosely tightened connectors result in excessive voltage drop and may cause overheated or melted wires. This could result in destroyed equipment or even a vehicle fire.
- Think safety first: Use fuses in the circuit even if it's not required by the manufacturer.

hardwired directly into the vehicle's electrical system. They are a more permanent installation, with solid connections. They are secured in place to prevent sliding around the vehicle and are capable of handling much more power.

To determine the type of inverter to use, make a list of what items will be powered constantly versus occasionally. Get the power input requirements (amps and volts) for every device. You can usually find it on the information plate on the device itself or in its paperwork. If the device has a power pack, get the information for the power pack's input power requirements, not the unit itself.

### Power up your mobile office

# Wire gauge table\*

Circuit amperes	Circuit watts		W	ire gauge	e (for len	gth in fe	et)	
12V	12V	3'	5'	7'	10'	15'	20'	25'
0 to 5	30	18	18	18	18	18	18	18
6	36	18	18	18	18	18	18	16
7	42	18	18	18	18	18	18	16
8	48	18	18	18	18	18	16	16
10	60	18	18	18	18	16	16	16
11	66	18	18	18	18	16	16	14
12	72	18	18	18	18	16	16	14
15	90	18	18	18	18	14	14	12
18	108	18	18	16	16	14	14	12
20	120	18	18	16	16	14	12	10
22	132	18	18	16	16	12	12	10
24	144	18	18	16	16	12	12	10
30	180	18	16	16	14	10	10	10
40	240	18	16	14	12	10	10	8
50	300	16	14	12	12	10	10	8
100	600	12	12	10	10	6	6	4
150	900	10	10	8	8	4	4	2
200	1200	10	8	8	6	4	4	2

<sup>\*</sup> Find the amperes or watts the circuit is expected to carry on the left and the distance the wiring must run at the top. Follow the columns until they intersect. For example, a 15-ft., 10-amp, 12-volt circuit should use at least 16-gauge wire.

#### Case in point

For example, let's install a unit to power a laptop, inkjet printer and a PDA for our permanently installed devices. We also want to be able to occasionally power a 3/8-in. drill and 1/2-in. hammer drill. We determine the necessary wattage by multiplying the amps by the volts of each device. In this example, the power requirements for our equipment are:

Laptop: 1.7A x 110V = 187W Printer: 0.4A x 120V = 48W iPAQ: 0.3A x 100V = 30W 3/8" drill: 5A x 115V = 575W

**1/2"** hammer drill:  $5.7A \times 115V = 656W$ 

To run everything at once, we need at least a 1,500W inverter or a 270W just for the electronics. Pricewise, you can usually find a 2,000W unit on sale for \$200 vs. a regularly priced 750W unit for \$90.

#### Location, location, location

Consider the following factors when deciding where to attach the unit:

**Dry** — Do not place where the unit could get wet. The engine compartment is not considered a dry environment.

**Cool** — The cooler, the better. The unit needs air circulation.

**Safe** — Keep it away from flammable material like gasoline and batteries.

Close to battery — Install the unit as close to the battery as possible to minimize the length of cable required to connect it. It is better and cheaper to run a longer AC extension cord than longer DC wires (cables). A shorter wire between the inverter and the battery will keep the voltage drop to a minimum. If a longer wire is required, increase the size per the manufacturer's instructions.

If you are hardwiring the unit, you will most likely attach the inverter directly to a battery. This involves drilling holes and using additional tools, hardware and labor. The kit should include instructions, and might include the required wiring and connectors —

or you might have to get additional pieces. Regardless of the kit, after your inverter location was been determined, figure the size of the wires and where you will route the cables going to the battery if you exceed the length that the kit assumes that you might need.

Assuming that the unit is located in the truck cab, look for an existing hole that can be used. If none can be found, drill one through the firewall into the engine compartment. Doublecheck both sides of the firewall before you use a drill to make sure that you are drilling into only the firewall. Pull the carpet and insulation back before drilling.

The hole should be big enough for the wires and a rubber grommet. The grommet will prevent the body panel from wearing a hole into the wires and causing an electrical problem fire. Use wire ties/standoffs to keep the wires out of the way and off of hot engine components.

— The author is owner of Innovative Pest Management. Contact him at 330/535-7124 or rharrah@innovativepestmanagement.com.

# Take advantage and buy now. Sale ends October 31, 2005.

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	Before 10/31/05*	After 10/31/05	
SP10 - 10' Loader Model	\$3,200	\$4,000	
SP12 - 12' Loader Model	\$3.360	\$4,200	
SP14 - 14' Loader Model	\$3,600	\$4,500	
SP16 - 16' Loader Model	\$3,840	\$4,800	
SP18 - 18' Loader Model	\$4,320	\$5,400	
SP20 - 20' Loader Model	\$4,560	\$5,700	
SP24 - 24' Loader Model	\$5,280	\$6,600	
SP30 - 30' Loader Model	\$6,640	\$8,300	

#### **Pro-Tech Sno Pusher Backhoe Models**

implete with the Pro-Tech Quick Change Attachment System, Wear Shoes and



	Before 10/31/05	After 10/31/05
BSP10 - 10' Backhoe Model	\$2,800	\$3,500
BSP12 - 12' Backhoe Model	\$2,960	\$3,700
BSP14 - 14' Backhoe Model	\$3,200	\$4,000

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Complete with Universal OEM Coupler, Wear Shoes and Rubber Cutting Edge



	Before 10/31/05	After 10/31/05
SSP6 - 6' Skid-Steer Model	\$1,600	\$2,000
SSP8 - 8' Skid-Steer Model	\$1,760	\$2,200
SSP10 - 10' Skid-Steer Model	\$2,000	\$2,500
SSP12 - 12' Skid-Steer Model	\$2,240	\$2,800

#### Pro-Tech Sno Pusher FoldOut Models

omplete with the Pro-Tech Quick Change Attachment System, Wear Shoes and Rubber Cutting Edge



BF0P12 - 12' Foldout Model-Backhoe	\$5,200	\$6,500	
BF0P14 - 14' Foldout Model-Backhoe	\$5,440	\$6,800	
BF0P16 - 16' Foldout Model-Backhoe	\$5,680	\$7,100	
FOP16 - 16' FoldOut Model -Loader	\$7,120	\$8,900	
FOP18 - 18' FoldOut Model- Loader	\$7,520	\$9,400	
FOP20 - 20' FoldOut Model- Loader	\$7,920	\$9,900	

#### Pro-Tech Pull Back Sno Pusher

ete with Universal OEM Coupler, Wear Shoes and Rubber Cutting Edge



PBP8 – 8' Skid Steer Pull Back Sno Pusher PBP10 –10' Skid Steer Pull Back Sno Pusher PBB10 –10' Backhoe Pull Back Sno Pusher	\$2,560 \$2,880 \$3,680	\$3,200 \$3,600 \$4,600	
PBB12 –12'Backhoe Pull Back Sno Pusher	\$3,920	\$4,900	

#### Pro-Tech Heavy Duty V-Plow for Skid-steers or Tractors

Complete with 1/2" x 5" steel cutting ege, Universal Coupler or blank backing plate, adjustable mounting bracket and wear shoes.



SSV60- 60" by 30" tall Heavy Duty V-Plow

Before 10/31/05 After 10/31/05 \$3,360 \$4,200

Before 10/31/05 After 10/31/05

#### **Pro-Tech Sno Pusher Compact Models**

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Before	10/31/05	After 10/31/05	
CSP4 - 4' Compact Sno Pusher	\$1,000	\$1,250	
CSP5 - 5' Compact Sno Pusher	\$1,040	\$1,300	
CSP6 - 6' Compact Sno Pusher	\$1,080	\$1,350	
CSP7 - 7' Compact Sno Pusher	\$1,120	\$1,400	
CSP8 - 8' Compact Sno Pusher	\$1,160	\$1,450	
CSP9 - 9' Compact Sno Pusher	\$1,200	\$1,500	
CSP10 -10' Compact Sno Pusher	\$1,240	\$1,550	

#### **Pro-Tech Angle Sno Pushers**

omplete with the Pro-Tech Quick Change Attachment System, Wear Shoes and Rubber Cutting Edge



BASP12- 12' Backhoe A

BASP14- 14' Backhoe A

	ASP12 - 12' ASP14 - 14' ASP16 - 16' ASP18 - 18' ASP20 - 20'	Angle Angle Angle	Sno Pusher Sno Pusher Sno Pusher Sno Pusher	\$4,880 \$5,120 \$5,360 \$5,840 \$6,080	\$6,100 \$6,400 \$6,700 \$7,300 \$7,600	
ngle	Sno Pusher			\$4,320 \$4,560	\$5,400 \$5,700	

Refere 10/21/05 After 10/21/05

#### Pro-Tech Hydro-Turn Plows for Loaders

Complete with 5/8" x 6" reversible steel cutting edge and wear shoes., 3000PSI Double Acting Cylinders, Angles 35degrees left and right, Hydraulic hoses/relief valve, Mounting Bracket, Stiff Arm, Lifting Chains, Blank Backing plate.

OPTIONAL FEATURES: Carbide wear shoes, 12v or 24v pumps, Quick disconnect or Post

receptacle, Foldable Wings, Pusher Kit



\$8,640 \$9,120 \$9,600 \$10,560 \$11,040 \$11,520 \$12,800	\$10,800 \$11,400 \$12,000 \$13,200 \$13,800 \$14,400 \$15,000
\$12,800	\$16,000
	\$9,120 \$9,600 \$10.560 \$11,040 \$11,520

#### **Pro-Tech Material Handler Box**

4 x 4 x 8 Heavy Duty Construction, Weighs approximately 1060 lb, Connects to any telescopic material handler or forks.



MHB- Material Handler Box

Before	10/31/05 \$1,600	After	10/31/05 \$2,000

#### **Pro-Tech Super Duty Sno Pusher Models**

A virtually indestructible Sno Pusher with a 60" profile. Long heavy duty wear shoes, heavy gauge moldboard and sides, extra posts and cutting edge option.



-	SD16 – 16' Loader Model SD18 – 18' Loader Model SD20 – 20' Loader Model	86,720 \$6,7560 \$7,560 \$7,980	\$8,400 \$9,450 \$9,975
-	SD24 – 24' Loader Model SD30 – 30' Loader Model	\$9,240 \$11,620	\$11,550

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\*20% sale price good only on pre-season units purchased by the dealer that are currently in stock. Sale ends 10/31/05 or while the pre-season units last, whichever comes first. Prices do not include shipping.

# YOUR PROFITS

# Get more green from your Yellow Pages ad

Make your ad work for you, not drain your budget

BY ADAMS HUDSON

W

e know the traffic for Yellow Pages ads is there. The Yellow Pages Association (YPA) reports that the "Landscape Contractors" heading ranks

35th out of more than 4,000 headings. Plus, YP shoppers are buyers, with more than 50% buying within 48 hours. Even better, 88% of "Landscape Contractors" look-ups result in a purchase – surpassing the 79% average for all Yellow Pages headings. So now you're probably wondering why your YP ad isn't bringing in more referrals.

Throughout the Yellow Pages contractors are

paying good money for bad ads that blend into one bland mass. "But that's where my customers find me," says the brainwashed contractor.

But who's to say customers will even notice your company among all the clichés, starbursts and illegible text that jams the section? What good is that 88% if only a fraction of it counts for your business?

If you want your ads to out-pull the rest on the page, you're going to need to direct that traffic to your ad and not your competition's. Here's how to make it happen:

**Headline -** A headline is the most valuable part of the ad – worth

[FIND OUT]

Why your company name is not an ad headline \ Why Z-pattern advertising works \ How much of you

80% of your ability to pull leads. But be warned: your company name is NOT a headline. "Since 1972" isn't either. Give a clear, concise statement of meaningful benefits to the customers.

Format – Make sure your ad paints a direct, logical route to your phone number. Try this: Draw a tic-tac-toe board through your ad. Number spaces 1-3 across then all the way to 9 in the bottom right. Spaces 1-3 are the most valuable by far – that's where the headline goes. Then, eye pattern studies show the viewer's eye goes quickly on the diagonal back through the ad (3,5,7), stopping – we hope – at something interesting, then landing on 9, which is surprisingly next in value to the headline space. This is also known as "Z-pattern" advertising.

**Benefit blocks** – Put the benefits of your offering in an easy-to-find lineup, not scattered all over like a broken dish. Remember: DO NOT tell me what it is. Tell me what it does.

No bragging allowed – This is a tough reality. Naturally, you may feel that if you're paying for the ad, the point is to say all sorts of wonderful things about yourself. Nope. That's what everybody else thinks and what brings the yawning disinterest of consumers.

Here's a little secret: People only care how your qualifications serve them. Therefore, the subject line becomes "You and Your." It's not "We provide landscaping," it's, "You get landscapes designed for beauty and practicality."

Does any of this actually work? Here's one example where the answer is a resounding "yes."

One company rewrote an ad using the formula we've discussed. The ad dropped from four colors down to one (bringing some immediate savings), while using the same size ad in the same book. After making a few simple adjustments, this new ad outperformed its predecessor by 566%.

Step out in faith that your business will not die if you spend sanely in the Yellow Pages. We advise spending 24%-45% of your total marketing budget



1 All photos should have captions, but are you selling houses or landscaping? 2 A total waste of space; will not pull customers into ad. Make this area the most important benefit!
3 Does this fancy bullet add to or distract from your ad? 4 Tell customers the benefits of calling, not just sentence fragments of service.
5 Cartoon graphics that aren't your logo are a terrible use of space. Does nothing to raise your image (And may hurt it.) 6 Numbers are too hard to read. "Busy" type distracts.

in YP ads. Your leads will not evaporate if you create a "different" ad from your competitors.

Your marketing is an investment. If it doesn't pay, either yank it or change it. The same looking ad with the same layout and message is not going to get different results. Get creative and use the techniques we described and make your YP ad pay you for a change.

 The author is president of Hudson, Ink, a creative marketing firm for contractors.
 Contact him at www.hudsoninc.com.



www.ypads.com Visit for information on how you can get one free Yellow Pages ad critique. Or fax your ad and request on letterhead to 334/262-1115.

## YOUR PROFITS

# ID your profitable clients

How to find which customers/services give you the best return BY BILL PHA

aniel Webster defines profit as "an advantage, a gain or the sum remaining after deducting costs." OK, I agree a definition doesn't do the word justice. Definitions are, after all, mostly a collection of dry, dusty words. Most of us are very aware of what profit is.

Its presence or absence is responsible for our families' quality of life, having the resources to reinvest and expand our businesses and our mental and physical well-being as managers and owners.

In other words — profit is why you're in the landscape business.

That said, if you're not happy with your profits so far in '05 (or you are and would like to make more), do something about it.

And one of the first things you should do is review your customer base. You have to find out which of your clients are giving you the level of profit you desire ... and which aren't.

#### **Customer costs**

When you start assessing profits by customer, it's a real eye opener. Whether you're doing contract mowing, design/build, installations or chemical applications, you will make more profit from some customers than others.

But, do you know which?

As strange as it seems, you may discover that some of your clients are actually reducing your profits; they may, in fact, be costing you money.

My experience tells me that at least 20% of your maintenance customers may be losers and/or marginally profitable. But how do you find out which are the profit killers?

Start by determining your true cost per manhour, including all overhead expenses and multiplying the hours spent on these jobs by the number of visits. Deduct these costs from what you're charging. Do the same for landscape/hardscape work and add in the materials and related costs.

You don't have to make this complicated, but you must have a true picture of all the expenses with servicing each customer or doing each job. Don't guess.

The next step is to prioritize these customers starting with the top contributors down to the least profitable. If 20% are losers, look at the seasonality of your costs. If you reduce your service visits in the winter and the monthly income is the same, maybe they'll become profitable during that period

FIND OUT

How to rank customers \ Why service reports work \ When your prices are too low

but weren't profitable during the growing months. If this is the case, hold on to them through the winter and adjust their pricing come spring. If they're simply losers, sell them off, increase their price or give them notice to discontinue services.

#### Get the info

But you'll never know which customers to keep, which to seek price increases from or which to drop unless your employees complete service reports that indicate the time spent on each job, travel, shop time and services performed. Log that information by job by computer or manually and a real picture will emerge.

As far as the service reports — keep them simple, but insist that they're filled out completely and accurately. Manage with informa-

tion, not by guessing.

This customer service data will allow you to concentrate on your most profitable customers. Use it as a template to find others like them to attract

You can't do work for everyone, nor should you want to. Some potential clients just don't have budgets that will allow them to be profitable for you. Some are hard to deal with and, of course, there are those dreaded "customers from hell."

Begin to qualify them by phone or in person to determine their needs, how much they'd like to invest in this service, what their objectives are, when they'd like it done or started and ask a lot of questions to determine the full scope of the job. Now decide if you want to do it.

Here's a tip. If you're closing 90% of the jobs



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### ID your profitable clients

you go after, your price is too low. A better ratio would be 40% and should ensure increased profits and with people you'd like to do business with.

Also, consider minimum pricing on your jobs. If you're a large company with high overhead, maybe you can't afford to do maintenance for less than \$1,000 per month. Or maybe you can't afford to take residential jobs below \$150 or landscape jobs at \$1,500 or whatever you decide. A 50% profit on a \$500 job is a lot less than a 50% profit on a \$1,500 job. Examine your monthly fees. If they run from extremely low to extremely high, think about eliminating the lower priced jobs and dedicating your resources to high-profit customers.

Also, if you provide multiple services, which service is throwing off the majority of the profits?

Is one or more of these services losing money?
Isolate your income and profits by service type so they all become profit centers. Why hang on to even a single loss center. Again, track all your jobs with labor, materials and also break out these items on your P&L statement.

"We're so busy, we're turning business away," is a comment we hear too often. If you find yourself saying that, stop and think if more profits can be gained by evaluating the potential of each job.

When work is coming in like gangbusters, maybe it's time to think about raising your pricing. People want you and they want to give you profits. Go get them.

— The author is president of Green Industry Consulting, Inc., Tampa, FL. Contact him at

bphagan@tampabay.rr.com.



# THE IDEAL 8-30' solution

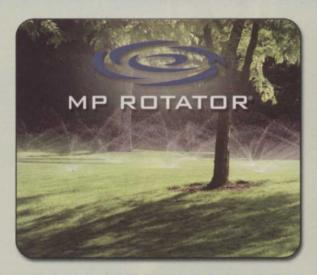
### ULTIMATE DESIGN FLEXIBILITY

Compared to fixed-arc sprays, single-stream rotors or a system comprised of both, MP Rotators deliver significant performance advantages, great design flexibility and for those applications requiring 6" or 12" high-pop rotors — impressive cost savings. The MP1000 (8-15'), the MP2000 (13-21') and the MP3000 (22-30') can be combined on the same zone and maintain a matched precipitation rate — even after arc and radius adjustment. MP Rotators perform better in the wind and virtually eliminate runoff due to their low precipitation rate. Save water, solve problems.

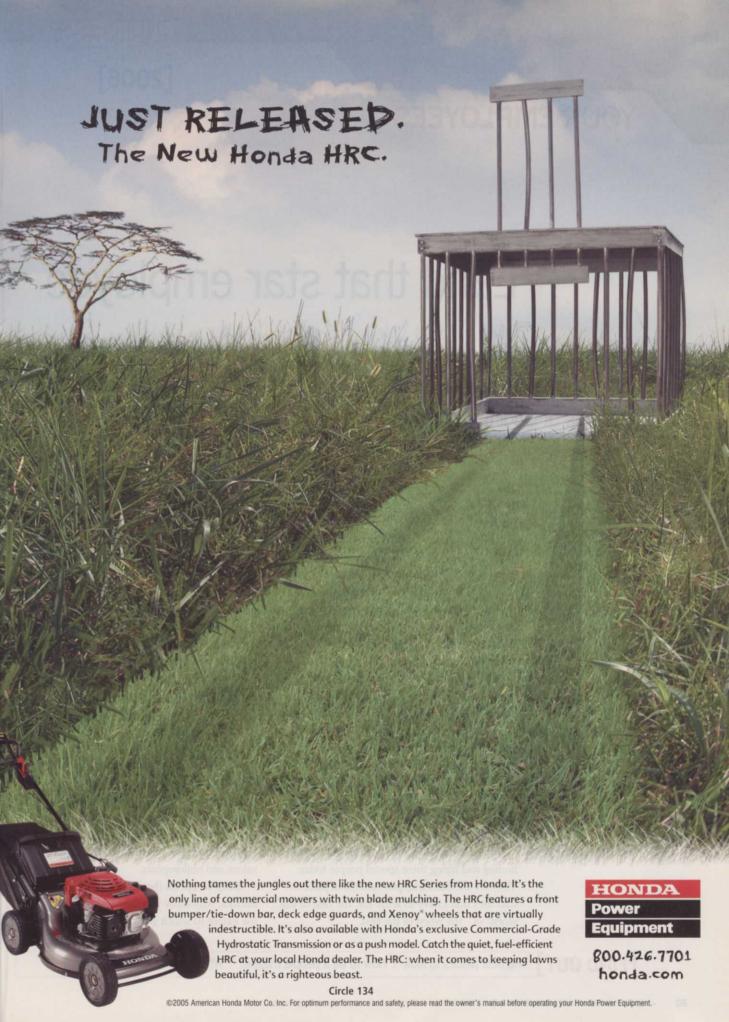
Walla Walla Sprinkler Co.

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# YOUR EMPLOYEES

# Land that star employee

A longtime recruiter/trainer reveals his personal experience on improving your chances of landing the top performers

BY BILL HOOPES

lease, not another one of those articles on people!

We read them, we think about the ideas, but nothing ever seems to change. Year after year we struggle to fill the chairs, to maintain a staff of motivated, productive and loyal employees. And year after year we watch employees, some with great potential, come and go. But we don't have to stand for this. High employee turnover in the Green Industry is not a given.

If we apply a few proven strategies and activities we can hire better-quality employees, including those top performers who we'll call, for want of a better term, "stars." Once you've experienced the excitement of hiring someone, even by chance, that turns out to make a big positive change in your organization, you'll be motivated to learn all you can about who these high performers are, how to attract more of them and keep them on your team.

Yes, there are companies out there who are finding and hiring these special people today. They are the ones who put systems in place so that they don't have to settle for "the best of the worst" or " the worst of the best."

Key question, are great employees born or developed in our organizations? Many of us are convinced that they're not born. They, like successful leaders, develop and grow over time. Must they have certain characteristics, perhaps even some you can't teach; traits such as a strong work ethic, honesty, desire and the self-discipline to meet objectives? You bet. Even so, they don't come gift wrapped and ready to go. You might be surprised where you find them.

#### Look close to home first

Start by looking within your own organization. Some employees tend to stick out a bit more than their colleagues. Be on the lookout for them. You'll recognize them because they're:

- More interested in tomorrow's opportunity than today's paycheck,
  - Hard at work when you least expect it,
  - A "finisher," driven to succeed,
  - Quick to ask questions,
- Make suggestions and focuses on solutions rather than problems,
  - Volunteer when not required,
- Place a high priority on team success, as well as personal gain,
- Self-confident enough to ask for help rather than failing quietly,
  - Honest with a clear sense of ethics,
- Believe what you believe and share your values and philosophies.

Keep an eye on the people within your organization who show you the most and determine the extent to which you can mold and build

FIND OUT

The best places to look \ How to be a people magnet \ What you can do to keep them

them. More often than not they'll jump at the opportunity to take on more responsibility. They'll take the lead if you provide direction and help them focus their energy.

#### Be a people magnet

If you expect to attract top performers, aim your recruiting plan at the kind of people who share your company values and objectives. You'll rarely find these folks in the classifieds.

Your recruiting process should:

- Define your company goals and mission and how you'll achieve them. Potential top performers will want this information.
- Establish a strong local company image. If yours is a small company, celebrate that fact. Many great candidates don't feel comfortable in the corporate world. Sell your opportunity and work environment. Get the message out that you and your team are the kinds of people with whom the very best will want to become associated. Do this by sponsoring events that promote your profile in the community. Be an active member of the Better Business Bureau and service organizations.
- Consider sponsoring a sports team.

  Work with the high school FFA teacher.

  Get involved with 4-H clubs. Ask your high school ag or science teacher if you can sponsor an event or project. Establish a strong local image and send one clear message if you're interested in a Green Industry career, you need to join our team!

This will magnetize your company and the phone will ring. People search for a place to work that will provide a positive, rewarding work environment. Let people know yours is that company and your recruiting will improve immediately. Invest the time. Your efforts will pay off because most of your competitors will not take the time to follow this strategy.

#### Look in the right places

Recruit where the best people will see your message. If you want an aerator, run a classified ad

for an aerator. If you want a route driver, run a classified ad for a route driver. But if you want a growth-oriented, driven individual, go a different route. Look in places these people can be found, such as in community colleges.

Often, people with some higher education go there to restart careers. They attend night classes and work hard to get it done. That's what you want. Make teachers your recruiters. Take the instructor or professor to lunch. Ask how you can help support their program. Let them know exactly the kind of person you seek. If you help them, your support will be returned in kind, guaranteed.

It does take some time and money but so does often-fruitless advertising in newspapers. Put your money and effort where it will yield perhaps fewer people but more qualified candidates.

Never stop recruiting. Even when you're fully staffed, keep a list of people

to contact if you encounter unexpected turnover.

Your best employees can help. Let them know that you need more people with the very same high level of dedication they demonstrate, and that you're willing to provide great incentives for their recruiting efforts. Don't be stingy. Even if it costs you \$1,000, that's money well spent if you land high-performing talent.

Don't overlook the Internet. If you think this tool is only for large companies, think again. In-

### Land that star employee

### First impression – make it a good one

Prepare your interviewing process before the prospect walks through your front door. That means getting your office environment in the kind of condition that a potential high performer would expect to see.

Many times I've traveled to visit a service branch in peak hiring season only to be dismayed and disappointed on arrival to find the operation in, shall we say, less than professionally spit-shined condition. The best career prospects will expect a professional operation and won't settle for less.

I recall on one occasion, standing in a lawn service branch awaiting an expected candidate the manager was to interview. As I stood there peering out the dirty, smudged window, I saw what had to be our man drive up. He approached, slowed down, leaned over to "eyeball" the place, paused, and then drove away. Another candidate lost without an interview.

Think about this (as I asked the local manager to do): If the ideal candidate had been in that car, would he have driven away? Probably. What kind of candidate would have parked his car, made his way past the pile of cigarette butts by the front door and come in? I think we all know the answer.

How does your interviewing process stack up? If the answer is anything but "great" now is the time to begin improving it. Follow these rules to ensure the "heroes" find what the seek:

- Provide neat, clean and convenient candidate parking,
- Post the interview schedule in the front office,
- Appoint a candidate "greeter" to welcome candidates, offering them a beverage and up-front paperwork before the interview,
  - Keep the office area and restrooms clean and neat,
- Confirm that the staff a candidate may encounter is aware of the interview and looking his/her best for the work being done,
  - Conduct a professional interview.

If you do not know how to interview, you'll lose the great candidates. These are the people that will know about your business and may ask questions that even you cannot answer. It happens. The potentially valuable hire will give you a challenging interview. Be prepared. Have your business metrics, growth projections and strategies in mind and ready for discussion. Be ready to explain how you differentiate your business from the competition. You cannot expect to hire a high performer without communicating why he/she should want to play on your team and why your company is the place to build a rewarding career. — B.H.

ternet recruiting ads are much less expensive than a multi-ad newspaper plan. For about \$300, your job opportunity will be seen by literally thousands for weeks. Look around to find beneficial sites locally and nationally. Often universities and community colleges have job placement sites for their students and alumni.

#### Know who you want

Now comes the controversial part. Who exactly are you trying to hire? Is this promising recruit the most skilled and prepared to add value today? Is it smarter to hire "athletes" who require more time to become productive but who will learn to play more than one position in the future? Not a simple answer.

It depends on what you want the employee to do and, importantly, whether or not you expect the new hire to grow into greater responsibility. You must define, for your operation, what your definition of a true company "hero" is. And remember, you will need more than one type of employee. Some people are simply not growth oriented. Does this mean they are not valuable? No. You simply need to define how many of each you need and hire accordingly.

From my perspective, formed from more than 20 years in recruiting, hiring, training and managing people in the Green Industry, I'll go for the "athlete" who shows the potential to grow and play different positions within the company.

From experience, most of us have learned to proceed cautiously when considering hiring a top performer, and especially a group of buddies from a competitor. More often than not, when we hire the competition, we bring some of their bad habits into our organization too. You want to hire people who will learn the business your way and execute according to your philosophies and standards.

In today's multi-task work environment, we need people who have brains and the desire to be part of a strong team. That is why the hiring process must begin by establishing your company as the place to be for the best people.

— The author is a long-time industry trainer.
Contact him at hoopes@columbus.rr.com or visit www.grassroots-training.com.



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### YOUR EMPLOYEES

# Assessment testing — it works!

The question is not if assessment testing is right for you, but what kind of testing is the best fit for your needs

BY MICHAEL ALTER

[A]

Princeton University study says that four out of five employees are wrong for the job for which they were hired, and 85% of sales employees are terminated within

To cut down on these costly errors, employers are using assessment testing to move beyond resumes and interviews. Assessment testing can help your business capitalize on your hiring and find the right candidate for the job.

Is assessment testing the right move for your small business?

Definitely. If you own a small business, it's absolutely critical to hire quality employees. Because the business is smaller, individual employees often shoulder more responsibility and play a more integral role in the business' future.

Employee turnover is especially painful for small businesses. Losing one employee is a non-event for a company with 500 employees. It can be a disaster for a company with only four employees.

Assessment testing can be the key to hiring the right employees and making sure they've found the right employer. It provides you with another tool to screen candidates, lets you save time by identifying candidates who would not succeed in a particular position, and helps reduce turnover by pointing you toward the right candidates. That's a big return on your investment.

If you're searching for a new employee, the question is not if assessment testing is right for you, but what kind of testing is the best fit for your needs. By answering the following questions before you begin, you can avoid focusing on the wrong issues, or wasting time on the wrong tests:

- What skills, knowledge, or abilities are most important for an employee in this position? These could be anything from strong analytical or writing abilities to a warm and helpful personality.
- What do you hope to gain from assessment testing? If you want insight into a candidate's personality, you would select a different assessment test than if you wanted to know her accounting abilities.
- What are the resources you are willing to commit? Some companies may find a large investment on assessment testing worthwhile, while other companies simply do not have those financial resources. Assessment testing does not have to be expensive, but it is important for you to know how much time and money you are willing to commit before you begin.

#### Skills or personality?

**Testing Skills** — Perhaps the most common tests evaluate a candidate's knowledge or skills in specific areas. You can test everything from sales skills to math. There are two options if you wish to test a candidate's skills:

FIND OUT

Why testing prevents turnover \ Which questions NOT to ask \ What tests are available



■ Traditional. For this method, a candidate answers multiple choice, fill-in-the-blank or matching questions. Traditional testing can be done with just a pen and paper, computer software or completed online.

■ Performance-Based. In performance-based testing, a candidate works to complete an assigned task. Often including a computer simulation, performance-based assessment requires the candidate to actually demonstrate proficiency.

**Testing Personality** — Testing experts estimate that 40% of employers use personality as-

sessments to screen applicants. Personality profiling is helpful in determining if an applicant is suited for a position. Assessments like the commonly used Myers-Briggs personality test can tell an employer if a candidate is introverted, innovative, flexible, or not.

Another type of personality test is the DISC behavioral test. This test profiles a candidate's personality in the context of his or her behavior styles. Dr. William Marston, creator of the test, segments behavior into four quadrants (D for Dominance, I for Influence, S for Steadiness, C

# Assessment testing — it works!

### Handwriting analysis

There's a great deal you can tell about people from their handwriting. In fact, many companies are embracing handwriting analysis as a way to improve their hiring and recruiting ability. The trend is especially strong in Europe.

It is not unusual for European companies to have full-time handwriting analysts on staff to help personnel officers read between the lines. A study by Dun's Review estimates that 85% of European companies utilize handwriting analysis. Even in the U.S., thousands of employees and prospective employees are screened via handwriting analysis every day.

Outside its traditional forensic uses, handwriting analysis is a valuable assessment tool for employers. Because handwriting is based on personality, analysts claim that handwriting is

cheaper and more reliable than personality tests in finding the perfect applicant for an important position.

important position.

Many handwriting analysis companies offer their services to businesses, and the Internet can provide you with a list of experts in your area. — M.A.

for Compliance). By suggesting a candidate's behavioral styles, the DISC test can help an employer select the appropriate candidate.

With both the Myers-Briggs and DISC type tests, there are no wrong answers. Determine what type of employee you desire before you begin.

Many companies are certified to offer personality tests, which they will administer and interpret for you for a nominal fee. You can find these testing companies online. Before hiring a service, however, ask for references.

#### **Test smart**

Although assessment testing can help hiring practices, employers must be cautious about their tests and how they are using them.

Make sure that your tests are well constructed. The questions must be relevant to the skills needed for the job, and any simulation you use must be true-to-life. For example, testing a potential CFO on her spelling skills will not give you much useful information.

Evaluate the results of your tests against current, successful employees in comparable positions. If good employees fail the test you will need to re-evaluate your assessment test.

It is also important to realize that not everything important to a position can be measured with assessment testing. An employee's ability to interact well with co-workers, for example, is important in many positions, but not well-measured by assessment tests.

Do not ask illegal questions. Whether these questions appear on questionnaires or in some form of assessment test, the following questions are commonly asked illegal questions:

Are you married? Do you have children? How old are you? Did you graduate from high school or college? Have you ever been arrested?

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How much do you weigh? What country are you from? Are you a U.S. citizen? What is your native language? Are you handicapped?

Do not discriminate. Use assessment testing for all applicants, administer the test in similar environments and provide guidance and monitoring during assessment.

With these warnings in mind, assessment testing can be a valuable hiring technique. It can provide the employer with insight into the applicant's skills, personality and potential as an employee.

— The author is president of of SurePayroll, a payroll outsourcing firm that processes payroll for 15,000 small businesses across the country. Contact him at michael alter@ameritech.net.





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# YOUR EMPLOYEES

# Make training stick

Get beyond good intentions and devise the ongoing training program you need

BY SUSAN PORTER

ike a forgotten New Year's resolution, many plans to develop and sustain employee training fall by the wayside once business heats up each spring. You or a trusted manager can build a program that has staying power and gets the job done — with good planning and a system that sustains it.

Like many business endeavors, the easy part is in the planning and the hard part is sustaining the effort month after month. Great plans go awry almost immediately unless they have someone as a "champion" to drive the program and get others to buy in. Aside from hiring a full-time training manager, how do you institute a program that sustains itself, delivers results and generates excitement month after month?

#### Five steps to training

Experts tell us there are five key steps that need to be taken to establish a solid training program:

- Make training a priority a must-do process. Commit your time, employees' time and company resources to make it happen.
  - 2. Adapt training to the audience.
- Make it challenging and engaging, and add variety

- 4. Measure results, individually and corporately
- 5. Provide meaningful rewards

#### Training as a priority

Corporate surveys tell us that employees feel valued when employers provide training, so it stands to reason that any landscape professional looking to retain good employees will make training a priority. For new employees, the necessities of working with power equipment or on construction job sites, dealing with customers directly or understanding business operations makes it critical that good training helps them assimilate and perform as quickly as possible. Landscape professionals who employ Hispanic workers realize the importance of providing good workplace and cultural training opportunities. Even personally, you probably have areas where you want to learn more so it can benefit yourself or your organization.

Because most personal or employee training takes time away from operations, most managers have found that training can be done over time, in convenient "bites" that reinforce past lessons. Many firms offer crew learning sessions, tailgate lessons and other on-site demonstrations weekly or at other predetermined times.

Some contractors who particularly value learning bring in experts and even hire full-time training directors for classroom sessions. Others buy online learning subscriptions, printed training materials and audio/visual products to support their home-grown lessons. Others pay part of the tuition costs at local trade schools, colleges

[FIND OUT]

Why take it seriously \ How to find the right methods \ Where to find free, online courses

and universities, on an individual basis. Many mix all these methods.

To make employees understand the value you put on ongoing training, successful contractors tie training progress to raises, promotions and other opportunities to grow at the organization. They also include plenty of opportunities for fun and rewards through the process. When employees see the link between their financial and career rewards and your training priorities, they'll take it seriously.

#### Adapt to the audience

Good training speaks at the trainee's level, in an interesting and challenging way. Do you have mainly Spanish-speaking employees? Consider getting Spanish-language trainers or materials, and design classes that mix in-field and teambased operations.

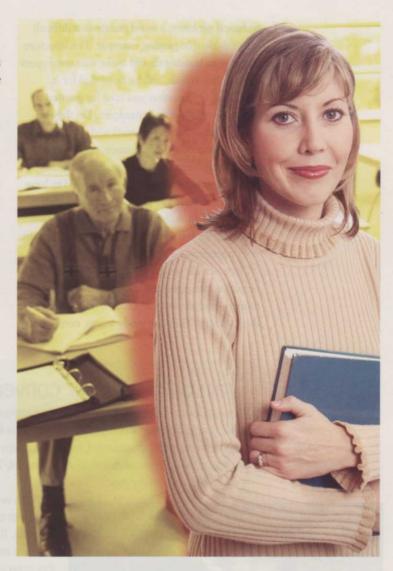
Do your new employees need to learn both technical and customer service skills at the same time? Videos, workbooks and online courses can cover many technical and business topics.

Most employees need to hone their communication and customer service skills, and some need a lot of work in this area. Role-playing, teambased lessons or other types of presentations expand their knowledge and offer good communication practice in a friendly environment.

Do your experienced employees need motivation to become engaged in learning again? Can their knowledge of real-life situations help them lead a presentation team or develop role-playing scenarios? Are there departments that can give mini-presentations on their work and how it fits into the whole?

While some employees are reluctant to make presentations, read materials or learn in otherwise conventional settings, they can excel if you consider alternate learning methods. Some people shine in field demonstrations, online courses, workshops or seminars, or even heavy reading and research projects.

It takes energy and insight to look at your employees' learning needs, but your time spent



on it might result in ways to make training varied and interesting.

Sometimes, the best way to master a topic is to teach it yourself. Are there lessons your employees can teach to each other? Don't forget to ask employees how they'd prefer to learn, too.

#### **Engage your employees**

The effort you make to obtain appropriate materials and present them tells your employees you want them to learn more, grow in their jobs and expand their experiences. Many people rise to the occasion when challenged — whether with a

### Make training stick

technical problem, a word puzzle or a difficult but real-life role-playing example. The structure you give to training should make sure employees stretch their minds, and be rewarded for it.

Often, information you take for granted is new to employees and managers. Do they understand your firm's real costs and profits? Do they know much about finance, operating systems, equipment maintenance and longevity, plant life or other topics? Do they need to have better team building, personal communication and leadership skills? Employees need to learn these things, too, if they are to grow and benefit your operation.

Extra-credit study, testing and rewards keep employees engaged and focused on learning more — and showing it. Learn from others in this industry. They use study teams, competi-

Extra-credit study, testing and rewards keep employees engaged and focused on learning more.

tions, raises and promotion programs, awards nights, progress charts and other forms of recognition as necessary parts of successful training.

#### Measure positive results

Not everyone is an excellent reader or speaker, and not everyone learns the same way. Just like you can make various forms of training available to employees, try offering different forms of evalcontinued on page 92

# Train online at your convenience

Each employee with access to a computer at home can become a Premium subscriber to the Green Industry Hub, with more than 40+ online courses for training on supervisor development, business management and landscape industry topics. The cost for one complete year online, 24/7, is less than the cost of one day at many industry events.



MORE INFO

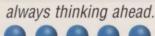
www.greenindustryhub.com Visit the Green Industry Hub today for more information or call 877/745-2745.



As an owner/manager, you can assess employees' skills, then assign them specific courses and monitor their progress. The Hub provides recognition certificates, review tests and more. Plus, employees can go online at home, on their schedule.

The Hub also provides a variety of business management courses to beef up your own knowledge and skills, HR and workplace compliance reviews and several industry topic discussion forums.

The Green Industry Hub is presented by PLANET and Landscape Management, and sponsored by Bayer Environmental Science. Anyone can subscribe for free and experience five online courses; Premium subscribers can access all courses. The Hub also includes discussion forums on green industry topics, updated industry news and events listings, and a job posting/search center. — S.P.





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### Make training stick

dug one hole. to dig another.

continued from page 90

uation, too. In-field demonstrations, presentations to groups, team competitions, reports and online tests are just some ways to get clear evidence of employee progress and learning.

It's harder to tie your training investment with a P&L, but you might be able to monitor it by watching job safety, customer satisfaction, employee retention and work productivity figures.

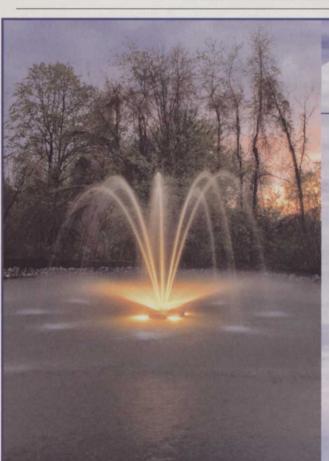
#### Real rewards

Programs that allow employees to feel like they are valued members of a team, provide opportunities for more pay or promotion or make learning fun also tend to offer the best rewards. Successful contractors usually figure out a way to make the best trainees into next year's trainers.

They also use other rewards beyond pay or promotion, such as:

- Certificates at recognition nights
- Gift certificates for entertainment
- Gifts
- Team competition prizes (a day off or meal out, for instance)
  - Posted recognition photographs and notices
  - Inclusion in special teams or committees
  - Paid travel and registration at industry events
  - Donations to good causes in employee's name

It takes work and sustained effort, but landscape professionals with successful training programs swear they'll never go back to the half-hearted systems of the past. They understand that training has provided a new path of improvement that is exciting in itself.



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# YOUR EMPLOYEES

# The total safety package

It's all about attitude for a true safety culture BY BARBARA MULHERN

t all starts at the top. That's the message that came through loud and clear when Landscape Management interviewed several company owners and safety managers on what it takes to truly make safety part of a company's culture. But while it starts with top management, it's also critical that it not end there. Having a true safety culture means having safety champions at all levels of your company.

"I think the difference between certain safety cultures and that absolute, ultimate safety culture is where the owner has made a shift in attitude from 'safety is important' to 'safety is all important," says David Snodgrass, president of Dennis' Seven Dees Landscaping in Portland, OR.

Snodgrass, the recipient of Landscape Management's 2004 Landscape Professional of the Year Award for his commitment to raising safety awareness in the industry, adds that the owner has to "drive his passion for safety throughout the rest of the company."

"The owner needs to not only talk about safety and know it's important, but everything has to revolve around that safety message," Snodgrass says. "The true measurement is when you as the owner can step back and hear safety coming from others and not be the initiator. That's when you know safety is truly part of your culture."

#### Millions in savings

At ValleyCrest Companies, headquartered in Calabasas, CA, West Coast Regional Safety Manager Alice Carter says that in June 2002, the company set up a safety department with five regional managers throughout the country. ValleyCrest also rolled out a new safety program dedicated to reducing and preventing accidents.

"The key to success of the program is total support by top management," Carter says. "The program goes far beyond just safety at work and has provided information and tools to improve the quality of life for all employees at home as well."

The concept was to motivate each employee to embrace safety and health not just as a work issue but as a culture and a way of life.

"This proactive approach to safety and health has proven to be quite effective and successful," she says.

Barry Troutman, vice president of technical services, says that ValleyCrest truly does have a culture of safety. Every Friday, every manager in the country — division presidents, vice presidents, regional managers, other managers and safety officers - is on a conference call regarding safety. On that mandatory call, a specific safety topic is discussed. Then each location manager must report any accident that has occurred that week. They give the details, cause and corrective

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Who should lead the team \ What companies stress safety \ How safety helps profits



measures taken to prevent it from reoccurring.

"You really don't understand how important safety is until you have a tragedy," Troutman says. "We have had employees die at work in the last three years. Those are terrible things that happen."

Since 2002, ValleyCrest's proactive safety efforts — which include new hire safety orientation, safety training, safety meetings, safety and health fairs, site inspections, safety incentives (based on meeting targeted safety metrics) and compliance audits — have translated into "millions of dollars saved, a significant financial impact," Carter says.

"Since the inception (of the new safety program), there has been a significant reduction in OSHA recordable incidents and at-fault auto accidents combined," she says, adding that from the first year to the second year (2002/2003-2003/2004), there was a 45% decrease in incidents. The number decreased 17% from 2003/2004 to 2004/2005.

#### Lower insurance rates

At Dennis' Seven Dees, the safety committee chairperson's term "is limited to a couple of years, because we want to end up with champions throughout the company," Snodgrass says. "We talk about safety and create heightened awareness every day. It is a topic on every meeting agenda — production, sales meetings, etc."

Everyone in the company does stretching exercises each morning, discussing a safety topic during the activity.

"We've warmed up our minds as well as our

### Total safety package

bodies, thinking about safety," Snodgrass says.

Dennis' Seven Dees has numerous other components to its safety program. Two of the most important are documenting and measuring every injury or incident, and posting daily for all employees to see the number of days the company has gone without a lost-time incident.

Snodgrass believes that he was able to negotiate a better insurance rate because of the safety program, being part of the Professional Landcare Network's STARS Safe Company program and corporate awards. (See sidebar page 98.)

"When I talk to the insurance agency, I talk to the underwriter, too," he adds. "If they see you're doing a lot to prevent that next accident, they'll be willing to take on a little more risk with you and charge you less," he says.



#### More industry examples

Here are more examples of what companies in our industry have done to make safety part of their culture:

Chapel Valley Landscape Co. (headquartered in Woodbine, MD): Safety Director Brian Kyne says top management's commitment to safety includes "advertising safety on a regular basis." For example, he says, safety is "one of the premier things we put out to prospective clients."

# Having a true safety culture means having safety champions at all levels of your company.

Safety at Chapel Valley is driven down from top management throughout the rest of the company by empowering employees to make decisions on policies and procedures (such as updating the company's safety manual); by having six to seven tailgate talks per week at each of its branches; and by having a safety committee comprised of "across-the-board representation from executive management to Crewperson 1," Kyne says.

Heaviland Enterprises (located in Vista and Poway, CA): President Tom Heaviland believes that you have to look at safety as you do quality work.

"Everybody wants to do quality work," he says. "You have to put safety on the same level. It's just as important as everything else, if not more important, because human beings are at stake."

Among the elements in the company's safety program are a discussion about safety "pretty much before every meeting;" biweekly tailgate training; full days dedicated to safety (last year, a day was set up with "stations" on various safety topics such as proper lifting and personal protective equipment); and stretching exercises every morning. The company also shares workers' compensation premium information with its crew leaders and other managers so they can see the impact it has on them.

Developing a safety culture takes time, and "we're not there yet," Heaviland says. "It's really getting the leaders to spread the word, and letting the new workers coming in know that this is important."

CoCal Landscape (headquartered in Denver, CO): CoCal is self-insured, so the first \$250,000

continued on page 98

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continued from page 96

of any accident-related expense is paid by the company, not an insurance company. "Our employees know this and know that it impacts their bonus, our all-employee Colorado Rockies baseball game day, our ability to pay more of their health care premium, etc. It's not like they all live and breathe our commitment to safety, but they are getting the message and are changing their thinking," co-owner Tom Fochtman says.

At CoCal, all accidents are discussed at monthly employee safety meetings. Both the person involved in the accident and his or her supervisor has to discuss the incident and what could have been done to prevent it. CoCal uses the outside resources its self-insurance program offers, and has its human resource and insurance coordinators attend two annual two-day safety and risk management meetings. Also, the company's two owners attend all safety committee meetings, monthly safety meetings, and two annual insurance board meetings.

"CoCal also participates in the STARS program, the local AGC safety competition and any other safety-related program or competition that makes sense," Fochtman says. "Safety is a huge part of our culture. We talk about safety more than we talk about the quality of workmanship on our jobs."

It's not just larger companies in our industry that have the opportunity to make safety part of their cultures, Fochtman believes.

"In small companies, the safety officer should be the owner. It takes time, but it needs to become ingrained in a company's culture," he says. "We brag about our mod rating, talk about our 'no lost workdays' number and don't accept job sites that have unsafe work conditions. We make sure our customers know that safety is a big deal at CoCal Landscape. It is very cool, once a company 'gets it,' to be anal about safety — it used to almost be nerdy, but now it's cool!"

— The author is PLANET's safety specialist and a freelance writer who lives in Belleville, WI. Contact her at <u>bamu100@aol.com</u>.

### STARS program can assist in your written safety program

HERNDON, VA — Are you ready to bring safety to a higher level at your company? Are you concerned about being prepared for an OSHA investigation? Do you need help documenting and measuring employee injuries/incidents in order to lower your workers' compensation rates?

If you answered yes to any of these questions, the STARS Safe Company program can assist you. STARS stands for "Safety Training Achieves Remarkable Success." Sponsored by the Professional Landcare Network, this free program, open to all professional landcare companies (including landscape construction, maintenance, and design/build firms, as well as professional lawn care companies of the standard professional lawn care companies (including landscape construction).

nies), will give you specialized assistance in developing a safety culture and in being prepared for an OSHA inspection.

Among the benefits STARS members receive are monthly e-mail/fax STARS Updates with practical safety and OSHA compliance-related checklists, sample policies, and sample forms; access to effective safety practices of other STARS members; and access to volunteer STARS "Champions" Advisors.

Here is an excerpt from the STARS Safe Company program's Form to Document Safety Violations:

Ensure that your safety policies are in writing, and that your supervisors fairly and consistently enforce these policies.

- Hold your supervisors accountable for taking disciplinary action against employees who violate company safety rules.
- Ensure that supervisors document verbal warnings as well as written warnings and any other disciplinary actions that are taken.
- Document whether the employee has been disciplined for a similar violation in the past.
- Keep a copy of the documentation form in the employee's personnel file.

For more information on joining STARS and a copy of the STARS pledge form, contact PLANET's llene Manster or call 800/395-2522. — B.M.

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# YOUR EMPLOYEES

# Motivate without money

Treat your employees the way they want to be treated and they'll gain motivation and pride BY ELLEN ELY

magine the owner of your company came to you and said, "You've been doing an excellent job. All your sites look great. Take these tickets and show your family a good time."

When you looked in the envelope, there were four tickets to the opera. How would you feel?

Opera tickets may be the perfect reward for some people, but not all. How could this attempt to acknowledge your good work be more effective? One word — personalization. Your boss could have found out your favorite team (baseball, football, etc.) or restaurant, and surprised you with a reward you'd really enjoy.

Practice the platinum rule. Most of us grew up understanding the Golden Rule: Treat others the way you want to be treated. Knowledge of human motivation evolved and we now suggest practicing the Platinum Rule: Treat others the way they want to be treated.

Consider the "reward" of asking an employee to give a presentation in front of a large audience. You might love the opportunity, but others could literally become sick with worry.

There are people who strive for leadership positions and others who reject promotional op-

portunities year after year. We need all types of people in our industry — the highly ambitious and the quietly content.

By getting to know peoples' preferences, you avoid embarrassing mistakes that cause the employee to feel disrespected such as:

- Inviting a vegetarian out for a steak dinner,
- Offering to buy a drink for someone who is an alcoholic,
- Sending flowers to someone with severe plant allergies.

You may ask, "How am I supposed to know those kinds of things about people?

Ask. Simply ask.

Personalization also motivates people to want to change. By acknowledging each individual's strengths and weaknesses, employees know their performance is recognized. The more people feel noticed, the more willing they are to accept corrective feedback.

2 Learn to separate feedback. Of all motivational techniques, I consider separation of feedback the most essential. Many years ago "sandwiched feedback" was popular. The intention was that corrective feedback should be given between two praises. This technique was designed for marriage counseling, to keep married couples from killing each other. Some management gurus ran with the idea and we have had confusion in the workplace ever since.

Here is an example of "sandwiched" feedback: Suppose one of your customers said, "The colors look great this year. But the shrubs and trees are

[FIND OUT]

How to use the Platinum Rule \ The most effective way to give feedback \ The differences

raggedy. You guys are way behind on pruning. But we have had a lot of compliments on the flower bed at the entrance." What would you focus on? Would you carry back the compliments to the account manager, or inquire about the pruning?

What if the same feedback were separated. As soon as the customer expressed dissatisfaction about the pruning, you would make sure the pruning was done properly. The customer would praise you for the pruning, the colors and the entrance bed. Then you would really hear all three praises and carry them back to your team.

It takes control and concentration to separate feedback. For best results, give corrective feedback before the employee can accomplish the task, and praise after the task is completed.

There are exceptions to the separation of feedback guideline. In the case of a performance review or in crisis delegation, it is necessary to mix feedback. But in day-to-day management, separating feedback will be much more effective.

Fine-tune your listening skills.

To personalize motivation we need to "listen between the lines." The best way to do this is through open-ended questions.

Try to practice the open-ended questions, who, what, when, where and how (WWWWH). People are most motivated when they are totally clear on what is expected of them. By asking these questions, you can test for understanding and hear the individual's concerns and preferences.

The WWWWH is essential to effective delegation. For example, when approving a new landscape installation ask questions such as:

Who did you speak to about

People are most motivated when they are totally clear on what is expected of them.

between Baby Boomers, Gen X and Gen Y

### Motivate without money

the installation?

- What does the customer want done first?
- When does the job need to be completed?
- Where can you fit it on the schedule?
- How much plant material will this job require?

Put sticky notes in your truck, on your desk and clipboard with WWWWH. If you use these questions, your employees will be clear on their duties and therefore more motivated. In addition, you will get to know your people much better.

The more people feel noticed, the more willing they are to accept corrective feedback.

Acknowledge diversity. Many of us work side by side with individuals from other groups, whether they are cross-generational or cross-cultural. The same issues that separate us (age, race, nationality, religion) can make the workplace more interesting and stimulating.

In the landscape industry, we enjoy working with a large Hispanic population. One company wanted to recognize the crew's good work so they asked their team what they would like to do to celebrate. The crew members wanted to put on a pig roast, cook all the food and bring all the music. Even though it was a lot of work, they were thrilled to share a bit of their culture. The bonding that takes place in culture sharing is a tremendous resource to promote loyalty. This pig roast was so much more beneficial to all than a pizza party or hot dogs and chips.

Other groups that require a thoughtful approach are employees of various generations. Baby Boomers (1946-1964) may have a different sense of urgency and loyalty than Generation X (1965-1980) or Generation Y (1980-1995).

For example, the orientations to work assign-

ments vary widely. They might ask:

- Baby Boomers: "Tell me what needs to be done."
- Generation X: "Show me how to do what needs to be done."
- Generation Y: "Why do I need to do this?" Try personalizing your motivational approach for each generation:
- Baby Boomers: Meet with them in person. Focus on one thing at a time. Tread lightly on technological demands.
- Generation X: Avoid small talk. Be direct. Use e-mail. Don't micro-manage. Acknowledge their hunger for change.
- Generation Y: Ask their opinions. Expect resistance to "boxes" (chain of command, job descriptions). Provide frequent feedback.

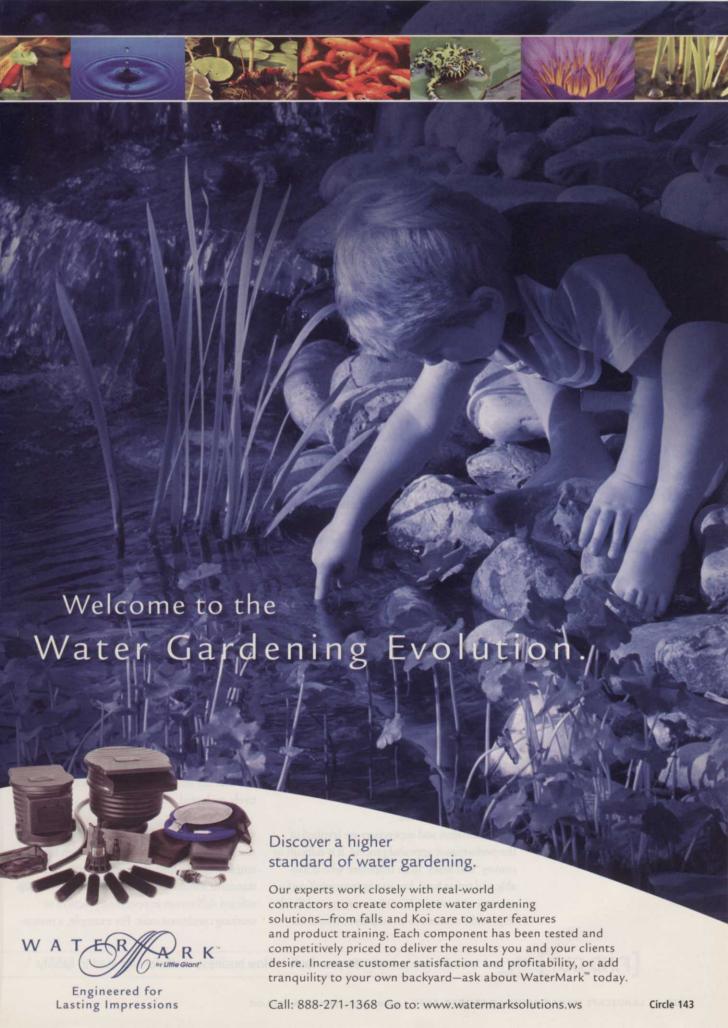
When working with these different groups, meet them where they are. Remember, everyone tunes into the concept of WIIFM – What's In It For Me.

**5** Unload dead wood. Nothing can bring down the morale of an organization as quickly as an unreasonable, negative or cranky boss. There is a saying in the human resources field that "people quit managers, not companies." Everyone wants to be treated with dignity and respect. As a company owner, if you tolerate just one hotheaded manager, you can lose an entire branch of excellent employees, even if you have a wonderful company.

As a manager or owner, it is essential that you are aware of your team's morale. It's not just money that motivates; it's personal pride from doing a good job and receiving recognition.

— The author is is president of Landscape Training Solutions, where she sets up training programs and retreats in English and Spanish for landscape companies. Contact her at

wheres.ellen@comcast.net.



# YOUR EMPLOYEES

# Prevent employee lawsuits

Follow these seven tips now to head off trouble later BY PATRICIA EYRES

t is a frustrating fact that even poorly performing employees often win lawsuits for discrimination or wrongful termination. They often claim:

"I didn't know what was expected of me:"

- "I didn't know that I wasn't meeting job standards;" or
- "I didn't know this awful thing (termination, demotion, etc.) could happen to me."

How can an employee who is dismissed for sub-par performance win such a lawsuit? Often, it is because the supervisor failed to communicate in a clear manner, or at all, exactly what job standards applied and what the particular employee needed to do to meet those standards.

Equality of opportunity isn't the same as equality of outcome. In the courtroom, the dismissed employee doesn't have the burden to prove he would have succeeded; but rather, simply that he wasn't given an equal opportunity to succeed.

#### **Employee appraisal**

Many managers and supervisors are terrified of the performance appraisal process. It is difficult to convey "bad news" to an employee who is likeable and trying hard, but just isn't meeting performance expectations. It can be even more difficult to provide criticism to an employee who is neither likeable nor demonstrating a positive attitude, because the leader fears a defensive reaction. Still, the most frequent reason for ineffective or non-existent performance appraisals is the absence of specific, measurable standards with which to perform a viable evaluation. This creates business inefficiencies — and very real legal risks.

Appraising employee performance with reference to a set of written standards, which mirror the job descriptions, is a valuable approach. Standards-based appraisals are an especially effective way to document that employment decisions, such as decisions to terminate employment, withhold pay increases or promote one employee over another, were made fairly and without illegal prejudice.

Objective standards, communicated clearly and consistently to employees, are critical. Employees should understand what is expected of them. Clear standards have the following attributes:

**1** Every position has written standards. To say that written standards cannot be prepared for a position is to say that the supervisor does not know what to expect of an employee and that the employee's work cannot be objectively evaluated.

2 Standards cover specific positions, not classes of positions. Even though certain employees may have the same job title, different standards should apply for these employees if significant differences in operating practices or working conditions exist. For example, a mainte-

FIND OUT

Why lost lawsuits are sometimes your fault \ How business inefficiencies lead to liability \



nance technician and a chemical lawn care technician, while both route technicians, are doing markedly different work.

Review responsibilities (tasks) before setting standards. A task is a major unit of work or significant component of the job. The task statement should be broad enough to serve as a significant tool for evaluating an employee's performance, but not so broad that it becomes burdensome or impossible to develop standards for the task.

It is important to avoid overly broad statements such as "Does routine clerical work," which may, in the case of an office assistant, describe the entire job. Statements of overall responsibility do not give enough help in defining a job. In general, statements with words such as "supervises," "coordinates" or "directs" probably describe overall responsibilities rather than tasks.

By the same token, overly narrow statements should also be avoided. For example, "places cor-

respondence in file folders" is only a sub-task of the major task "maintains correspondence files."

Relatively minor tasks should be omitted. Remember that what is a major task for one employee may be a minor task to another employee. For example, the maintenance of correspondence files, while a significant task for the office assistant, is only a minor task for the training supervisor.

For ease in rating, most jobs should be described in terms of four to eight major tasks.

4 Standards should only apply to specific, significant tasks of the position. If the employee's responsibilities are expressed in vague, general language, it will be difficult — perhaps impossible — to write clear, meaningful standards for the job. Wherever possible, tasks should be expressed in concrete terms that describe definite actions that the employee takes. Also, standards should normally not be written for temporary or unusual responsibilities or minor tasks, because this would make the standards too long and complicated, as well as difficult to communicate and administer.

Surefire tips to avoid lawsuits

### Prevent employee lawsuits

Every task should have at least one performance standard by which accomplishment can be judged. Standards should specify what level of performance is expected in relation to a given task - what the employee is expected to do and how well he or she is expected to do it. Performance standards should serve as benchmarks for when and under what conditions the employee's performance of the task is satisfactory. "Satisfactory" means a "good" level of performance, reflecting what an employee in that job can normally be expected to do.

Standards should be attainable and should reflect what is expected of a fully trained and competent employee. Standards must be high enough for the work unit to accomplish its objectives and low enough for competent employees to reach them.

Standards should be expressed in precise terms. The more specifically standards are stated, the easier it will be to evaluate performance and give employees guidance on expectations. For example, "Responds to requests for estimates in accordance with established deadlines" is not as precise as "Responds to requests for estimates within two days of receiving a request." Vague or general words or phrases, such as "reasonable," "seldom" or "rapidly," should be replaced with more precise terms whenever possible.

— The author is an attorney, professional speaker and author. Contact her at 800/LIT-MGMT or www.preventlitigation.com.

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#### YOUR EMPLOYEES

## Your overtime checkup

Make sure your job costing and financials are in order so you can afford OT and not get stuck on that profit-killing treadmill

THE THINE THINE THINE THINE THINE THINE

BY RICK CARVER

vertime myths are common in our industry. The word "overtime" itself causes debate and controversy.
One reason is that so much talk regarding OT is based on opinions rather

than the operational and financial realities of running a business.

Ask yourself these questions before your next pay period begins, the one that will include significant OT pay:

- Is OT pay built into our estimates?
- Did we charge enough to pay for OT?
- Are we actually going to make more money working longer hours?
- Am I paying OT because my employees are hard-working and loyal to the company?

It's likely that some of you answered the questions above with, "No, I didn't estimate for OT for this job" or "I thought



[FIND OUT]

The one common fact in the overtime debate \ How overtime can hurt your bottom line

that we would make more working all those hours."

It can get worse. After reviewing the jobs where your standard operating procedure (SOP) is OT, you may even find yourself wondering, "What's going on? My net is less and less all the time, and my best guys are threatening to quit because we are going back to a 40-hour week now that the spring push and the overtime that we've paying is over with."

#### The great OT debate

These answers are not uncommon. However, there is one undeniable fact in the great OT debate: If you determine what your true (and not guessed) operational costs are, and your operation's "true cost of time loss," you will finally un-

If you determine what your true (and not guessed) operational costs are, and your operation's "true cost of time lost," you will finally understand the damage that's done to your bottom line by paying OT.

derstand the damage that's done to your bottom line by paying OT as SOP.

For example, XYZ Lawn Care has a \$35-an-hour billable rate. Its chart of accounts calculates that labor is 45%, all other overheads are 40%, the



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#### Keep OT under control

To keep a handle on your overtime costs, consider the following suggestions:

- Train field crews to understand and be aware of the budgeted time for each job. Insist upon a quick review of the weekly schedule. Train your crew leaders to review every job. Seek honest input from employees and they will recommend time-saving ideas.
- Have materials delivered to job sites when possible. If this isn't possible, have deliveries made to your yard. If you have to travel to pick up materials, estimate the labor involved for pickup and delivery separate from the field budgeted time.
- Load all equipment and materials the night before. For unsecured shops or other instances where this is impractical, assign an employee to come in early and prep the trucks for the day.
- Make sure employees understand their assignments on job sites, and practice efficient on-the-job tool and equipment management. Consider a "tool area" on properties that you'll be working on for an extended time.
- Make sure that all budgeted/estimated time for jobs has been realized before scheduling for OT. If you have all your operational costs set up correctly, and all completed work matches the estimates, OT may be a great thing for your operation. Just watch out that you don't burn out your crews.
- Don't let your employees become loyal to the OT dollar instead of to the company. Create the OT dollar to be more valuable to your operation's bottom line and your employee's bottom line by understanding the differences between OT myths and fiscal reality. R.C.

net is acceptable and is built in at 15%. So perhour and per-employee this company operates, and realizes that its operational time and dollars translate into approximately labor 45% = \$15.75 hr. and takes 27 minutes from the contracted hour. Other overheads 40% = \$14.00 hr and takes 24 minutes from the contracted hour. We are left with net at 15% = \$5.25 hr. and takes the remaining nine minutes from the contracted hour.

Now, if one employee costs the operation one hour loss (no matter what the reason) what is the true cost of loss to the operation? More importantly, where does the money actually come from to pay for this loss? If the loss is one hour of operation, \$35, this loss must be paid for from money that our net provided. But our net is valued at \$5.25 per projected and budgeted time. This means that the value of net (\$5.25/hr.) divided into the time loss of one hour actually cost XYZ the equivalent of almost seven hours of net from other profitable jobs.

Now figure the true cost of loss if OT had to

be paid to finish a job that didn't have OT calculated in the estimate. You must know and accept your total overhead percentages and apply them to both projected "job budget" and "seasonal budget" to determine whether OT is affordable in your operation.

Unless OT has been estimated in the job, the most likely cause of OT would be either inefficiency or a blown estimate. Your employees can't do much about the blown estimate, but better understanding and cooperation with day-to-day time efficiencies add up to big savings.

#### Meet budgets first

Make every available minute count. Even if you estimate in a "fudge factor" for incidental inefficiencies, don't get too comfortable using this time. Try to save the time/money savings and maybe use it for incentives for your crews for beating the budgeted time for the task.

Many companies now realize that all opera-

continued on page 112



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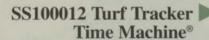
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#### Your overtime checkup

continued from page 110

tional budgets must first be met before offering OT. This way, if additional work is to be scheduled after the normal budgeted 40-hr. work week is achieved, most often the additional OT cost will be paid from the direct overhead budget. Why? Normally overheads are budgeted according to a 40-hr. work week and an hourly billable rate. So if you're on budget and you have more work in the same week, why not take the money slated to pay for some overheads (which have already been paid for this week) and pay the OT cost instead? The impor-

tant point to remember, however, is that you must know and understand your numbers before doing this.

There's no substitute for repetitive systems and training. If it ain't broke, don't fix it, as the saying goes. If your operation isn't what you want it to be and you're working too much OT. investigate what's causing the problems. It just may be a misunderstanding of the cost-of-time-loss in a contracting company.

— The author is CEO of Compass System Inc. For more information visit www.compasssystem.com.

#### Musolf brothers install system to control OT

Brothers Mark, 37, and Jason Musolf, 34, discovered firsthand the havoc that overtime can cause in a business.

Until they got it under control at MJM Landscaping, Inc., Cockeysville, MD, about five years ago, they struggled to keep good employees. The fact that the two brothers were working 60 to 70 hours a week wasn't sitting too well with their wives, either.

"The turnover rate in our company was too high. Every year we were getting new people. We were working them to death thinking the more they worked the more loyal they would be," says Jason.

The problem wasn't with the workers or their effort — it was with management's lack of control over operations. The brothers invested in the Compass Management System, one of several popular management software packages available to the landscape trade, and began implementing systems into their organization.

Compass, developed by landscape pro Rick Carver about a decade ago, puts

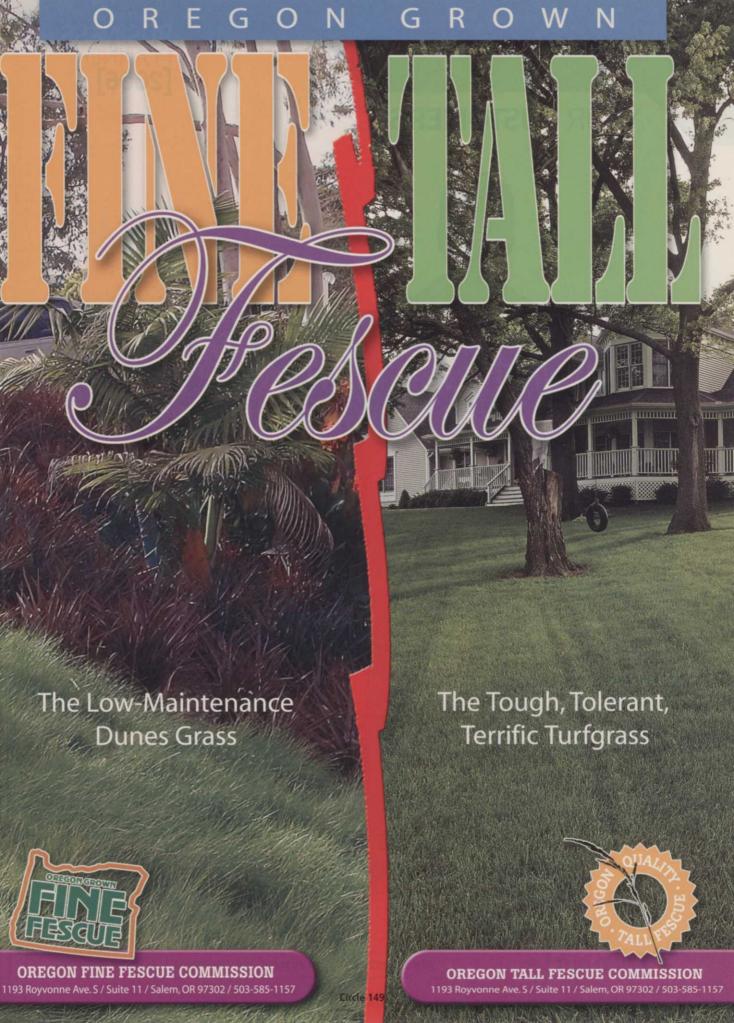


management's focus on tracking time rather than dollar bills.

"We now know from a budget standpoint how many hours we have to sell per season to meet our financial goals without paying overtime," says Jason. "We do work overtime on occasion — things come up where we have to, or somebody gets into a bind, but as a rule we don't schedule for overtime. And when we do, we build it into our bid, although we don't use it as an incentive for the guys. We discourage it."

Implementing tighter control over operations since using the software to put structure into their firm has been gratifying to the brothers: "We don't work Saturdays anymore," says Jason.

- Ron Hall





# Stay in touch with customers to win

Where would you be without referrals from your best clients? Don't ignore them

BY PHIL NILSSON



ack of communication with your customer is a common mistake in the Green Industry. The contract is signed, work begins, it gets completed, then you move on to another job. The focus is on operations and getting the work done. Customers get lost in the shuffle. They are important at the start but fade into the background slowly as you attempt to replace them with yet another customer. Sometimes the only indication to the customer that your landscape company still exists is the invoice in the mail. That's a pretty cold, impersonal reminder that it's pay-up time.

Think about this theory: The average company gets about 80% of its business from referrals. Who gives referrals? Your customers do so. Doesn't it make sense that you take advantage of every opportunity to stay in touch with them.

The problem is finding the time; this becomes a question of priorities. Should you spend your time dwelling on present and past customers or finding new ones? Both, is my advice.

Think of this in terms of advertising and setting priorities. Fast food is a good example. You wouldn't expect to receive a handwritten personal note of thanks every time you ate at Burger King, but you would expect a continuous flow of marketing to get you to come back. It's all relative, but have you ever written a personal letter of thanks after completing a \$10,000 landscape job?

#### 60-30-10

To see the importance of staying in touch and where to place special emphasis, analyze your continued on page 116

FIND OUT

About 60-30-10 \ Why it's better to think minimums, not maximums \ All about the extras



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#### Stay in touch with customers to win

continued from page 114

customer list. Which customers were the most responsible for your success? Break down total sales by dollar amounts per customer to get a ranking. As you identify who is actually making difference in your revenue, you'll gain perspective on those customers who made the greatest impact on your bottom line. Put together a plan to communicate often with these customers.

One way is by following the advice of the na-

tion's leading marketing ex-The average company perts. They claim that allocating time and money by gets about 80% of its percentage works. Of a company's total advertising budget, business from referrals. 60% is spent on existing customers, 30% is spent on high Who gives referrals? potential customers and the remaining 10% is spent on every-Your present customers body else. This allocation recognizes that time is money and do. Find ways to stay money is money. You can inin touch with them. clude time spent making quality control checks on location and saying thank you by phone.

Why allocate 60% to existing customers? They generate repeat business and referrals.

To allocate time and money you need a fixed or budgeted amount in mind. Some experts advise spending a percentage of sales, but I like to back into the numbers after analyzing needs. What needs to be done to maintain or increase sales? Think in terms of minimums not maximums. Using the 60-30-10

method, you assign dollar amounts ahead of time and use them as limits to not exceed figures based on what you can afford. But if you don't advertise at all, or promote consistently, you may be looking at a very slow rate of growth. Growth aside, you advertise so customers get reminded that, yes, you're still in business and ready to serve their needs.

#### How to stay in touch

Now you get the importance of staying in touch.

Here are few ways to do it:

- Newsletters are an inexpensive but efficient way to stay in touch. Buy them ready-made to save time.
- Quality control phone calls work because they let customers know that you're concerned about their properties. Do them regularly.
- Billing inserts help soften the blow of an otherwise unwanted invoice. Include educational materials like garden tips and watering instructions. Insert small promotional pieces for landscape add-on services or insert a hand-signed greeting card during the holidays.
- A personal visit and walk through is not only a good idea but is often required by larger accounts. Try lunch appointments, golf or an advertising specialty handout gift to add a personal touch. Everybody likes something for free.
- Work in progress reviews let you interface with clients at the job site. A review is a golden opportunity to make a friend, which can lead to more business.
- Solve a problem for your customer. While at the job site, take notice of the surroundings. Is there a problem brewing? Is there a dead tree, a safety hazard or kids' bikes left in the driveway? Go out of your way to be helpful and you'll probably be repaid tenfold.

Pay attention to customers as people, not just customers. If there's one thing that is universal, it's taking notice and being friendly. Listen carefully. Talk to your customers. Speak on a personal level. Listen more than you talk. Customers are more likely to do business with a friend — someone they can trust — rather than an enemy.

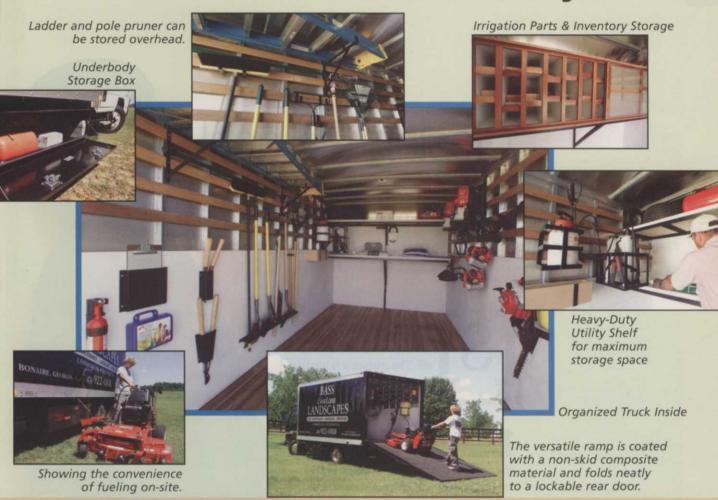
Communicating with customers is really about reaching out to people. What can you do to be friendly, helpful and courteous? Being well liked has enormous power. To make a friend of your customers, you need to be a friend first.

Friends communicate with friends best.
That's all you need to do. ■

— The author owns Nilsson Associates Consultants. Contact him at 860/621-6199

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Closing the deal

Follow up last month's tips on cold calling with these surefire ways to close the sale

BY JOE FLAKE

o you worked up the courage to cold call a customer you know needs your service and it paid off. The customer is interested. So what do you do now? Here are eight simple steps to help land the deal.

1 Take the high road. You called this particular location because you know you can improve the look of the property, but don't fall into the trap of berating the competition. If the potential customer makes the comment about how bad it looks, simply say, "Well, I can't speak for XYZ Company but we might suggest this." It shows character and that's the image you want.

2 Lead them by the hand. Not literally of course, but take a leading role in the process. If they like what you've said, let them know the next step. Don't wait for them to guess where it goes from here, that's your job. Remember there's a difference between pushing and leading.

3 Lean into the deal. Speak in positive terms. Use words and phrases that sound like you expect to do the work. "We will do this," and "what we can do is this." It gives the sense

that the deal has already been decided.

Feel, felt, found. When the future customer has objections or questions, an easy way to address concerns politely is to let them know you understand, then relate some solutions you used in similar situations with other customers. This way they get the sense that you understand, that they are not the only

[FIND OUT]

The difference between pushing and leading \ When a double is better than a home run \

ones who have this attitude and that you have the solution.

**5** Be happy with a double. Everyone likes to hit the home run, but you'll find you have more success with a reasonable profit. It's no secret that word of mouth is valuable, so the more customers you have the more you're talked about, and that means more business.

6 Have a Plan B. You've shown your potential customer the big picture and they like it, but you can tell that money is an issue. Be ready to pull out some of the extras to reduce the price and save the deal. Again, it's better to earn another customer and set up a future sale.

What makes you so special? Often you find someone who just wants to know, "Why should we use you instead of two in-laws and a pickup?" This is no time to try to think on your feet. You need a prepared statement, one that you've written down, loaded with two or three key points, kept short and memorized. Then look them in the eye, say it with conviction and make it sound fresh.

8 Get the referral now. You've done the work and it looks great. You're proud and your new customer can't stop talking about it. Ask for the referral now. "So do you know anyone else looking for something similar?" is a good way to do it. You will only hear one of two answers: 1) "You might call Ken down the street," or 2) "Not right now, but if I think of someone I'll let you know." The next thing for you to do is to stay in touch. Call them in a few days or weeks and send a thank-you letter to follow

When to get the referral

up. Make sure you're keeping them as a satisfied customer. If they have issues or challenges handle them promptly.

— The author is the owner/president of Target Lawn Care in Paola, KS. Contact him at iflake1972@hotmail.com.



## Receivables rescue

Implement these five credit strategies and watch your receivables and cash flow improve BY JOEL RATHBONE

the person signing the application and the names of persons authorized to make purchases. If the company is a subsidiary, get parent company information, including whether it will guarantee the credit you extend.

Business type, length of time in business,

f you are anything like my client,
Jim, you feel uncomfortable when a
new customer calls and asks you to
perform a landscaping job on credit,
particularly if you've never done
business with the company. But, if it's a big job
with a reference from a good customer you don't
want to offend you may take a chance.

In Jim's case, he did the work, sent an invoice and waited. He never got paid and later learned that was the company's standard procedure.

Although you may have a better handle on your receivables than Jim, most companies would like to improve their credit policies and cash flow. Here are five easy-to-implement policies that will significantly improve both your receivables and your cash flow:

Take and use credit applications. Even if you know your customers well, always take a credit application that provides:

The type of legal entity seeking credit, authority of the person seeking credit, authority of



[FIND OUT]

Why a credit application is indispensible \ Early warning signs of problem customers \ How to

federal tax ID or sales tax exemption status, payment contact and amount of credit sought.

Personal, bank, credit and industry references, bank or financial institution and, if possible, financial statements. Check credit references and additional sources such as friendly competitors, the Better Business Bureau and outside credit reports such as Dun & Bradstreet.

**2** Create a game plan. Establish a credit plan with firm rules that are shared with customers — for example, size of credit lines and interest or service charges for late payments. Other important items are:

- Time factors that define a problem account;
- When to require a personal guarantee;
- Any limitations on products/services sold on credit.

**3** Track receivables. Keep information current so you know when customers have exceeded their credit limits, or when you need to cut off additional sales to a problem customer.

Include methods for notification of aged receivables, discount provisions for prompt payment, automatic interest or service charges for late payments and provisions for returned goods.

You or the manager in charge of the account should also be attuned to early warning signals such as changes in ownership; changes in philosophy, location or personnel; a sudden increase or decrease in purchasing; and if publicly traded, a dramatic change in the company's stock price.

4 Encourage prompt payment. A slow-paying customer doesn't always equal a non-paying customer. If a customer is slow to pay, learn as much as possible about the company's payment procedures, then look for cogs in the systems that produce your check so you can head off problems before they begin.

Isolate line item disputes from payment problems. Encourage partial payment if there is a dispute of a line item.

If the customer is a "we pay when we get paid" type, and you are going along with that, make sure you get the details of when and from whom they expect payment. Let them realize you are their "partner" in the deal, and as such, you are entitled to that information.

Focus on the customer.

Consider credit extension an integral part of what allows you to do business. A customer who is approved for credit should be made to feel privileged to join the ranks of your other credit customers. Create fanfare. Get your sales force to participate in the fanfare, not only because the customer is a new customer, but also because he has qualified to be your business partner.

— The author is a co-managing partner in the creditor law firm of Javitch, Block & Rathbone.

Contact him at 800/837-0109 or

www.jbandr.com.

# When to say "no" to new business

These seven warning signs help you avoid customers who cause problems rather than profits

BY DEBBIE BERMONT

f your company is dependant on larger sales from fewer customers, then you could put yourself at financial risk by taking on the wrong customer. One of the most common mistakes that landscape company owners make is to accept money from anyone who is willing to pay for their product or service — even if the customer is not the ideal fit for their business. Whether you're a startup or a large corporation, taking on a new customer who doesn't match your ideal customer profile can be a big mistake. Here are seven situations that indicate you should say no to new business:

Your gut instinct says no. Your gut instinct, or intuition, is the most powerful weapon you own that is usually correct ... even if it isn't always a logical thought. Don't ignore the nagging feeling something isn't right. When you hear that little voice inside telling you to turn away the new business, you should follow it.

Here's a common scenario that raises the gut instinct red flag: You're sitting in a new business meeting and everything on the surface seems to be going well but you can't ignore a sinking feeling in the pit of your stomach. You can't put your finger on it but you know something just isn't right and you feel you're not seeing the whole truth. Then your head gets in the way. Your rational voice talks you out of those feelings

continued on page 124

[FIND OUT]

When NOT to trust logic \ Why you deserve courtesy \ When compromise is a bad idea

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#### When to say "no" to new business

#### more stuff in one place. more time and profit for you.

continued from page 122

and instead you dismiss your instincts as ridiculous so you take on the new customer. Ultimately that customer doesn't pay the bills or makes unreasonable demands that take away any profits you could make on the deal.

Sometimes there doesn't have to even be a logical explanation why you don't trust the situation. Just remember that if you get that inner message,



don't let financial greed talk you out of your first impression. Whether you're a business owner, a sales professional or a corporate executive, your gut instinct is the best resource you have.

The customer does not appreciate the value of your service. While some people make decisions based upon price, the most profitable business for your company will be from customers who appreciate the value of what you offer. Value could include your expertise, credibility, service, knowledge, reliability and guarantee. Anybody who selects your company based on price alone views you as a commodity, not a valued service. A disloyal customer who is more concerned with price rather than value will readily switch to any competitor who will undercut your price.

The customer expects you to invest time and resources into pursuing their business without any financial commitment on their end. Anyone who is just shopping around and is looking for free advice is not going to be a good customer. Determine how much time and energy you're willing to spend for free before you ask the prospective customer to make a commitment. Giving away products or services for free before the prospect makes any financial commitment diminishes the value of your company. It also raises the level of what

they expect you to deliver beyond what you would normally offer for a specific price because they have already received something from you for free.

4 The customer does not treat you in a courteous or professional

manner. Profitable business is based on strong relationships between you and your customer. This doesn't mean your customer has to be your best friend, but your best customers will be those who respect and value your professionalism.

Anybody who constantly questions your

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recommendations, nit-picks at your pricing or questions your credibility or judgment, is not interested in developing a long-term relationship with your business. There is no opportunity for trust here. The customer is clearly showing he doesn't value your business or want to establish a long-term relationship.

The customer asks for products or services you don't provide. There are times when customers will approach your business and request additional products or services you don't already provide. They value your relationship and ask you if you would be willing to venture out into new opportunities. If this new opportunity is a stretch on your capital resources or your existing operational structure, or it is not congruent with the mission of your company, it's best to decline this business. Before you instantly accept a new challenge, make sure it will not stretch your resources and develop into more headaches than successes

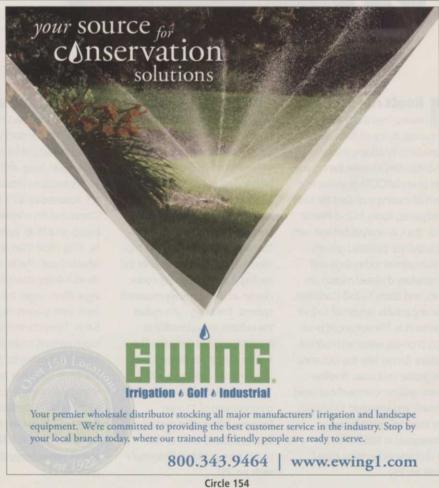
The customer's requests are too large for your operation. If a client approaches you to provide something that stretches beyond your current capabilities to produce, consider the cost to expand your operations versus the profit potential. Take into account any new capital expenditures, additional employees, training expenses, material costs and the opportunity costs of other business lost while you are meeting the needs of this new customer. Controlled growth for your company is more manageable and typically more profitable than a large increase in business within a short time frame if you're not set up to manage that quick growth.

for your company.

**7** The customer does not share the same values as you. The right customer for you is someone who shares your

values. It will be very apparent by the manner in which the customer treats you if you share these common values. Don't lose sight of your company's mission, even if it means turning down potential business. When you compromise your values to pick up new business it will not result in profitable business for your company in the long run.

— The author is president of Source Communications, a marketing consulting firm, and author of Outrageous Business Growth – The Fast Track To Explosive Sales In Any Economy. Debbie is a leading expert on helping businesses reduce their marketing costs and accelerating their sales growth. For more information go to www.outrageousbusinessgrowth.com or call 619/291-6951.



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#### New CLIP training video

CLIP Software's new comprehensive training video gives insight and tips for its CLIP lawn and landscape management program. The training video features audio from one of the company's live classes and screenshots of the program that enable the viewer to see the step-by-step process of setting up and using CLIP. The video contains more than six hours of training in areas such as managing customer files, preparing work orders, recording the work, billing and much more. With a better understanding of CLIP, you can track your crews and the time spent with efficiency reports that show the profitability of each job. For more information contact CLIP

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#### Transition fuels from summer to winter.

Gasoline is produced differently during the year. This has everything to do with the fuel's vaporization process. Gasoline must change from a liquid to a vapor in order for the engine to run. The carburetor starts the process of breaking the liquid into small droplets and exposes them to air, causing vaporization. When the air and fuel mixture is pulled into the engine, the heat of the piston's compression stroke causes the air and fuel droplets to break down further into vapors to easily ignite.

Outside air temperature is a key factor in vaporization. The initial boiling point of gasoline ranges from 85°F to 105°F. That's why fuel producers change gasoline blends regionally so fuel can appropriately vaporize at different temperatures. In summer, gasoline is blended so it starts to vaporize at high temperatures. During winter, the blend is changed so vaporization starts at lower temperatures. Problems arise when different blends are used in the wrong season. Putting summer-blended fuel from your mower gas can into the snowblower, may cause the blower not to start and fuel may drip from the carburetor. The summer-blended fuel was produced to vaporize at a warm temperature. Since the outside air temperature is so cold, the fuel doesn't vaporize and therefore can't ignite.

If winter-blended fuel is used during a warm summer application, the fuel will boil at low temperatures. This creates bubbles in the fuel lines and possibly in the carburetor. These bubbles can become so large that they will stop the flow of fuel and the engine will die. This is called vapor lock.

In other words, consume stored fuel within 30 to 60 days of purchase. That way your fuel is fresh and matched for the season. If you find that you have a container of stored fuel which may be old. mix it with a three-quarter filled tank of gasoline in your vehicle that you drive often. It will burn. This also eliminates environmental contamination.



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

### From the Shop

TECHNOLOGY FUEL STABILIZERS

Given recent rising prices, keep your fuels usable and prevent evaporation.



## Fuel — keep it stable

BY HARRY SMITH

have received several questions recently about fuel storage, delivery and stabilizers. This month, let's take a closer look at stabilizers. They prevent gum deposits and extend gasoline shelf life. They also extend diesel fuel shelf life, which tends to have a longer shelf life than gasoline.

Obviously, at today's prices, anything you can do to conserve or preserve fuel is a good thing. Moreover, you want to increase the efficiency of every drop you have.

#### Just the facts

Fuel stabilizers can be used on a continuous treatment basis, and they can be used in mixed 2-cycle gasoline with no ill effects. Stabilizing gasoline for up to two years may be possible. Stabilizer itself has a two-year shelf life when stored in a cool, dry location. Don't use more stabilizer than recommended; you're just wasting money.

Fuel stabilizers will not resuscitate stale gasoline. Bad gas is bad gas. There is no miracle additive to rejuvenate bad gas.

#### Some suggestions

This is not intended as an endorsement, but here are a few common brands of fuel stabilizers:

▶ Briggs & Stratton Fresh Start Fuel

#### Stabilizer

- ► Gold Eagle Sta-Bil
- ▶ Interlube Opti-Mizer Fuel Stabilizer with Valve Guard
- ▶ POR15 Fuel Preservative and Stabilizer
- ► Amsoil Gasoline and Diesel Fuel Stabilizer
- ► MDR Stor-N-Start
- ► Yamaha Fuel Stabilizer and Conditioner
- ► StarBrite EZ-To-Store EZ-To-Start

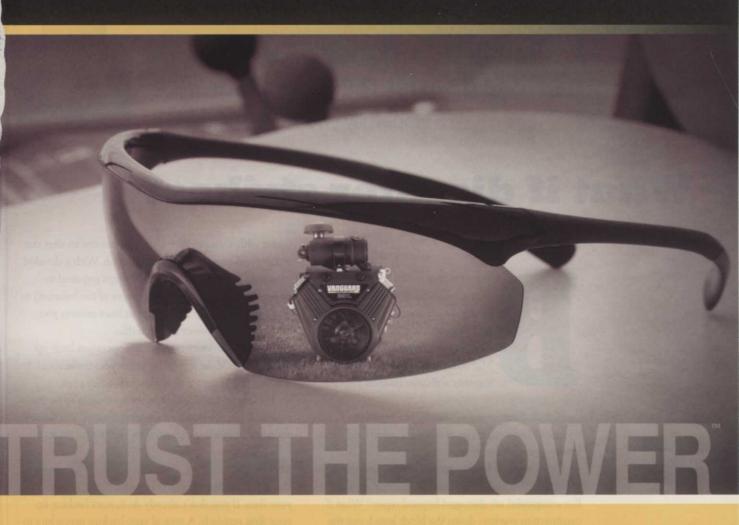
#### **Delivery and storage**

Pay attention to fuel delivery and storage too. Fuel evaporation is money going up the vent stack. Some states allow a PVR (pressure vacuum release) valve on your fuel storage tank to reduce evaporation. Underground tanks generally have less evaporation loss due to a narrowed temperature range for the fuel. Above-ground tanks need to be white, shaded or roofed over and meet state containment standards.

Keep fuel tanks clean and free of water. Negotiate with your supplier for both delivery and housekeeping. In areas where there are only one or two suppliers this can create cost issues. A supplier that can also provide your lubricants and greases plus tank cleaning may be most economical. Given recent rising prices, keep your fuels usable and prevent evaporation.

- The author is turf equipment professor at Lake City Community College, Lake City, FL. Contact him at smith@lakecitycc.edu.

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# Spend some money on your own brand of disaster recovery insurance. Hopefully you'll never need it.



#### What if disaster strikes?

BY TYLER WHITAKER

usinesses that return to normal faster after a catastrophic event like a hurricane have a better chance of survival and success than those that don't. That's a reasonable assumption. Maybe it's time to consider putting together a disaster recover plan for your company.

Not all disasters are as horrific as a hurricane, thank goodness. Different types of disasters require different levels of preparedness.

For example, what happens if the fire sprinklers go off by accident and your paperwork, computers and office equipment are damaged beyond repair? What if construction workers down the block knock out the power for an extended period of time? How long can you function without computers or phones? You need a disaster recover plan, aided by today's technology.

First on your disaster plan list is establishing communication between you and your customers and employees. Include steps in your plan to reroute your 800 numbers and, if possible, your local phone numbers. Redirecting customers to a cell phone, home phone, online fax service or (worse case) a voicemail box ensures they don't get the silent treatment. Most telephone companies can make these changes quickly, provided you have the correct account numbers and company information.

What about your Internet presence? You'll need backup plans for your Web site and e-mail. Depending on your comfort level, backup servers may not need to be anything more than a basic Web/e-mail hosting account with a simple Web page you can use to alert customers and employees to the situation. With a detailed plan your IT staff can outline the steps required to move the DNS records (white pages of the Internet) to point to the backup server. This at least ensures you don't miss any Web or e-mail traffic.

Your next priority is to get the operation back up and running. Make sure your employees understand and can implement your disaster recovery plan.

Finding a suitable place to set up shop may be the biggest challenge you'll face after a disaster. You'll need access to phone lines, computers and the Internet.

#### Back it up

What will make or break you at this point is access to your data. If you don't already do it, start backing up your data regularly. A typical tape backup procedure involves nightly incremental backups and full backups each weekend. The key is to rotate the storage of these tapes between onsite and offsite locations. The challenge is to provide a secure location for offsite storage, which is also geographically far enough away to survive any problem. Safe deposit boxes are an old favorite offsite location. Don't forget to add the steps to your plan to restore the data from the backup tape.

How much planning is too much? That's a question only you can answer. The major constraints are money and the likelihood of a problem. Do yourself a favor and spend some money on your own brand of disaster recovery insurance. Hopefully you'll never need it.

— The author is chief technology officer for the Symbiot Business Group. Contact him at 801/733-6900 or twhitaker@symbiot.biz.

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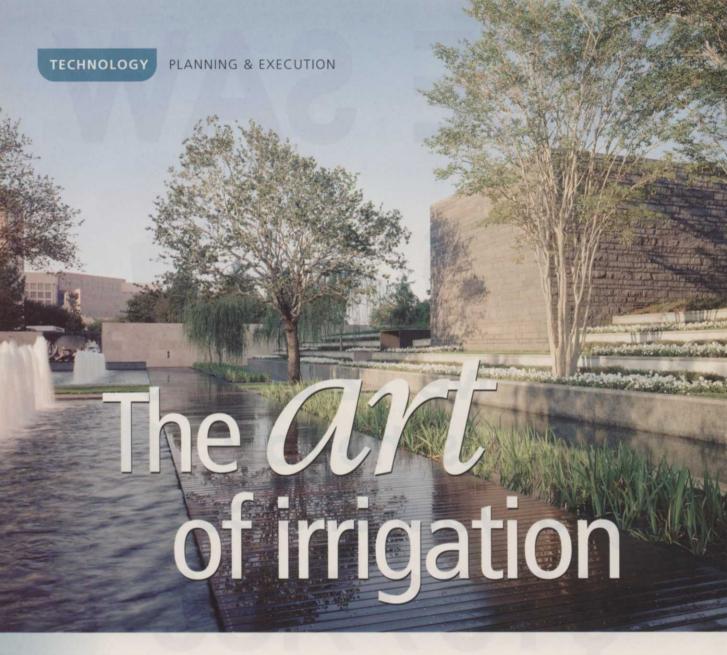
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The art and science of irrigation design come together at Dallas'
Nasher Sculpture Center BY LUKE FRANK

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Awards, one commercial project stood out as exceptionally complex, demanding a true integration of art and science—the Nasher Sculpture Center in Dallas. The awards recognize

outstanding independent irrigation consultants and project design that incorporates the client's needs and resources.

Decades back, philanthropists and art patrons Ray and Patsy Nasher of Dallas resolved to build a personal art collection of modern sculpture. Over the years they have accumulated hundreds of works, many from masters like Matisse, Gacometti and Picasso. The Nashers have always been keen on inspiring others with their interest in art. They have installed sculptures at civic spaces around the city and lent works for exhibitions around the world. But perhaps their most generous gesture to date is their recent, exceptional gift to the city of Dallas.

#### Eye for detail

Situated in downtown Dallas, at the base of the city's skyline, the Nasher Sculpture Center represents Ray Nasher's vision to create an outdoor, "roofless" museum that would serve as a

continued on page 134

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▼ Bruce had to design the night lighting, as well as irrigation and security support, underground and within the soil stratum. continued from page 132
peaceful retreat for reflection of
art and nature and as a public
home for his collection of 20th
century sculpture.

From the outset, the idea was to create a quiet oasis amidst the busy activity of urban Dallas. A seamless flow of space between the galleries and sculpture gardens provides visual continuity throughout the site.

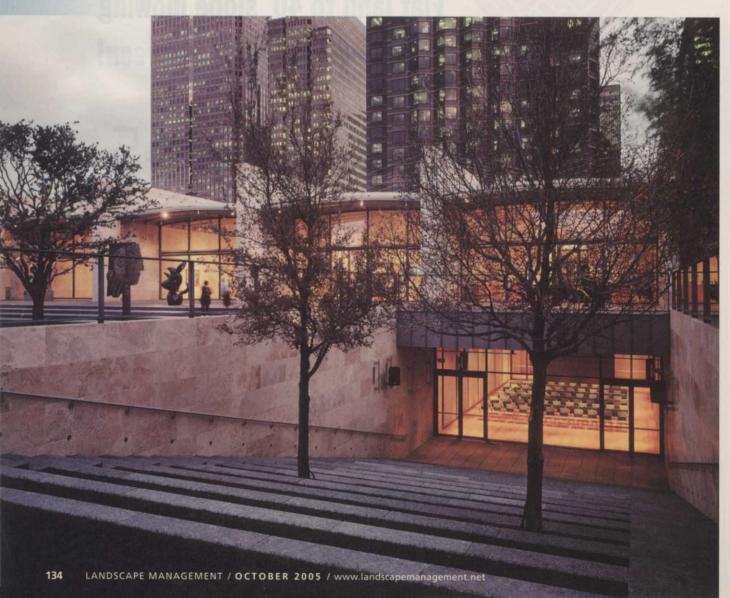
The gently sloping garden would be enclosed by travertine-clad walls, excavated slightly below street level to produce an "archeological landscape" in sharp contrast to the urban context.

A variety of foliage would define intimate viewing spaces and create "outdoor rooms." Installations from the collection would rotate throughout the gallery and garden periodically, contributing a dynamic quality to the peaceful atmosphere of this unique public space.

In addition to more than 10,000 square feet of indoor gallery space, the one-and-ahalf acre sculpture garden was to feature settings designed to frame outdoor works. More than 170 trees, including cedar elms, live oaks, crepe myrtles, weeping willows and magnolias – together with stone pathways, pools and fountains – would define intimate landscapes for quiet reflection and contemplation of works and create a verdant oasis in downtown Dallas.

#### Framing the irrigation

Jeffrey L. Bruce & Co., a landscape architecture and plan-



ning firm in Kansas City, MO, had never experienced a project quite like this. Bruce, an independent irrigation consultant, was contacted by a noted landscape architecture firm in Berkeley, CA, Peter Walker and Partners, for some detailed soil work on the Nasher project. Soon after, an

"To help preserve the art, we had to engineer pinpoint water placement and eliminate sprinkler drift."

— Jeffrey Bruce

irrigation component was added to this intriguing but demanding project. Ultimately, Bruce's firm would support the lead landscape architect with irrigation engineering, soils design, turf consulting and agronomic support.

Although Bruce had worked on sculpture gardens in the past, it was clear from the onset that this would be a challenging project demanding detailed layers of engineering to succeed.

This luxurious urban garden was complicated by a mandate to keep irrigation water off the sculpture exhibits, which would change continuously, and to hide all irrigation equipment to enhance the visual experience of the garden. An irrigation system would have to be designed with the same dynamic features – as the exhibits were rotated, each zone would have to be newly configured and adjusted.

Bruce developed a close working relationship with the museum curators as they coordinated the design efforts, which involved a detailed analysis of the impact of water quality on brass, bronze, steel, stone, aluminum, copper and masonry that repre-

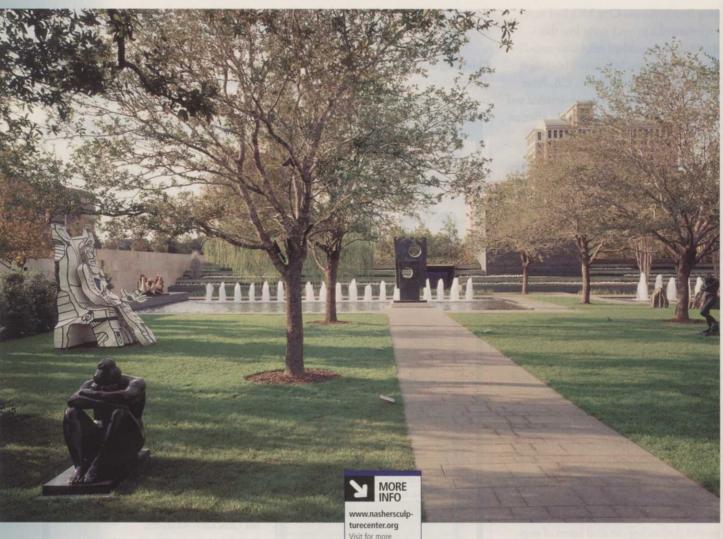
sented the materials of the \$35 million sculpture collection.

#### Chiseling out the details

The project's special challenges included a complex high-tech landscape in which all

utilities had to be hidden from public view. Vertical and horizontal project control was critical to coordinate the many utilities, which were to co-exist underground with the plant material. Precise water application was required to prevent the sculptures





photos, construction

details and gallery

▲ The 1-acre site is divided into 10-ft. grids, employing four or five pressure-compensating pop-up heads per zone.

from being damaged by the poor quality of the city water.

Bruce and company struggled with an irrigation system design for a sculpture garden that constantly changed and would be continuously exposed to poor water quality. The irrigation system would need to accommodate future exhibits without restricting sculpture locations.

"We finally came up with the solution," Bruce says. "We would design the irrigation system in grids – each an individual irrigation zone – that could be modified using adjustable arc

nozzles to ensure uniform water distribution." He reasoned that the larger the grid, the less adaptable the system.

Therefore, the irrigation site, slightly less than an acre, would be divided into 10-foot grids, or zones, employing four to five pressure-compensating, pop-up spray heads per zone. This relatively small irrigation site used 80 control zones totaling 644 spray heads.

"To help preserve the art-

work, we really had to engineer pinpoint water placement and absolutely eliminate sprinkler drift," Bruce says. Low-trajectory heads and micro-sprinklers offered the optimum dispersion patterns, keeping irrigation water close to the ground, while pressure regulation at the water source, the valves and the emission devices provided the proper droplet size.

#### Polishing the water

It was immediately apparent that water quality management was critical to the preservation of the sculpture collection. Despite Bruce's progressive grid approach, irrigation water would be broadcast through the air and inevitably glance the exhibits. Over time, what would become of the priceless exhibit pieces if subjected to regular irrigation cycles?

Bruce's larger decision was whether or not the irrigation system should broadcast over the exhibit features ensuring the plant material was adequately and uniformly nurtured, or whether the exhibits be confronted with as little irrigation water as possible under operation. Unquestionably, the latter strategy had to be employed.

Bruce pored over detailed water quality research and analyses taken throughout the year. The source was similar to that in other Southern states — high in salts and iron. Once it was determined that water needed to stay off the sculptures, an optimum water quality range was established for the irrigation water to prevent damage and scale to sculptures shaped from an array of materials from granite to bronze to wood. "From there, we would have to manage calcium and sodium to preserve plant material health," Bruce says.

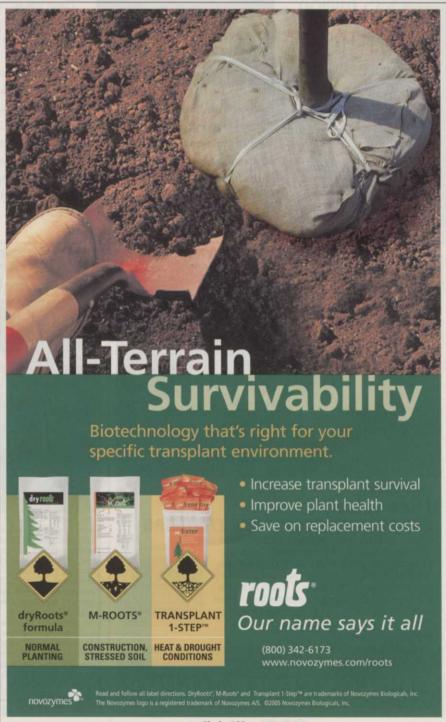
A water softening and purification system was installed complete with sensors for balance, along with quick couplers to assist museum curators in the cleaning and preservation of the sculptures in the garden. Water quality is monitored and adjusted as needed to maintain optimum performance.

#### **Cloaked functionalism**

Having dealt with the water quality and grid design system decisions, Bruce still had to address the issues of installing a stealth system virtually invisible to the eye. "Because every facet of the garden was considered a work of art, we had to be very sensitive to leaving any utilities exposed," he says.

Control valve access is important to any irrigation site, so long, granite sitting benches were converted to open from the

front, and valve boxes were installed discreetly within. Every component of the irrigation system from backflow preventers to the small tops of sprinkler heads were neatly tucked, covered and camouflaged from view. But that was the tip of the iceberg. After the irrigation design elements came into place, the intricate installation process for the entire site had to be planned and executed. "To begin with, we removed the top four-and-a-half feet of earth for the entire



Creating a green space for a \$35 million sculpture collection presented Bruce with more than a few challenges.



landscape site," Bruce says.
"Then we added layer upon
layer of infrastructure, including
an engineered soil profile."

Included in this subterranean utility stratum were soil moisture sensors, security utilities, night-lighting infrastructure, up-lighting infrastructure, a drainage system, irrigation infrastructure, and more. "This was a tough installation," Bruce admits. "There was an enormous amount of utility equipment going into a very confined space."

Seldom are art and technology as interdependent in the success of a project as at the Nasher Sculpture Center.

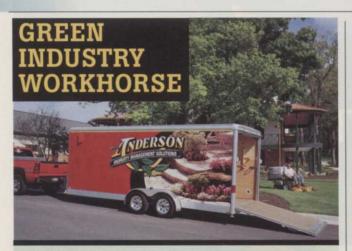
While the garden strives to create the visually pure experience of an oasis in an urban center, its integration with high technology is hidden.

The irrigation system senses and adjusts to the changing needs of the garden, not only in water quality, but in terms of water distribution and application.

The Nasher Sculpture Center project explores a new understanding of water quality and its impact on the conservation of irreplaceable landscape features, an area of knowledge that had little connection with irrigation technology. LM

— The author is communications
manager for the American
Society of Irrigation Consultants
Contact him at

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# Just add Water?

Why irrigating synthetic turfgrass sports fields might not be such a bad idea after all

BY BRIAN VINCHESI

ynthetic turf is back. The surface of choice for professional and college sports teams in the 1970s and 1980s, it was eclipsed by a new generation of turfgrass fields in the 1990s. But the demands on these grass fields, the sheer

Before watering your synthetic turf field, consider warranty considerations.

number of events, made it difficult to keep them green. Synthetic turf, specifically the socalled infill type with its layer of crumb rubber and/or sand particles, is now popular for high school fields, too.

They're not inexpensive, and one way that owners try to save money is by not irrigating them. Just because a field is synthetic doesn't mean it doesn't need water.

#### What, no grass?

Why would a synthetic field need to be watered? Some people believe that there are issues related to health, safety and field maintenance. These include, but are not limited to, high temperatures (especially at the surface), controlling particulate (i.e., rubber-filled fields), sanitation and cleaning, biological control (spit, blood

and other bodily fluids), fire control, playability (especially for field hockey) and reduced maintenance. The debate of whether watering is necessary could go on for many pages, but if the assumption is that yes the synthetic field needs to be watered, how would you go about it? Why is it different from watering a natural turf athletic field?

There are several ways that a synthetic field can be watered. Some are the same as for conventional fields, but due to warranty concerns and sprinkler location considerations, synthetics in most cases need a different approach. Probably the most important thing to remember is that you are watering the field, not irrigating it. Since we are not trying to provide enough water to keep a plant alive and growing, irriga-

tion uniformity is not an important consideration.

Any athletic field can be watered in a number of different ways — with conventional pop sprinklers installed in the field, portable irrigation systems like aluminum pipe, traveling gun sprinklers or some sort of hybrid system. All have good and bad points, but looking at the particular needs of synthetics will reduce the viable choices quickly. It's your job to assess each option.

#### **Keeping it cool**

First, if watering is needed for cooling or playability requirements, the watering must take place shortly before the game and in some cases in between halves. In that case, a system that must be set up and taken down will not work. There may also be issues of where to store the equipment when the field is in use as well as labor issues for set up, operation and take down.

Two, the watering may need to take place quickly. If it's during halftime, you might have as little as eight minutes. This will eliminate any type of low precipitation rate equipment, such as a traveler.

Third, there can be no sprinklers installed in the synthetics, except for maybe along the sidelines, which will eliminate the normal pop up sprinkler type layout. Much like irrigating a polo field or horse rink, you don't want the liability of having a sprinkler tripped over or damage to the field. The synthetic manufacturer may void



the warranty if you install a sprinkler through it.

In some cases the ability to water the field may be nothing more than a good water source at a significant pressure to water down the field with a large handheld hose. Hand watering however, can be time consuming and labor intensive.

With a conventional irrigation system, uniformity isn't an issue and the precipitation rate should try and be kept in the lower range. Again you're not irrigating; you're watering.

#### **Test the waters**

Water quality may also be a concern. Consider algae growth and, perhaps, salt build up if you're using a non-potable source. Perform a water quality test to ensure that there are no contaminants that would damage the synthetic fibers.

If no sprinklers will be on the field, then a large throw sprinkler will need to be installed. A football field (160 ft. wide) with a large 90-ft. radius sprinkler will get some overlap, but a combination football/soccer field (225 ft.), which is common, will not have any overlap in the middle of the field. You will have to use supplemental watering for the middle of the field, perhaps a hand- held hose.

Many fields will require that the sprinkler be installed on the edge of the field, at times still in the synthetic, but off the playing surface. If the edge is natural turf it's easy to install the sprinkler as you would on a conventional field. If hardscape comes to the edge of the field either as pavement or a concrete edge, then the sprinkler will have to be installed as a part circle along that edge, in

the synthetic but out of play. The same would apply to the electric zone valves unless they are housed in a remote location away from the field or buried under the synthetic.

#### Location, location, location

Pay attention to how the valves, sprinklers and valve boxes are installed so that they are in the right location, don't detract from the field's surface appearance, maintain warranty and are serviceable. Due to its depth, the sprinkler will need to be cut into the synthetic and bonded to it. A proper support structure for it and the valve boxes within the synthetic base is also necessary.

Coordination with the drainage system is of utmost importance so the irrigation and drainage both function properly long term. Zoning can be rather simple as sun and shade issues and soil differences are not of a concern. Two to three sprinklers operating at a time is common, but make sure that the system is matched so that the application is consistent even though not necessarily uniform. Because the distance of throw needs to be large, valve in head sprinklers or large rotors (80-120 ft.) are the best choice for fields where the sprinklers are designed to be only along the edges.

These large sprinklers however, require significant pressure (100+ psi) and flow, 50 gpm and upwards to reach the required performance. As such, a large water source and a booster pump are usually required, which increases cost. Overall water use is not that great. If hand watering is to take place, quick couplers must be properly spaced and easily accessible as well as properly installed in the synthetic. They will also determine the type of start required by the booster pump.

#### Stay flexible

In some installations, the synthetic area may be part of a larger natural turf complex for ease of use, frequency of play or bad weather playability. The natural turf
fields and the synthetics will
have different watering needs
and should be operated on different schedules. A controller
that allows flexibility in scheduling should be installed. It is
also a good idea to isolate the
synthetic irrigation from the
natural turf in case something
goes wrong with either system.

Synthetic turf fields are becoming popular at all levels of athletics. Whether to water a field and how it's done is important in planning. If the field is to be watered, the irrigation design needs to be considered at the beginning of the project, before the infrastructure is determined so that proper coordination can take place. A typical natural turf field irrigation system is probably not the best choice for synthetics since they have their own set of challenges. Design and installation of the system requires experience and forethought to insure that any system meets the requirements of the owner, the synthetic surface and the end user. LM

— The author is president of Irrigation Consulting, Pepperell, MA. Contact him at <u>bvinchesi@irrig-ationconsulting.com</u>.



#### Liquid Management

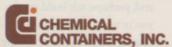
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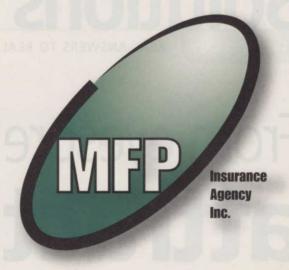


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# **Solutions Center**

TECHNOLOGY

REAL ANSWERS TO REAL CHALLENGES

# From eyesore to attraction

BY KATHERINE BRANDENBURG

ucson's Reid Park Zoo is the 17acre home to more than 500 animals. More than a million people visit the park and the zoo annually. The park's maintenance a high priority for the City of Tucson's Parks and Recreation Department.

#### The problem:

#### Scummy pond

Adjacent to the zoo within Reid Park is a 3-acre pond. Two years ago, the pond was filled with stagnant, stinky water caused by decaying organic matter, dead algae and runoff.

To minimize the growth of algae and im-

prove overall water quality, naturally occurring bacteria need oxygen to live, but they usually are some distance from the surface where oxygen is readily available. In other words, the health of a pond is determined from the bottom up.

When bacteria die due to lack of oxygen, the layer of sediment at the bottom of a pond turns septic. Then the algae tend to overtake the pond and consume oxygen at a greater rate than can be replaced naturally from wind and sunlight. This deprives the bacteria of oxygen, promoting

oxygen starvation that kills off the beneficial bacteria.

Aeration adds oxygen to the water in a pond to promote a healthy environment for aquatic life and overall water quality. An aerator brings water from the lower level of a pond to its surface and exposes more water to atmospheric oxygen. The

process cools the oxygenated water, thus permitting the cooler, denser water to sink, setting up gentle circulation throughout the pond.

The existing small waterfall at the pond was not introducing enough oxygen to the water to keep it fresh. When the Tucson Parks and Recreation department needed to replace the irrigation systems within Reid Park, they also committed to cleaning up the pond.

#### The solution: Give it some air

The city hired landscape designer Carl Kominsky to improve the water quality in the pond. He selected Font' N Aire Platinum series fountains (Air-O-Lator Corp., Kansas City, MO) as part of the solution. He worked closely with manufacturer's rep Mike Davidson.

The pond, measuring three surface acres, required a minimum pumping rate of 2,400 to 3,000 gallons per minute (gpm) of water exposed to the atmosphere.

Kominsky chose two 3-hp Font'N-Aire Platinum series Carnival aerating fountains

Reid Park Pond fix

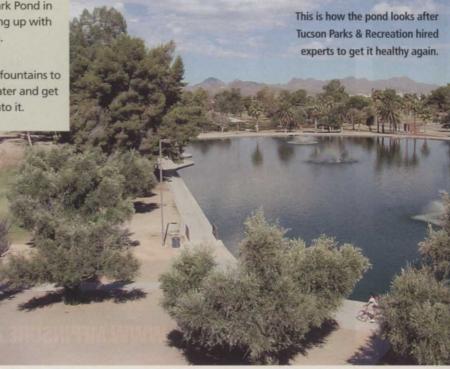
► AT A GLANCE

#### The problem:

Popular Reid Park Pond in Tucson was filling up with scum and algae.

#### The solution:

Install multiple fountains to circulate the water and get more oxygen into it.



### **Solutions Center**

pumping 1,400 gpm.

An aerating fountain doesn't generate oxygen on its own. It propels water into the air where the oxygen is introduced. When aeration is needed for a lake or pond, it's better to add multiple lower-horsepower units instead of simply using a single larger-horsepower unit, Davidson advised. This provides a more even distribution of aerated water throughout a pond and permits redundancy if there should ever be a failure.

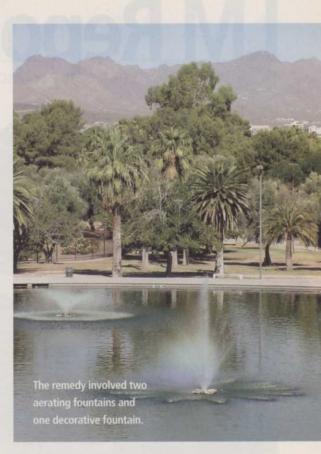
To make the water presentation more pleasing to the eye, the designer added a single 3-hp centrifugal pump with a decorative spray pattern and arranged it with the aerators in a planetary pattern.

The water volume that display fountains are commonly capable of moving is not as great as that of an aerating fountain and are best used in conjunction with aerating fountains.

The Reid Park pond is now clean and clear and the bottom of the pond is easily visible in the shallow water.

Today, a walkway runs around the pond, and the city installed seating areas and picnic tables for eating. The waterfall is being redesigned for aesthetic purposes, and the Reid Park pond is a functional and attractive part of this community. **LM** 

— The author is with Swanson Russell Associates. Contact her at Katherineb@sramarketing.com.





# LIVIREDOTS TECHNOLOGY YOUR GUIDE TO PRODUCT RESEA

YOUR GUIDE TO PRODUCT RESEARCH



- it rip grass up?
- Compare bucket capacity.
- ▶ Breakout force is another basic standard of comparison.
- Compare bucket digging force.
- > Hydraulics are often more important than brute engine power in some applications.
- Check view area in all four quadrants of the work area.
- Determine the boom reach for dropping and picking up materials.
- These machines work in dirty environments. Check filter requirements.

# and loaders

BY CURT HARLER

#### JCB A

The new Robot 180T skid steer loader joins two other tracked models in the JCB line. It has an operating capacity of 1,800 lbs. It is powered by a tier Il-compliant, 60-hp turbocharged engine. Its track system uses a simple, reliable 3-roller undercarriage design with a low number of moving parts. The new design allows easier cleaning and improved protection of hydraulic components. Unit features servo controls governing both the loader and the

machine's transmission, plus an optional high flow pump with 30.4 gallons per minute at 2.973 psi.

For more information contact JCB at 800/PICK-JCB or www.jcb.com / circle no. 254

#### **ASV**

The new Posi-Track RCVTM is a vertical lift machine with 86-hp, high flow hydraulics, hydraulic quick attach and selectable self leveling. Tracks are directly driven by single-speed

drive motors, with travel speeds up to 6 mph. The hydraulic system provides up to 38 gpm to the standard high flow auxiliary circuit on demand or 20 gpm to the low flow circuit. It joins the turf Edition RC-30 and four other models specially designed for turf surfaces. Tracks have smooth surface that travel and work on turf without leaving any trace.

For more information contact ASV at 800/346-5954 or www.asvi.com / circle no. 255

#### **Ditch Witch**

The SK500 is a track-mounted, walk-along mini skid steer. Powered by a 24-hp Honda gasoline engine, it is just 30.5-in. wide, so it fits through narrow openings. It travels 3.6 mph forward, 2.3 mph in reverse. Twelve-gpm hydraulics run backfill blade, jackhammer, forks, auger and other attachments. Only four levers are needed to run all functions. Each control is color-coded for quick, intuitive operation.

For more information contact Ditch Witch at 800/654-6481 or www.ditchwitch.com / circle no. 256

#### Toro

The Toro Dingo TX 420 compact utility loader is ideal for applications such as tree planting, material hauling and handling, preparing seedbeds, pond building, constructing decks and fences, demolishing structures, and installing irrigation systems. Powered by a 20-hp Kohler air-cooled engine, it offers 35 quick-change attachments: auger, trencher, vibratory plow, hydraulic breaker, backhoe, leveler, tiller, cultivator, hydraulic blade, power box rake, adjustable forks, tree forks, two-stage snow thrower, rotary broom and buckets.





#### Allmand A

With ESL (extended service life) design, the 4WD TLB-6235 compact tractor loader backhoe is designed for landscape or other small-to-midsize work. Powered by 35-hp liquid-cooled Isuzu diesel, it has a 65-hp rated servo-controlled hydrostatic tranny. Offers 6,000-lb. bucket digging force; 9-ft., 10-in. depth; and dual-cylinder, 180-degree hydraulic cushioned swing. it offers two-thirds yard bucket and a planetary rear axle.

For more information contact Allmand at 800/562-1373 or www.allmand.com / circle no. 258

#### ATI Corp.

Use your skid steer for laser grading. Level Best Laser Grader provides finish grade level to within one-quarter in. Skid steer model includes universal mounting plate for fast attachment to different skid steers. It can do 50,000 sq. ft. in an eight-hour day.

For more information contact ATI Corp. at 800/342-0905 / circle no. 259

#### Gehl

Model 480 is one of four members of the hydrostatic, all-wheel steer series of skid loaders. The 59-hp 480 features a four-cylinder F4M2011 Series Deutz diesel. It has a 1.83-cubic yard bucket and tipping capacity

of 7,496 lbs. Its dump height is 8 ft., 2 in. Cab. has guiet 78 db rating.

For more information contact Gehl at 800/ 628-0491 or <u>www.gehl.com</u> / circle no. 260

#### Shaver

Shaver offers two hydraulic post-hole digger models with a choice of five mounting options, including fast/tach mount on a skid steer. The Model 510 ("The Muskrat") and Model 1020 ("The Bear") also work with three-point, universal bucket mount with turnbuckle, bolt-on bucket mount or tractor side mount. Both have a totally enclosed gearbox with limited five-year warranty and replaceable cutting teeth and points.

For more information contact Shaver at 712/859-3293 or <a href="https://www.shavermfg.com/">www.shavermfg.com/</a> / circle no. 261

#### **Thomas Equipment**

A shift-on-the-go, two-speed option gives the 255 travel speeds to 12.3 mph. The unit is powered by an 87.4 hp turbocharged Kubota diesel and offers 2,500-lb. lift capacity. The 48.75-in. wide wheelbase provides stability. Trencher, buckets, brooms, blades and rakes are available as attachments.

For more information contact Thomas Equipment at 866/238-6844 or www.thomasloaders.com / circle no. 262

### **LM Reports**



#### Hyundai A

R110-7 and R110D-7 models are the latest in the Robex series. They have an improved Computer Aided Power Optimization system that allows greater productivity through superior controls. Different modes allow for high or standard power; heavy-duty, general or breaker work. The user mode memorizes an individual operator's preferred power settings. Both units offer 94 hp and a dig depth of 16 ft., 8 in. Large rear and side windows give maximum visibility.

For more information contact Hyundai at 800/HCE-USA1 or <u>www.hceusa.com</u> / circle no. 263

#### **Power Trac**

Both the PT-2425 and PT-425 have articulated steering and low ground pressure to reduce turf damage. Both are 45-in. wide with 800-lb. lift capacity and 4-wheel hydrostatic drive. The 2425 is a bucket-loader with removable rear backhoe. Bucket has lift height of 84 in. while backhoe has 8-ft., 4-in. reach and digs 6 ft. deep. More than 40 attachments are available.

For more information contact Power Trac at 800/THE-YARD or <u>www.power-trac.com</u> / circle no. 264



#### Bobcat A

Powered by a 23.5-hp, liquid-cooled Kubota diesel, the MT55 features more hp and a wider track for lower ground pressure. It is 41.5 in. wide but its wider tracks and turf-friendly lug track lower the machine's ground pressure to 4.1 psi. The rubber-track undercarriage also provides improved traction and better floatation. It has 550-lb. rated operating capacity with 12 gpm auxiliary hydraulic flow. Unit has 18 attachments.

For more information contact Bobcat at 866/823-7898 or www.bobcat.com / circle no. 265

#### Takeuchi, Inc. ▶

New last month, the TL140 rubber track loader is a third-generation loader that combines the power of the TL150 with the versatility of the TL130. Powered by a fuel-efficient, 81-hp Isuzu diesel, it features a 2-speed travel system, operating at high (6.4 mph) and low (4.5 mph) speeds. A hydrostatic drive system is directly coupled with planetary final drives for durable, efficient power. Unit has an operating weight of 9,590 lbs., tipping load of 5,952 lbs. and bucket breakout force of 7,403 lbs. With 18-in. wide rubber tracks and an undercarriage that provides floatation capabilities, it operates easily on soft ground.

For more information contact Takeuchi at 770/831-0661 or <a href="https://www.takeuchi-usa.com/">www.takeuchi-usa.com/</a> / circle no. 266

#### Woods Equipment Co.

The AB7200 and AB8400 broom attachments for skid steer loaders sweep a 66- and 78-in. swath, respectively. Both have quick-attach mounting for most applications. Heavy-duty construction, including hydraulic components, is up to the demands of extreme use. They are just two of many attachments available, including buckets, power rake, pavement saw, forks, rock wheels and a vibratory roller available for skid steers.

For more information contact Woods at 866/TO-WOODS or <a href="https://www.woodsequipment.com/">www.woodsequipment.com/</a> circle no. 267

#### Kanga

A self-leveling bucket and smooth hand controls make for easy operation of the Kanga G-724. It is a mini-skid with more than 550 lbs.' lift capacity. Powered by an electric-start, 24-hp Honda GX670, it travels on tracks at a ground speed of 4.3 mph. The G-724 is 40 in. wide and has a lift height of 94 in.

For more information contact Kanga at 866/875-2642 or <a href="https://www.kanga-loader.com/">www.kanga-loader.com/</a> / circle no. 268

#### MDS

With the SwingHoe, there is no need for side stabilizers and no need to leave the operators seat. The 10- to 30-gpm hydraulically controlled boom swings a full 110 degrees with



to 16 ft., depending on loader used. Requires 45 pto hp. For more information contact Worksaver at 217/324-5973

or www.worksaver.com / circle no. 270

adjustable swing speed. Grease fittings are on all pivot points and brass bushings on key wear points. Extends to 80 in..

For more information contact MDS at 800/879-6507 or www.mdsgroup.net / circle no. 269

#### Worksaver

The TC-8 tree clipper is ideal for high-reach tree trimming, up to 8 in., or ground-level cutting. Unit uses a TC8-SS mount to ride on either side of a skid steer's main frame for good visibility. Made of welded T-1 steel, it has a heavy-duty, 5x8-in. hydraulic cylinder with 2-in. rod and 1.25-in. pins for positive cut action. Reaches 12

#### Boxer ▶

The 27-hp Kohler Command Pro powered Boxer Brute boasts an 875-lb. operating capacity - 30% more than any other wheeled unit. Its smaller stature (41.5 in. wide, 69 in. long and 49 in. high) allows access to most projects. It has 3,000 psi of hydraulic flow, making it the most powerful compact utility loader on the market, the company says. The Brute can handle all full-size attachments, including a 36-in. auger, with ease. It travels at 3.8 mph speed, with a ground clearance of 5.6 in.

For more information contact Boxer at 800/ 476-9673 or www.cpiequipment.com/ circle no. 271





Circle 167



### **LM Reports**



They stay busy with an 11-gallon fuel tank. More than 40 attachments, such as the auger, trencher, buckets, power box rake, tiller/rotary hoe, leveler and adjustable fork, are available. For more information contact Finn Corp. at 800/543-7166 or <a href="https://www.finncorp.com/">www.finncorp.com/</a>

#### McLaughlin

McLaughlin offers three versatile attachments for the mini-skid steer market. Horizontal Boring Attachment operates from the unit's hydraulics for installing irrigation pipes or sprinkler systems. Backfill Attachment is 43 in. wide and backfills trenches to 6 ft. deep in one pass. Landscape Rake, with replaceable tines, allows quick, efficient surface preparation to 1.5 in. deep. For more information contact McLaughlin at 800/435-9340 or <a href="https://www.mightymole.com/">www.mightymole.com/</a> / circle no. 275

#### **Ramrod Equipment**

The Ramrod 950 is a 4WD mini-skid steer with

a lift capacity of 950 lbs. and a carrying capacity of 1,900. Several 12-volt electric start engine options are available: a 27-hp Kohler, 24-hp Honda or 27-hp Kawasaki gasoline; or a 22-hp Kubota diesel. Units have two hydraulic pumps, with capacity of 6 or 12 gpm, and can lift to a height of 72 in. Maximum ground speed is 3.5 mph on 10-in. turf tires.

For more information contact Ramrod at 800/667-1581 or www.ramrodequip.com / circle no. 276

#### Kubota

The K008-3 ultra-compact excavator is the answer for contractors who perform operations in space-restricted areas. Standard, foldable ROPS protects the operator and allows access through fences and under trees. Powered by a Kubota liquid-cooled, three-cylinder diesel rated at 10.2 hp, it has an operating weight of 2,200 lbs. so it can operate on sensitive surfaces with-

#### Case IH A

The versatile new Case 400 Series skid steers come in eight models: 410, 420, 430, 435, 440, 445, 450 and 465. They handle loads from 1,500 to 3,000 lbs. The 410 offers 49 hp, the 420 has 56 hp, the 430 and 445 have 74 hp and the 440, 450 and 465 have 82 hp. All have easy-tilt ROPS/cabs for easy maintenance. Low-effort servo-hydrostatic controls provide operator comfort. All sorts of accessories are available.

For more information contact Case IH Construction at 262/636-6011 or <a href="https://www.casece.com/">www.casece.com/</a> circle no. 272

#### **Buhler**

Powered by a 56-hp Kubota four-cylinder turbo engine, the B56 loader has a breakout force of 9,200 lbs. The unit was built with fuel economy in mind and features advanced ergonomics for comfort, convenience and visibility. Bucket, snow blade and snow blower, mower, dozer blade and pallet forks are available as attachments. Made in North America.

For more information contact Buhler at 204/661-8711 or www.buhler.com / circle no. 273



#### Finn Corp. A

Eagle compact skid steer offers the highest flow rate in its class, which equates to more power. Its 3,000 psi parallel hydraulic system provides full power simultaneously to all functions. Eagle comes in three models: 204, with 20-hp Kohler Command Pro; 244D, with 23.5 hp Cat diesel; and 252 with 25-hp Kohler Command Pro.

out damaging the ground. Its digging depth is rated at 5 ft., 8 in.; maximum reach at ground level is 9 ft., 11 in.; with maximum dig height of 9 ft., 5 in. Bucket breakout force of 2,200 lbs. It comes standard with a Two Pattern Selection System (TPSS), allowing the operators to select either ISO or SAE operating patterns.

For more information contact Kubota at

888/4KUBOTA or www.kubota.com /

circle no. 277



#### Vermeer A

Eight attachments for landscapers are available with the Vermeer S600 compact skid steer loader. It is available with a 25-hp Kohler Command pro gas engine or 24.8-hp Kubota D905 diesel. Can be mounted on rubber tires or rubber tracks over tires. Unit has an oil cooler and offers easy battery access through a hinged door at the front of the machine.

For more information contact Vermeer at 888/VERMEER or <u>www.vermeer.com</u> / circle no. 278



#### John Deere A

The 317 is the smallest skid steer in the 300 family, but its compact stature is deceiving. From its smooth-running high torque turbocharged four-cylinder Deere diesel turbo to its patented vertical-lift boom, this 61-hp skid steer is packed with features. It has a 1,750-lb.

rated operating capacity and a tipping load capacity of 3,700 lbs. At the other end is the 332, with a five-cylinder turbocharged, aftercooled diesel delivering 91 hp.

For more information contact Deere at 800/503-3373 or www.johndeere.com / circle no. 279



### **LM Reports**

#### **New Holland**

The LS185.B and LS190.B skid steer loaders, rated at 2,500 and 2,800 lbs. operating capacity respectively, feature a new, simplified power train design. Both are Tier II certified and incorporate features for increased productivity and performance. The LS185.B is rated at 78 hp and the LS190.B, which replaces the LS190 as New Holland Construction's largest skid steer model, is rated at 81 hp. Spring-applied hydraulic released (SAHR) brakes give reliable parking, even on slopes. A digital overhead instrument panel provides clear, quick reference to important indicators and service points. A new option is the hydraulic mount plate that lets operators attach or remove attachments without leaving the seat.

For more information contact New Holland at 717/355-1371 or www.newholland.com / circle no. 280

#### Yanmar

Introduced this fall, the model CBL40 Compact Backhoe Loader is powered by a 3-cylinder tier II compliant, 37.2-hp turbo diesel. Yanmar's ultra-mini B80-3 allows extending its carriage to 33 in. for stability, or retracting it to 27 in. to get through tight spots. Flanged track rollers give added stability. Foot controls run the individual boom swing and auxiliary hydraulics. The two-way valve for different pto applications allows double action for augers or buckets.

For more information contact Yanmar at 800/365-7260 or www.yanmar.com / circle no. 281





to handle a wide range of work tools. Auxiliary hydraulic flow of 22 gpm enables the loader to operate productively with hydromechanical work tools such as tillers, trenchers, snow blowers and cold planers.

For more information contact Caterpillar at 309/675-5175 or www.cat.com / circle no. 282

#### Caterpillar

The new Caterpillar 904B compact wheel loader offers the versatility of a skid steer loader and the power, comfort and fuel economy of a wheel loader. The 52-hp unit has a skid steer loader quick coupler, high flow hydraulics and powerful Z-bar linkage. Bucket capacity is 0.78 cubic yard (0.60 cubic meter). It uses a mechanical or hydraulic quick coupler

#### JLG

Lull Model 1144C Series II from JLG Industries features 80-in. horizontal boom travel. Powered by 115-hp Deere diesel, it has modulated power shift with four forward and three reverse speeds. Multifunction hydraulic-over-hydraulic joystick controls are responsive. All-wheel round, two-wheel front and crab steering offer maneuverability. It also features an automatic fork leveling system.

For more information contact JLG at 717/ 485-5161 or www.jlg.com / circle no. 283

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# **UVA Health System**

2004 PGMS Grand Award Winner for Hospital or Institution

#### Property at a glance

Location: Charlottesville, VA

Grounds Supervisor: Roger L. Conner

Category: Hospital or Institution

Total budget: \$290,000

Year site built: 1901

Acres of turf: 34.3

Acres of woody ornamentals: 21

Acres of display beds: 1.2

Total paved area: 23.9

Total man-hours/week: 207

#### Maintenance challenges

- ➤ Storm-related damage, such as Hurricane Isabel in 2003
- Continuous expansion and building projects
- ➤ Wear and tear from 1,100 patients plus guests every day

#### Project checklist

Completed in last two years:

- ► Planted 1,000 shrubs, 75 trees, 5,000 annuals, 150 perennials
- Created formal garden
- ► Took over landscape duties of Children's Rehabilitation Center

#### On the job

➤ Six full-time staff, two seasonal workers, one licensed pesticide applicator oger L. Conner, buildings and grounds supervisor at the University of Virginia Health System, figures that most people coming to the hospital already have enough to worry about. The least that he and his crew of six full-time and two seasonal employees can do is make that visit as comfortable as possible.

"Our goal is to try to take their minds off the reason they're at a hospital, to make it enjoyable enough they want to come outside and get away, get fresh air and enjoy the landscape," Conner says.

The University of Virginia Health System provides medical services to more than 400,000 patients annually. The facilities are located within and around the Thomas Jefferson Academical Village, founded by President Jefferson in 1819 as an institute of higher learning.

Named as one of the country's top 100 hospitals five years in a row by *U.S. News* and *World Report*, the Health System is made up of the UVa Medical Center hospital, the UVa School of Medicine, UVa School of Nursing and the Claude Moore Health Sciences Library, which combined cover 108 acres around downtown Char-

lottesville, VA. Each building has its own unique landscape architecture, breaking the campus into small, diverse special care areas.

"We are a group of small sites in an urban setting, so I hope that when someone walks onto the hospital campus, they see the details, the attention paid to create a pleasing atmosphere," Conner says. "We have some sites that are very natural, especially down around our pond. We have other sites, like our Children's Rehabilitation Center where we're trying to create a park-like setting."

In recent years, Conner and his crews have removed several turf areas and planted new gardens and close to 60,000 bulbs in 20-30 varieties around the campus in the past two years. The landscaping also makes a nod to the hospital environment with medicinal plants and gardens.

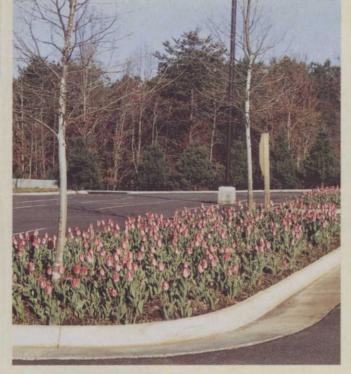
"Medicine started with plants and we honor that here," Conner says. "What we're trying to do is introduce some of the starting points of medicine in the landscaping around the hospital, and using native as well as medicinal plant materials, like St. John's Wort, lavenders, echinacea, barberry, roses. Those are all common plants but they were used medicinally in the past."

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











By creating landscaped areas that are both soothing and cheerful, the grounds department at the University of Virginia Health System does its part to brighten the lives of patients and guests. The site is comprised of 43.3 acres of turfgrass, 21 acres of woody ornamentals and 1.2 acres of display beds.



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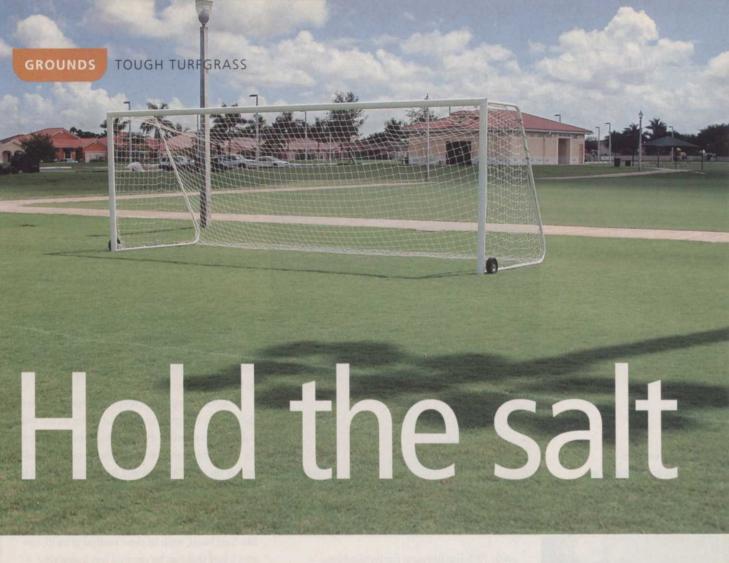






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eashore paspalum is often categorized as a warm-season turfgrass for use in areas where salt in the irrigation water or soil is an issue. But salt tolerance is not the only reason why sports turfmanagers from municipal sports fields to world-famous racetracks have switched to this turfgrass.

While it is true that some cultivars of seashore paspalum can withstand salt levels equivalent to the amount of salt found in seawater, the grass is also well suited to sports fields for its maintenance characteristics and playability.

#### **History and cultivars**

The history of seashore paspalum (*Paspalum vaginatum*) goes back thousands of years. It evolved on sand dunes in coastal environments, thereby developing its salt tolerance. Some experts believe that the grass first came to North America and the Caribbean Islands from Africa as bedding in the bottom of slave ships.

There are several cultivated varieties of

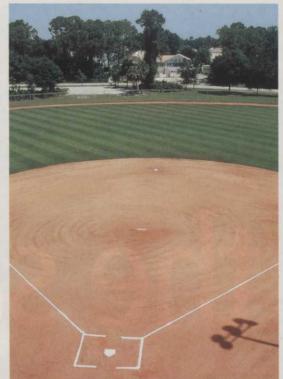
The benefits of seashore paspalum range beyond salt tolerance into low maintenance and good playability BY MIKE VANATTA

seashore paspalum. The most popular and newest improved cultivars available today are:

- ➤ SeaDwarf, the only true dwarf paspalum with a dense canopy, fewer seed heads and salt tolerance.
- ➤ Aloha, developed by the University of Florida, has a fine texture, deep green color, fewer seed heads and salt tolerance.
- ➤ Sealsle-1, an older variety from the University of Georgia, has salt tolerance.
- ➤ Sealsle Supreme, a new semi-dwarf developed by the University of Georgia, has salt tolerance.

#### Save on maintenance

In general, seashore paspalum requires up to 50% less water for irrigation than Bermudagrass and



Some varieties of seashore paspalum are excellent for use on athletic fields.



up to 75% less nitrogen for fertilization.

Jim Keller is athletic field foreman for Charlotte County Parks & Recreation and Cultural Resources in Charlotte County, on the west coast of Florida. He oversees maintenance for the county's 41 ball fields. Nearly half of those fields, including all of the county's newest baseball, soccer and football fields, are grassed with three cultivars of seashore paspalum: Sealsle-1, SeaDwarf and Aloha. The rest are 419 and TifEagle Bermudagrass.

Keller began working with seashore paspalum on his sports fields about four years ago.

"I'm still really happy with it. It still doesn't require as much maintenance. There's a cost savings. It's working out much better than the Bermuda does, that's for sure," Keller says. "I haven't put it down to a dollar amount, but as far as the fertilization, we'll do a slow release and that will look good for about two to three months. The applications are 50 percent less than what I have to put out on Bermuda. So, I would say there's a savings of 50 percent."

He installed SeaDwarf on his newest fields about nine months ago. The Aloha seashore paspalum fields were installed in mid-August.
Though Keller says he hasn't had the Aloha fields long enough to make an overall judgment, he's thrilled with the performance of the newer SeaDwarf fields.

"The dwarf is a denser grass, there's no doubt about that. You can get some nice mowing patterns in it. And it seems a little more durable than the SeaIsle-1. The SeaIsle-1 we cut a little bit higher. The SeaDwarf we're starting to cut down to 7/8 to 5/8 of an inch. It seems to be working out well so far. We haven't had it that long," Keller says. "But what I see so far, I think it's going to be the grass to use."

Seashore paspalum creates a deep root system that allows the grass to seek out water in the soil column. As a result, the grass requires less water for irrigation than Bermudagrass — several studies say up to 50% less water, including a report by Todd Lowe, agronomist for the USGA Green Section's Florida Region.

In addition, the dwarf characteristics of a grass like SeaDwarf, with its slow vertical growth, creates a turf that can be mowed less frequently than other grasses used for sports fields.

George Smith Jr. is a certified grounds worker at Charlotte County's Harold Avenue Park. He is on and maintains the three seashore paspalum fields at the park almost every day. As the guy who is actually pushing the mower, Smith says he prefers a seashore paspalum field to a Bermudagrass field.

"You don't have to mow it as much," Smith says. "You don't seem to have as many weeds or bugs. You're not spending all your time all involved in one field, especially when you've got 10 fields to take care of."

#### The learning curve

However, there is a learning curve when converting to seashore paspalum from Bermudagrass. Over-watering and over-fertilization can cause the turf to grow too quickly, which can lead to scalping and eventually diseases like yellow patch. In the case of seashore paspalum, the less water and fertilizer, the better. No more than four to six lbs. of nitrogen per 1,000 sq. ft. annually is recommended for use on seashore paspalum fields.

Also, some herbicides commonly used on Bermudagrass can injure seashore paspalum. Chemicals such as asulam (Asulox), MSMA (Daconate) and atrazine (Aatrex WP) will injure or even kill seashore paspalum. However, while the dense canopy of some of the newer cultivars can choke out a great many weeds, old standbys such as quinclorac (Drive), pronamide (Kerb) and MCPP+2,4-D+dicamba (Trimec Southern), are effective for weeds on seashore paspalum. Plus, because of the turf's salt tolerant nature, ordinary table salt or a high saline solution may be used on seashore paspalum as an herbicide.

#### Playability is key

One of the other benefits of seashore paspalum is its playability. Golfers often remark how the turf's upright nature causes the golf ball to sit up in the fairway. On the sports field, players comment on the cushiony feel underfoot.

But perhaps the biggest obstacle faced by sports turf managers is wear damage.

Keller says he sees a definite distinction between Bermudagrass and seashore paspalum, especially on his soccer fields, when it comes to the turf's ability to recover from abuse.

"I put a patch where the goal lines are in paspalum, just as a test. It healed quite a bit faster than an area four feet away from it in Bermuda," Keller says.

Several studies confirm Keller's findings.

Dr. Laurie Trenholm, now a researcher at the University of Florida, helped to conduct wear research studies on seashore paspalum and Bermudagrass when she was a graduate student at the University of Georgia. "We found that when we looked at those fine leaf bladed types, that their wear tolerance was as good or better than TifWay Bermudagrass," Trenholm says.

In addition, a study funded by Environmental Turf and conducted by Superintendent Tom Trammell at Hawks Nest Golf Club in Vero Beach, FL, tested repair times on divots in Bermudagrass and SeaDwarf seashore paspalum. For a divot of the same size, diameter and depth, it took the Bermudagrass 10 days to heal. It only took the SeaDwarf five days to heal. Trammell surmised that the SeaDwarf's dual root system,

using both rhizomes and stolons, helped the seashore paspalum to heal twice as fast as the Bermudagrass.

The most dramatic example of seashore paspalum's fast wear recovery, however, comes from the world of horseracing. After all, what could be more damaging to turf than the constant beating of horses' hooves?

John Barrios is turf course superintendent at Hollywood Park, a grass horseracing track in Inglewood, CA. Barrios says before deciding to remove the existing Bermudagrass and ryegrass Hollywood Park's turf track with SeaDwarf seashore paspalum, numerous test were run at labs and on the track.

The result? "The new turf has more cushioning than we have experienced with the Bermuda because of its density," Barrios says, adding that it "roots much faster."

Yet after all of the studies are finished and the sod is down, the real test for a municipal ball

field comes from the players, coaches and parents.

John Markle is president of the Miss Charlotte Fast Pitch girl's youth fast pitch softball league. His teams play on two of Keller's seashore paspalum fields in Charlotte County. His league has 130 girls who use the fields six days a week over the six-month-long season.

"In years past, (before the seashore pas-

palum), I can always remember sand spots and dirt spots and potential tripping hazards. It's not that way anymore," Markle says. "It always looks nice, has good color to it. Everybody comments on what a nice complex we have."

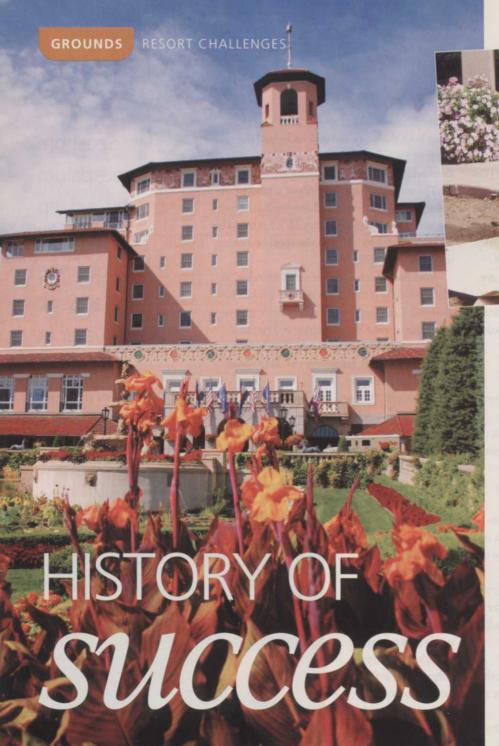
— The author is vice president and international sales director of Environmental Turf Inc.

Contact him at 772/473-7671 or mike@environmentalturf.com.

Seashore
paspalum
creates a deep
root system
that allows the
grass to seek
out water in
the soil
column.



Almost half of the sports fields maintained by Charlotte County Parks are grassed in seashore paspalum.



anaging the grounds of a world-class resort requires mastering many skills. The two most important at the

Broadmoor of Colorado Springs (CO) are team building and, considering the region averages just 19 inches of precipitation annually, water management.

You must excel at both to have any hopes of long-term job security at the internationally renowned resort located in the shadow of Cheyenne Mountain.

Tommy Anderson, 34 years after earning a B.S. in parks administration at Colorado State University, must be doing something right. Starting as a golf irrigation foreman at the resort in 1971, he's still a key employee there. And while he's no longer involved with the maintenance of

Tommy Anderson's winning formula for this Colorado resort is "simplicity creates perfection."

BY RON HALL / Editor-in-Chief

any of its three championship-caliber golf courses, he's busier than ever as its director of grounds and landscape, a position he's held since 1996.

The Broadmoor Hotel of Colorado Springs, known as the "grande dame of the Rockies," is continually being reborn, rejuvenated and improved. Since its official opening on June 29, 1918, it has hosted U.S. presidents, international royalty, captains of finance and industry and, of course, a continuing stream of vacationers eager to experience its many amenities and famed mountain beauty. This 87-year-old "lady" isn't older; she's getting better.

#### **Property challenges**

Much of that credit — at least as it applies to its 5.5 acres of immaculate turf, annual beds, thousands of tulips and other spring bloomers, and the ever-increasing number of floral baskets (both interior and exterior) — belongs to Anderson. But you won't find him resting on his accomplishments. Or, for



Anderson says that each season at the resort is uniquely challenging, and the demands on his staff (22 in peak season) are expanding as the resort changes to meet guests' ever-rising expectations.

"The property has changed tremendously this past decade," says Anderson. "It's been a huge challenge but I've learned how to deal with it and I enjoy it." In fact, he has to stop and think to remember many of the improvements he's been a part of in recent years; there have been so many. They include new streets, new medians and a new Toro E-Osmac Central Control irrigation system.

The big push to improve and update the grounds began in 1994, starting with

the area in front of the main hotel building, he recalls. As part of that landmark project Anderson and his staff moved 18 trees, some of them up to 20-in. caliper. That was his first experience moving big trees.

"We used the largest spade we could find, a 105-inch spade," he recalls. "Some people told us the trees would never live." For the most part the critics were wrong. The grounds crew, consulting with Roy Thomas, a knowledgeable horticulturist from Vermont, amended the soil ("as best

# BROADMOOR GROUNDS — at a glance

- ► 5.5 acres of turfgrass Most is in "postage stamp" parcels. On-stie Crew mulch mows twice weekly and edges curbs weekly.
- ▶ 8-acre lake Crew maintains the aerator, fish and aquatic weed control, fish management.
- ➤ seven acres of asphalt, concrete Damaged areas are repaired and replaced, including seal coating and overlays. Three hotel terraces and several outdoor guest function areas are scattered on the property.
- ➤ one acre of beds Summer annuals and a smaller portion planted for early spring flowers. More than 12,000 bulbs installed each fall.
- ► floral baskets 120 baskets built in March and 200 replaced or added for summer annual displays.
- ▶ 12,000-sq.-ft. Greenhouses, annual flowers and interior foliage plants.
- ▶ 1,500-sq.-ft. water garden located in front of main hotel building.
- ▶ outsourced Heavy equipment snow removal, all pruning more than 12-ft. high, asphalt and concrete repair, some pesticide/fertilizer applications, some power washing, equipment repair, tile repairs and replacements.



#### TAFFY GETS HER 10-YEAR PIN

Taffy just got her 10-year service pin as a valuable employee at the Broadmoor Hotel. From appearances she was as proud as could be. She loved the attention.

Taffy, adopted as a pup from the Humane Society, is one of a handful of veteran members of the hotel's grounds department. Part corgi, part "something else," Taffy's job is to keep Canada geese from fouling the landscape and sidewalks at the famed resort. She does it extremely well.

"She looks like a fox. That's what really spooks the geese," says Tommy Anderson, director of grounds and landscape. "She runs the geese and she's really ag-

gressive. When they see her coming they're up, up and away."

Geese are just some of the critters that make maintaining the grounds at a world-class resort a challenge. Deer are a big issue. They're plentiful in and around Colorado Springs. They especially enjoy eating the floral displays. Other than spraying plant material with repellent, there isn't much Anderson can do. "We've pretty much given up on hostas," he says.

Taffy is not interested in deer. Nor is she concerned about the swans on the

8-acre lake around which much of the resort is situated. She is owned by the hotel and loves the company of hotel guests, but Anderson takes her home each evening. It's obvious that he thinks the world of her.

"I can tell her to sit at the lake and I can walk a mile around the lake and she will sit there until I tell her to come," he says. -R.H.

The Broadmore crew relies on teamwork to get the job done.

as we could anyway," says Anderson) and installed misting systems at the top of the trees to reduce transpiration during hot summer days. Drip irrigation positioned around the tree bases supplied water to their roots. Because the region often gets raked by "Chinook winds" of 60 mph or

greater that swoosh down the mountain, Anderson and helpers secured the trees with 4-ft. auger stakes and 1/4-in. cabling. They left the staking system in place for eight years.

Since then the Broadmoor grounds staff has moved many big trees — maples, ash, Scotch and Ponderosa pine — as the renovations and additions continue. If anything, the pace of the renovations is accelerating.

The grounds crew is "moving fast and furious getting the irrigation in" for the grounds surrounding a new 60,000-sq.-ft. events center at the resort. Also, 70 highend townhouse residences are under construction on the property.



#### **Crew loyalty**

Anderson says he wouldn't be able to meet the demands of his position without the help and support of the resort's experienced grounds management team. Floral Supervisor Karen Anderson, a magician with hanging baskets, pots and flower beds, has been with the Broadmoor for 27 years; Assistant Floral Supervisor Kim Faulkner 15 years; and Clark Finnefrock, the gardener, 24 years. The newest team member is Troy Ellis, a Texas A&M grad who came to the resort a year ago as the grounds supervisor and has been a great addition to the team, Anderson says.



The Broadmore crew is involved in every aspect of grounds maintenance, from tree care to planting annual color beds.

#### **Water matters**

Especially important to the grounds effort are good irrigation techs since the resort property has more than 900 valves on property and five different water sources, some potable, some non-potable.

"Water is ultra critical here. It's the blood of our grounds. We've gone through long stretches of time without moisture here," he explains.

The resort property (even the hanging baskets) is irrigated with a radio-controlled computerized central control system. "We can control everything from our radios or from our field units. It's worked excellent," says Anderson

What's in store for the Broodmoor grounds staff going forward? More renovations are coming to be sure. In fact, the size and number of projects has caused Ander-



son to increasingly rely on outside contractors to keep pace with the resort's ambitious plans.

This will allow his team to continue providing the level of service demanded by a world-class resort, and allow him to keep his veteran team together while maintaining a watchful eye on the resort property's water management, perhaps the most critical factor in the ongoing health of its beautiful turf and flowers. LM

Equally vital to the success of the grounds department are eight Jamaican seasonal employees. Most return year after year. They keep the grounds immaculate, down to picking up a single cigarette butt.

"I've been fortunate to have these people loyal for so long," says Anderson. There are no secrets. "I just let them know that we are a team around here and that we care. Beyond that, we give them responsibility for their projects and generally let them take it from there."



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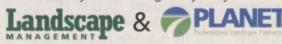
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#### TranXit herbicide

TranXit herbicide from DuPont Professional Products provides Poa control that works well with overseeding in the fall. Recent field trials at North Carolina State University, which focused on warm-season turfgrass, showed TranXit provided strong Poa control in the fall as well as



Return to glory

Tanaka's first-and-only shaft / gear driven walk-behind edger will return to its lineup as the TLE-600. Other than featuring an optimized 50cc, 2.5-hp Tanaka two-stroke engine, the other components of the unit remain the same as the previous model, TLE-550. Main features include a 10.5mm, solid steel drive shaft; heavy-duty, two-stage air filtration system; hand lever activated height-adjustment system; large, rounded front wheel; and optional drop wheel / curb riding kit. It will be

> available beginning the first week of February 2006. The TLE-600 complies with EPA emissions standards, but will not be available in California.

For more information contact Tanaka at 253/333-1200 or visit www.tanakausa.com / circle no. 284

control of perennial ryegrass in overseeded Bermudagrass in the spring. If you delay overseeding, you allow more Poa to germinate. With more of the targeted weed emerged, TranXit quickly controls the problem, providing cleaner turf. You can then overseed 10-14 days after TranXit has been applied.

For more information contact DuPont at 888-638-7668 or visit www.proproducts. dupont.com / circle no. 287

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The removable foot plate allows for easy access to belts and cleaning. Optional attachments include two- and three-bag grass catchers, mulch kits, ROPS and snow blade.

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#### Bio control for mole crickets

Becker Underwood Inc. introduces Nematac S, a biocontrol that uses a natural enemy instead of chemicals to control damaging mole

crickets on golf courses, sod farms, parks and pastures in the Southeast. The microscopic nematodes in Nematac S enter inside the mole crickets



and release bacteria, which is lethal to the pest. The mole cricket becomes a food source for the nematodes, which will reproduce and continue to attack the mole crickets infesting the turf.

For more information contact Becker Underwood at 800/232-5907 or visit www.beckerunderwood.com/

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continued on page 168



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continued from page 166



#### **Hunter pop-up stands tall**

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For more information contact Hunter at 760/744-5240 or visit <u>www.HunterIndustries.com</u> / circle no. 290

#### **Two new Encore X-tremes**

Encore will roll out two new models in its X-Treme line of riding mowers for 2006. Joining the 52-in. model introduced last year, Encore is now offering its X-Treme mowers with 48- and 60-in. decks. Designed for power and versatility, the X-Treme line features bigger tires, heavyduty pumps and wheel motors. With a 23-hp air-cooled Kawasaki engine, all three X-Tremes are powered to mow at 10 mph. Other engine options are available including an economical Briggs & Stratton in 20-hp

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circle no. 291

or 25-hp versions.



#### Star Forkframe

The new Star Fork-

frame uses heavy "ITA" carriage bars, which are rated at a 5,500 lb. capacity. This capacity is greater than the capacity of any skid steer and is more than the 3,600 lb. capacity of the standard forks, the company says. The bars' capacity combined with a strong frame and backstop constructed of 3/8-in. and 1/2-in. flat bar makes the Forkframe both strong and durable. Available with 42- or 48-in. standard forks or 48-in. block forks.

For more information contact Star at 800/ 541-1797 or visit <u>www.starindustries.com</u> / circle no. 292



#### **Boss Hog**

Morbark Inc. has incorporated many new design features into its 7600 Wood Hog to create the 7600B, a powerful, high-volume horizontal grinder. Made for land clearers and large mulch manufacturers, this giant grinder, nicknamed the "Boss Hog," reaches production rates as high as 600 yards per hour, with power options up to 1,000 hp. Other improvements include a larger discharge area and an internal drive on

the feed yoke, which eliminates the need for sprockets, chain and chain guard while requiring less main-

> For more information contact Morbark at 800/831-0042 or visit www.morbark.com / circle no. 293

#### **Underground chambers**

CULTEC, Inc. offers Contactor, Recharger,
Stormfilter and HVLV subsurface plastic chambers to meet a variety of residential
stormwater, septic and wastewater application requirements. The chambers can be more effective and space-saving than conventional products, coming in a variety of sizes to ac-



commodate the largest or smallest of applications, can be installed without heavy equipment or excavation, and disturb less land on the property. The chambers are also Clean Water Act-compliant.

For more information contact CULTEC at 800/4-CULTEC or visit <a href="https://www.cultec.com/">www.cultec.com/</a> circle no. 294

#### **Silver Eagle mower**

Dixie Chopper added a 34-in.-deck version of its Silver Eagle Riding Mower. It is equipped with a 22-hp Generac engine and independent drive wheel steering controls. All Silver Eagle models can attain forward speeds up to eight mph. The mowers have a flip-up floor pan for easy cleaning and maintenance. The two, hand-operated steering control levers and the foot-operated mower deck height adjustment pedal are easy to operate, as are the switch-operated electric clutch mower deck engagement, choke and throttle controls and automotive-style parking brake.

For more information contact Dixie Chopper at 765/CHOPPER or visit

www.dixiechopper.com / circle no. 295

continued on page 170



### Who's telling your story?

Your work results in more available oxygen and fewer allergens, noise reduction and lower cooling bills, thicker turf that filters pollutants and landscapes that increase property values. There are endless environmental, economic and lifestyle benefits that green spaces provide—yet consumers don't know about them. They don't understand the true value of your products and services.

Join us in telling the whole story of what you do. Project EverGreen is an organization dedicated to educating the public about the value of green spaces and encouraging responsible practices.



To make a contribution or find out more, call 877-758-4835 or visit www.projectevergreen.com.

#### **Products**

continued from page 168



#### Walk-behinds get Turbo Force

Toro has added its Turbo Force cutting deck to its line of fixed-deck mid-size commercial walk-behind mowers. The new deck gives the 12 mowers in the series, ranging from 36 in. to 52 in., features such as an adjustable discharge baffle, which allows operators to fine tune cutting performance for changing turf conditions; a newly designed rubber discharge chute, which provides wide clipping dispersion and allows for close trimming without damaging surrounding structures; a skid plate that reduces hanging up on trailers or scalping when traveling over uneven terrain; and blade tip speeds of up to 18,000 ft./minute.

For more information contact Toro at 800/348-2424 or visit <a href="https://www.toro.com/professional/circle">www.toro.com/professional/circle</a> no. 296



### Rain Bird water delivery system

The Rain Bird Irrigation Supplement Perforated Tube (IS-PT) delivery system consists of a polyethylene, perforated tube and a Rain Bird Irrigation Supplement (RBIS) gel pack. The gel pack con-

> tains a biodegradable gel that slowly converts back to water. It is inserted into the perforated tube to deliver moisture directly to the

plant's root zone for up to 30 days.
The IS-PT delivery system waters around-the-clock, dispersing water when and where the plant needs it most. Because of this continuous moisture dispersal, contractors may reduce their watering schedule frequency by 60 percent while replacing the RBIS gel packs every 25 to 30 days.

For more information contact Rain Bird at 800/724-6247 or visit <a href="https://www.rainbird.com/">www.rainbird.com/</a> / circle no. 297

#### **Electric log splitter**

The SwiftSplit electric-powered vertical log splitter by Mantis rivals the power of gas, provides the benefit of electric, and works without the restrictions of the tabletop. It offers 5 tons of



hydraulic pressure to split logs up to 20-in. long and 12-in. wide. The dolly carriage design makes maneuverability easy, indoors or out.

For more information contact Mantis at 877/596-6337 or visit <a href="https://www.littlewonder.com/">www.littlewonder.com/</a>

#### PowerWolf means work

Timberwolf Corp.'s PowerWolf power utility vehicle is designed for ease of use and versatility – in gardens, stables, barns, garages or anywhere. Engineered as a "workhorse" vehicle, the PowerWolf offers a load capacity of up to



PowerWolf's safe, stable and vision-friendly design features an electric front dump. The steering wheel combined with low-maintenance, hands-free automatic transmission promises safety and ease of use.

For more information contact Timberwolf at 800/340-4386 or visit <u>www.powerwolf.com</u> circle no. 299



#### Here's the 'Brick'

The IrrigationBrick from HomeLogic provides a clear and easy-to-use interface for scheduling and controlling landscape watering. The IrrigationBrick is designed to let a homeowner and/or irrigation contractor easily set watering schedules based on plant requirements, time of year, town ordinances and/or weather patterns. The homeowner can access the IrrigationBrick from any home PC, PDA or remotely via the Internet. The IrrigationBrick adds new features such as zone labeling, as well as a history view that monitors the watering times applied to a home's landscape. Users can have up to 16 plant groups and 256 zones with schedules that run independently or in unison.

For more information contact HomeLogic at 781/639-5155 or visit <u>www.homelogic.com</u> / circle no. 300



### YOUR PROFESSIONAL GROWTH STIMULATOR

# 2005 OHIO TURFGRASS CONFERENCE & SHOW "AMERICA'S PREMIER TURFGRASS EVENT"

DECEMBER 6-8, 2005 • GREATER COLUMBUS CONVENTION CENTER • COLUMBUS, OH Phone: 888-683-3445 • Fax: (740) 452-2552 • E-mail: info@OhioTurfgrass.org



SportsTurf

**Introducing Cutless\* Landscape Growth Regulator** 

# Your crew will need something to do with all that extra time.



#### Trim your costs with Cutless Granular Landscape Growth Regulator.

Now landscape professionals can rely on this easy-to-use granular flurprimidol formulation to reduce annual labor costs of maintaining landscaped shrubs. Plants treated with Cutless Granular require less trimming and exhibit a more compact growth form. Cutless Granular improves overall shrub shape and generates fuller, more attractive plants by stimulating branching and promoting darker, greener foliage.

As treated plants are able to re-allocate resources to defense and storage, many species may exhibit potential disease reduction and improved tolerance to environmental stresses.

For the landscape manager looking for ways to increase profits and customer satisfaction, Cutless Granular Landscape Growth Regulator reduces the cost of annual trimming and improves shrub shape and health in an easy-to-use, long-lasting granular formulation.

For more information about Cutless Granular Landscape Growth Regulator, call 1-800-419-7779 or visit our web

call **1-800-419-7779** or visit our we site at **www.sepro.com**.



SePRO Corporation Carmel, IN 46032

ton. Above med and follow label directions. Discountries 2005 SePBO Corporation.

Circle 173

Landscape Growth Regulator

**BUSINESS PLANNER [2006]** 

# RESOURCE PROFILES

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SPECIAL ADVERTISING SUPPLEMENT TO

Landscape

# RESOURCE PROFILES



Lynn Brookhouser, Ph.D. President and Chief Executive Officer

#### MISSION STATEMENT

Advan LLC is working to earn a preferred position among its employees, customers and suppliers in the turf and ornamentals, specialty agriculture and home and garden markets in the United States and Mexico. To be successful, Advan relies on the strength of its products and the expertise of its sales force in their high value specialty markets.



Advan LLC 300 Colonial Center Pkwy. Suite 230 Roswell, GA 30076

Phone: 800-250-5024 Fax: 301-604-7030 **Customer Service Hours:** Monday - Friday 8 a.m. to 6 p.m. EST Web site: www.AdvanLLC.com E-mail: info@AdvanLLC.com Key contact: Bob Yarborough Phone: 800-295-0733

## Advan LLC

Advan LLC, a new plant health company, entered the T&O market this year. Advan is expected to generate sales of more than \$40 million in 2006 from a product line enriched through a number of new marketing agreements with its 50:50 owners Certis USA and Sipcam Agro USA.

Its current products include Echo® chlorothalonil fungicides, Basamid® soil fumigant, Cavalcade™ preemergence herbicide, and other herbicides, fungicides and plant nutrients from Sipcam; and bioinsecticides, biofungicides and IGRs from Certis. Additional products from third-party manufacturers will join the product line upon their registrations in the United States, including Trebon®, a broad-spectrum insecticide (etofenprox) from Mitsui Chemical.

#### Major product lines:

Echo® fungicides: Advan offers a wide selection of chlorothalonil-based

### **ECHO®**

fungicides available in multiple formulations. Echo T&O fungicides provide preventive control of a broad spectrum of diseases and are known for their efficacy, practicality and high value.

Basamid® soil fumigant: Basamid, the only granular

soil fumigant on the market, requires no complicated

### Basamia

application equipment or tarps. Ideal for golf course renovations, Basamid (dazomet) controls a broad spectrum of weed seeds, tubers, rhizomes, diseases and nematodes, including difficult-to-control Poa annua, Poa trivialis, nutsedge and bermudagrass.

Cavalcade™ preemergence herbicide: Cavalcade (prodiamine) works double



duty preventing both grass and broadleaf weeds-30 weeds in all-including crabgrass, Poa annua, prostrate spurge and common purslane.

ProPensity™ 1.3ME fungicide: ProPensity is a broad-spectrum systemic fungicide with the active ingredient propiconazole in a convenient microemulsion

concentrate liquid formulation. Perfect for any preventive program, ProPensity controls more than 15 turfgrass diseases and numerous ornamental pathogens.

#### Deliver® bioinsecticide:

Deliver is the newest and most potent Bt bioinsecticide available today. Derived from a natural and powerful strain of B.t. kurstaki that delivers up to five times the potency of conventional Bts.

### Deliver<sup>®</sup>

Particularly effective against Lepidopteran worm pests that attack trees and ornamentals, such as leafrollers, bagworms and webworms.

#### Technical support, sales, training and customer service:

Advan offers full technical support through its distributors and dealers, the Advan sales force and field development, and the Advan Customer Service department. Product labels, MSDS sheets and additional product information are available at CDMS and www.AdvanLLC.com.

ProPensity 1.3ME

#### BUSINESS PLANNER

# RESOURCE PROFILES

[2006]

Paul Jackson Founder

#### **MISSION STATEMENT**

Alocet Incorporated is built on the belief that solid business processes create solid companies. It is our mission to be the leader in accounting software add-ons by challenging our customers to adopt software systems that free up time from administrative tasks in order to focus on what makes them profitable.



QXpress Scheduling Software 55 Eglinton Ave. East Suite 804 Toronto, Ontario M4P1G8 Canada

Phone: 877-529-6659 Fax: 416-640-6027 Web site: www.qxpress.com

E-mail: info@alocet.com

# **QXpress**

#### Product focus:

QXpress is the scheduling software of choice for green industry companies who use QuickBooks. QXpress is a true QuickBooks add-on that turns your favorite accounting package into top-rated, industry-specific management software by adding scheduling, job costing and invoicing

capabilities. You don't have to learn a whole new system — you can just add industryspecific functionality to your existing QuickBooks.

QXpress is flexible enough to handle all the needs for the green industry:

- Lawn maintenance businesses save hours by automatically printing route lists for weekly services, and turning completed services into QuickBooks invoices at the end of the month.
- Irrigation businesses easily dispatch spring start-ups, winterizations, repairs and installs by easily seeing what availability technicians have on their calendar.
- Landscaping businesses easily turn QuickBooks estimates into multi-day, multitask projects, and track detailed job-costing information.



■ Fertilization businesses calculate lawn care program prices by square footage and route their services according to geographical zones.

In short, QXpress can be as simple or as powerful as you need it to be!

Technical support, sales, training and

#### customer service:

Telephone support is available Monday through Friday, 9 a.m. to 6 p.m. Eastern Time by calling 877-529-6659.

Movie tutorials are available at http://www.gxpress.com/q.cfm?r=240.

#### Major product lines:

QXpress 6.0 — For small- and medium-sized green industry businesses using QuickBooks.

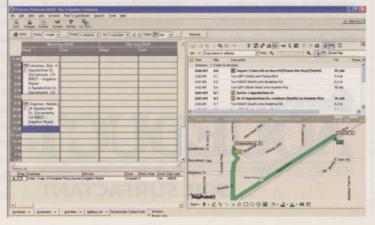
QX Enterprise (NEW!) — Runs on SQL server, for medium- to large-sized green industry businesses using QuickBooks.

QX Mobile (NEW!) — A Pocket PC version of QXpress that allows supervisors, crews and estimators to take QXpress with them on a small handheld unit and synchronize wirelessly from home or in the field.

QX Mapping — Has new functionality for

accurate routing, such as the ability to calculate and display a job site's exact proximity to existing services.

QX Forms (NEW!) — Free for all QuickBooks users, QX Forms features industry-specific route list, work order, invoice, renewal letter and proposal templates to be used with QXpress or QuickBooks.



#### BUSINESS PLANNER

# RESOURCE PROFILES

[2006]

Tracy Jarman
President/CEO

#### MISSION STATEMENT

Aquatrols is a specialty chemical company engaged in the discovery, development and commercialization of uniquely effective products and formulation technologies, which benefit the worldwide turf and crop production industries.

#### Aquatrols

1273 Imperial Way Paulsboro, NJ 08098

Toll-free customer service: 800-257-7797 Fax: 856-537-6018 Web site: www.aquatrols.com

# Aquatrols

Since 1954, Aquatrols has been the world leader in the development of cutting-edge surfactants and other specialty technologies to address the changing demands of the professional turf industry. We are proud to be an integral part of your management practices, and look forward to helping you meet the challenges ahead by continually striving to improve our product offering.

#### Major product lines

SOIL SURFACTANT PRODUCTS

- Primer Select: Can be applied monthly or bi-weekly to enhance turfgrass uniformity by establishing matrix flow in the rootzone. Available in liquid and granular formulations.
- Aqueduct: Provides rapid recovery from existing water management problems.
   Available in liquid and granular formulations.
- Sixteen90: Guaranteed safe protection against water repellency problems for 90 days. Available in liquid and granular formulations.

#### SPECIALTY PRODUCTS

■ Radiance Algaecide:

Prevents algae in ponds, lakes and fountains using a selfdispersing delivery system that stays suspended in the water column. can also be used as a pretreatment tool to correct problem areas before starting on a regular preventative program. It moves water deeply into problem areas, reducing water repellency and



LeafShield Anti-Transpirant:

Protects plants and turf against desiccation during transplanting or winter conditions.

■ SuperSorb Water Absorbent Polymer: Increases rootzone moisture retention to reduce watering frequency and increase plant survival.

#### Product focus:

Aqueduct Soil Surfactant is a curative surfactant formulation designed specifically to provide rapid recovery from existing water management problems such as localized dry spot. Aqueduct

restoring the rootzone's ability to regain optimum moisture levels. Aqueduct quickly reduces turf wilt and promotes recovery of stressed turf without concern for burning. It is backed by Aquatrols' exclusive moneyback guarantee.

## Technical support, sales, training and customer service:

Aquatrols combines state-ofthe-art research and development techniques, a technically knowledgeable sales force, and a long history of industry expertise to better serve the needs of turf and ornamental professionals worldwide. Our products undergo stringent quality control and assurance testing before shipment to provide the consistent levels of quality and safety that you demand.



# 2006

# RESOURCE PROFILES

Elin Miller President

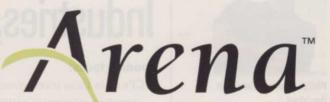
#### **MISSION STATEMENT**

Arysta LifeScience North America is an emerging provider of innovative turf and ornamental insect and disease plant protection solutions. Committed to sustainable growth and high-quality products and services, the company is strongly committed to product stewardship, environmental responsibility and human safety.

# Arysta LifeScience

#### Product focus:

Headquartered in Tokyo, Japan, Arysta LifeScience is the world's largest privately held plant protection and life science company, with 2004 revenues of ¥103.2 billion (US \$1 billion). As an entrepreneurial provider of plant protection and life science products in more than 100 countries worldwide, Arysta LifeScience specializes in the marketing and distribution of respected crop protection brands and life science products in harmony with the needs of global producers. More information on the company is available at www.arystalifescience.com.



#### Technical support, sales, training and customer service:

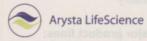
Contact Arysta LifeScience at 866-761-9397 or visit www.arystalifescience.com.

#### Major product line:

ARENA™ insecticide, containing clothianidin, is a new-generation insecticide that is the only preventive and curative grub control product. The increased insecticidal activity of clothianidin enables a very broad application window

for greater treatment flexibility throughout the season. ARENA offers greater systemic activity throughout the plant to provide both fast-acting control and reduced solubility that persists in the grub-feeding root zone for season-long control of white grubs, chinch bugs, webworms and other damaging insect pests.

ARENA and the Arysta LifeScience logo are trademarks of Arysta LifeScience North America Corporation. \$\infty\$2005 Arysta LifeScience North America Corporation.



Arysta LifeScience **Turf & Ornamentals** P.O. Box 193217 San Francisco, CA 94119

Phone: 866-761-9397 Fax: 866-231-8957 Web site:



Philip Kirwan-Hamilton President

#### **MISSION STATEMENT**

ACI's mission is to:

- 1) Exceed customer expectations.
- 2) Be a world class manufacturer.
- 3) Employ, develop and retain exceptional people.
- 4) Focus on continuous improvement.

**Auburn Consolidated** Industries, Inc.

#### **Product focus:**

ACI's main focus is commercial lawnmowers - zero-turn mowers in particular. The EverRide Warrior™ is one of the most powerful zero-turn mowers on the market today with bigger pumps, bigger motors and a frame that's 31% stronger than other mowers in its class. But regardless of the product — be it zero-turn, stand-on or walk-behind mowers - each and every ACI mower is built tough, guaranteed to increase efficiency without sacrificing quality.

#### Manufacturing facility:

ACI's manufacturing and design engineering facilities, located in Auburn, NE, have been expanded on six occasions since 1979. Currently, the facilities total 145,100 square feet in three buildings. The manufacturing and general office building comprise 131,000 square feet, with a design-engineering center

of 2,600 square feet and a prototype shop of

11,500 square feet.

#### Technical support:

Completely dedicated to a two-step distribution sales network, ACI strives to hire

> and retain the best sales people in the industry - the top 10% to be exact. And with an extremely experienced customer service, technical support and training staff, ACI is quickly rising to the top of the commercial lawnmower industry.

#### Major product lines:

An original equipment manufacturer since 1976 for companies such as Honda, Kubota, Case New Holland and John Deere, ACI manufactures EverRide and Great Dane commercial lawnmowers.



Auburn Consolidated Industries, Inc. 2100 J Street Auburn, NE 68305

Phone: 402-274-8600 Fax: 402-274-5031 Web site: www.everride.com

E-mail: sales@everride.com



### RESOURCE PROFILES

[2006]

Anna Ball

#### **MISSION STATEMENT**

Ball Horticultural
Company's mission is to
be the world leader in the
research, breeding,
production and marketing
of ornamental plants. We
call the actions that guide
us our Pillars of Growth:

- Color the world.
- Create excitement in the world of flowers.
- Always be the first choice for service.
- Continually improve our cost position.

Ball Horticultural Company 622 Town Road West Chicago, IL 60185

Phone: 800-879-BALL 800-879-2255 Fax: 630-231-1383 Web site: www.BallLandscape.com E-mail: landscape@ballhort.com

# Ball Horticultural Company



#### **Product focus:**

Ball Horticultural Company is an internationally renowned breeder, producer and distributor of ornamental plants. A family-owned business since it was founded in 1905, Ball has introduced many innovative, awardwinning varieties to the world of horticulture, including high-performance annual and perennial varieties like Wave® spreading petunias, Dragon Wing® begonias, Fiesta<sup>TM</sup> double impatiens, Kong® coleus and Early Sunrise coreopsis.

#### Manufacturing facilities:

Worldwide breeding and production companies of seed and cuttings for ornamental plants.



### Technical support, sales, training and customer service:

Ball sells its varieties directly to commercial greenhouse growers, who then sell finished plants to the landscape trade. To locate a supplier in your area, visit BallLandscape.com.





Dan Carrothers
Director, Chipco
Professional Products

#### **MISSION STATEMENT**

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

Bayer Environmental Science

Bayer Environmental Science 2 T.W. Alexander Dr. Research Triangle Park, NC 27709

Phone: 800-843-1702
Fax: 877-229-3769
Web site:
www.bayerprocentral.com
E-mail: bcs.gpcinfo@
bayercropscience.com

# **Bayer Environmental Science**

#### Product focus:

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

#### Manufacturing facilities:

With manufacturing facilities worldwide, Bayer Environmental Science produces premier products for use in the turf and ornamental marketplace. U.S. facilities are located in Pasadena, TX; St. Louis, MO; and Kansas City, MO.

To develop and support these products, Bayer Environmental Science maintains one of the premier turf and ornamental research facilities in the country. The Clayton, NC, Research and Development Center allows for year-round testing of pesticides, utilizing greenhouses and field locations. Formulations, spray techniques and the influence of rainfall/irrigation on product performance are just some of the details evaluated. Numerous turf problems can be tested under a variety of

conditions. The facility also adds significant value in allowing Bayer to respond to customer questions and input in a timely fashion.

#### **Backed by Bayer Initiative:**

The Backed by Bayer initiative is a primary focus of our organization and a way to ensure success for our golf course customers. Backed By Bayer means you purchase more than products when you do business with Bayer — you get the confidence that you'll succeed. Our customers receive the assurance that comes from value-added programs, services and an ongoing commitment to the industry.

Backed by Bayer offers:

- Dedication In terms of our field and technical representatives, our industry stewardship, and our training, research and interaction with regulatory agencies.
- Guaranteed Satisfaction We stand behind every Bayer product and guarantee our customers are satisfied.
- Superior Solutions We help customers gain and maintain superior results through our training seminars, face-to-face marketing, and industry programs.
- Added Value Our
   Accolades program rewards customer loyalty. Our Bayer
   Academy teaches application

effectiveness, and our products lend themselves to increased revenue through add-on services.

#### ■ Vision for the Future -

Our investment in the future gives customers tools to meet today's challenges and achieve their goals for growth.

#### Major product lines:

From trusted standards like Merit® insecticide, Ronstar® herbicide and Compass™ fungicide to newly launched products like Allectus™ insecticide, Forbid™ miticide and Armada™ fungicide, as well as relative newcomers Revolver™ herbicide and TopChoice™ insecticide, Bayer Environmental Science offers products to fit all areas of turf.

# MERIT® RONSTAR®

allectus FORBID Armada

**COMPASS** 

REVOLVER

topchoice\*

#### BUSINESS PLANNER [2006]

# RESOURCE PROFILES



Roger Underwood Chairman and CEO

#### MISSION STATEMENT

Global leader of innovative non-pesticide products for seed enhancement, landscape, horticulture and agriculture

### BECKER UNDERWOOD

Becker Underwood 801 Dayton Ave. Ames, IA 50010

Phone: 800-232-5907 Fax: 515-232-5961 Web site: www.beckerunderwood.com E-mail:

request@ beckerunderwood.com

### **Becker Underwood**

#### Major product lines:

Becker Underwood has established itself as a leader in the bio-agronomic industry, best evidenced by the development of its Rhizanova™ brand of mycorrhizal fungi inoculants that help establish newly planted trees, shrubbery and ornamentals.

The mycorrhizal fungi in Rhizanova work to effectively colonize root mass as documented by its Mean Infectivity Percentage (MIP). By the extension of fungal growth into the soil, the effective absorptive area of roots is greatly increased. Unlike other mycorrhizal inoculants that only quantify what goes into the package, MIP assures you of the performance you get

Becker Underwood's bio-agronomic line also includes:

- Bio-Gain® WSP® and VigaROOT™ biostimulants for rapid growth
- Canteen® natural wetting agent and soil penetrant
- Sprint® 330 and Sprint® 138 iron chelates for protecting plant-available irons in turf, trees shrubs,

field-grown plants and container plants

- Admiral<sup>™</sup> for growth control of algae and aquatic vegetation in lakes and ponds
- Tree Guard® odorless deer repellent for trees, shrubs and flowering ornamentals.

Becker Underwood is also a world leader in nematode technology, providing pest control solutions for the turf and horticulture industries, mushroom producers and home gardeners.

- Becker Underwood Saint Joseph, MO
- Becker Underwood France Toulouse, France
- Becker Underwood Australia
   Somersby, Australia
- Seed Biotics, A Becker Underwood Company Caldwell, ID
- Nitral Urbana, A Becker Underwood Company Pinhais, PR Brazil

### Technical support, sales, training and customer service:

Becker Underwood prides itself on providing top-notch customer service and technical support for its many diverse product lines. We have a tenacity to do whatever is necessary to get



#### Manufacturing facilities:

- Corporate Headquarters Ames, IA
- Becker Underwood UK Littlehampton, West Sussex
- Becker Underwood Canada Saskatoon, Saskatchewan

the job done and a genuine desire to meet our customers' needs. Every member of our highly skilled sales team has been thoroughly trained and is eager to help solve our clients' toughest challenges.

### RESOURCE PROFILES

[2006]



Steve Levy President and CEO

#### **MISSION STATEMENT**

To be the market leader by developing, producing and marketing innovative rodent control products of uncompromising quality. To commit to excellence in customer service and to conduct our business with the highest integrity. Bell's mission can only be achieved in a stimulating work environment that supports personal growth, individual contribution and teamwork.



Bell Laboratories, Inc. 3699 Kinsman Blvd. Madison, WI 53704

Toll Free Customer Service: 800-323-6628 Fax: 608-241-9631 Web site: www.talpirid.com E-mail: talpirid@belllabs.com

# Bell Laboratories, Inc.

#### Company focus:

Bell Laboratories is a world leader in pest control products. From initial product inception and development to manufacturing and subsequent support in product use, Bell focuses on quality, functionality and innovation.





#### Manufacturing facilities:

Bell is a vertically integrated manufacturing company. All of Bell's products are designed, tested and manufactured in its modern facility in Madison, WI, which houses its manufacturing operation, offices, and biological and chemical testing laboratories.

### Technical support, sales, training and customer service:

Bell's dedicated staff is committed to providing

quality pest control products and superior customer service at every stage – from product manufacturing to proper field use. This support includes internal and external technical expertise and technical representatives in the field that consult on difficult control problems.

#### Major product line:

Talpirid Mole Bait is the result of more than four years of groundbreaking research in Bell's biology and chemistry labs and in the field. It is the



first and only mole bait designed, developed and scientifically proven to kill moles. Talpirid's optimal size, shape and feel allow the bait to be consumed in the same manner as moles consume their natural food source, the earthworm. Special enhancers help ensure immediate attraction and excellent product acceptance. The active ingredient, bromethalin, capitalizes on the mole's physiology. One worm can kill a mole in 24 hours. Talpirid is easy to use and is proven to be extremely effective.

**Richard Pedtke**President of Compact
Vehicle Technologies

#### **MISSION STATEMENT**

Our mission is to be recognized as a world leader in the engineering, manufacturing and marketing of compact industrial, construction and agri-business equipment, attachments and related services.

# **Bobcat Company**

#### **Product focus:**

Bobcat Company — a business unit of Ingersoll-Rand — manufactures skidsteer loaders, compact track loaders, all-wheel steer loaders, mini-track loaders, compact loader backhoes, compact hydraulic excavators, telescopic tool carriers, utility vehicles, the Toolcat 5600 utility work machine, utility products, portable power and compaction, and a long line of job-matched attachments.

### **Manufacturing facilities:** Bobcat Company

210 First Ave. NE Gwinner, ND 58040 Bobcat Company 521 S. 22nd St. Bismarck, ND 58506

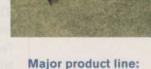
#### **European Facilities:**

BOBCAT CR, S.R.O U Pivovaru 600 263 12 Dobr Czech Republic

BOBCAT FRANCE S.A. Route de Nantes BP 71 F-44160 Pont-Chateau France

#### **Technical support:**

For the name of your nearest Bobcat dealer, please use the Bobcat locator on www.bobcat.com.



Compact Track Loaders: A Bobcat® compact track loader's strongest asset is its low ground pressure. By distributing the operating weight throughout the tracks, these machines carry heavy loads while causing minimal turf damage. The track undercarriage also provides maintenance crews with the traction they need to work in wet and muddy conditions where other loaders don't perform as well. With rated operating capacities of up to 3,000 lbs., they are capable of handling pallets of sod, seed and fertilizer. The Bobcat track design provides great digging performance and is easy to maintain - idlers and roller are permanently lubricated, and no special tools are required to change or adjust the tracks.



Toll-free customer service: 866-823-7898
Fax: 701-241-8704
Web site: www.bobcat.com
E-mail: infocenter@bobcat.com



#### BUSINESS PLANNER [2006]

# RESOURCE PROFILES

#### **MISSION STATEMENT**

Briggs & Stratton
Commercial Power is
driven to be your power
solutions partner of
choice by providing
engine application
expertise, a full range of
robust, high-performance
engines, a brand the
market trusts, a service
network of more than
15,000 dealers and
worldwide factory services
and support.



#### COMMERCIAL POWER

Briggs & Stratton
Commercial Power
12301 W. Wirth St.
Wauwatosa, WI 53222-2110

Phone: 800-999-9333
Fax: 414-256-5116
Web site:
www.commercialpower.com
E-mail:
Page.Doug@basco.com

Briggs & Stratton Commercial Power

#### **Product focus:**

Briggs & Stratton®

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

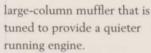
#### Manufacturing facility:

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

#### Major product lines:

The Vanguard V-Twin BIG BLOCK™ air-cooled and liquid-cooled commercial engines provide economical power, increased horsepower-to-weight ratio and the same mounting footprint for air- and liquid-

cooled applications. The Vanguard V-Twin BIG BLOCK aircooled engines are available in 25-, 27-, 29-, 31-, 33- and 35hp models for horizontal shafts. For vertical shafts, the air-cooled engines are available in 30- and 32-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. An innovative intake and exhaust system features a



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.

Both engines contain V-Twin/Overhead Valve (OHV) technology that reduces component and equipment wear and tear while providing superior balance and low vibration.



#### BUSINESS PLANNER [2006]

# RESOURCE PROFILES

Ted Shackelford President/CEO

#### **MISSION STATEMENT**

Our job is to provide our customers with cutting-edge, innovative equipment that is cost-effective, reliable and improves their productivity.



C&S Turf Care Equipment, Inc. 6207 Dressler Road, N.W. North Canton, OH 44720

Phone: 800-872-7050 Fax: 330-966-4511 Web site: www.csturfequip.com E-mail: csturf@ameritech.net

# **C&S Turf Care Equipment, Inc.**

#### **Product focus:**

In 1981, C&S Turf Care
Equipment decided to design
and build equipment
specifically for lawn and tree
care professionals. The
company was first to develop
the commercial quality 12v
electric low-volume, lowpressure skid sprayer. Our
Turf Tracker® was the first
zero-turn spread-spray
applicator and is the standard
on which thousands of
satisfied turf care professionals
have come to rely.

#### Manufacturing facilities:

Products are manufactured at C&S Turf Care Equipment's headquarters in North Canton, OH.

### Technical support, sales, training and customer service:

Call toll free, fax, e-mail or visit the Web site for technical questions, parts and accessories, design services, sales and service.

#### Major product lines:

- SS8030 Turf Tracker®
- SS15045 Wide Tracker®
- SS10012 Turf Tracker Time Machine®
- "E" Series Protank® 12v electric skid sprayers
- "G" Series Protank® gasoline skid sprayers
- Custom design services







Roger Braswell CEO

#### MISSION STATEMENT

Specializing in the lighter side of heavy equipment, Compact Power, Inc. is dedicated to producing and distributing the highest quality, most versatile and affordable compact machines in the world.

# Compact Power, Inc.

#### Product focus:

Compact Power, Inc. manufactures and distributes PowerHouse, Kanga, Boxer, ProHauler and a wide array of accompanying attachments. By incorporating all of our brands under the parent company CPI, we are able to provide the best multipurpose machinery, attachments, service and parts in the industry. We are the one-stop shop for all of your compact power equipment needs, including compact utility loaders, attachments, miniexcavators and trailers.



#### Manufacturing facility:

Mertz Manufacturing Ponca City, OK

#### Major product lines:

Boxer equipment - Since the Boxer was introduced in 2000, it has given new dimension to the compact loader industry. This legacy

has continued to permeate through the equipment industry, and the Boxer is now one of the most sought-after products on the market.

#### Kanga loaders —

Contractors around the world have been relying on Kanga power for more than 25 years. Everything from landscape installation, golf course maintenance, utility work to site preparation, Kanga has a loader and attachments to get it done faster. Kanga loaders come in a wide array of sizes from the 16-hp Honda Kanga Kid to the 27-hp Kohler Kanga 7, aka the Fat Track.



Compact Power, Inc. P.O. Box 40 Fort Mill, SC 29716

Phone: 800-476-9673 Fax: 803-548-2762 Web site: www.cpiequipment.com E-mail: LMcCarley@ cpiequipment.com



### RESOURCE PROFILES

[2006]

James W. Owens Chairman and CEO

#### **MISSION STATEMENT**

Caterpillar® will be the leader in providing the best value in machines, engines and support services for customers dedicated to building the world's infrastructure and developing and transporting its resources. We provide the best value to customers.

Caterpillar will provide its workforce with an environment that stimulates diversity, innovation, teamwork, continuous learning and improvement and rewards individual performance. We develop and reward people.

Caterpillar is dedicated to improving the quality of life while sustaining the quality of our earth. We encourage social responsibility.

Caterpillar Inc. 100 N.E. Adams St. Peoria, IL 61629

Phone: Call your local Cat® dealer or the local Cat Rental Store, or 800-Rent-Cat (U.S. and Canada) to speak to a rental specialist. Web site: www.cat.com

# Caterpillar Inc.

#### Product focus:

Through its network of
Caterpillar dealers and more
than 300 Cat Rental Stores
throughout North America,
Caterpillar offers a full range of
equipment for landscape
construction and site
preparation. All Caterpillar
products are supported by local
Cat Dealers, which provide
superior customer service.

Caterpillar designs and manufactures 10 models of skid steer loaders and five models of multi-terrain loaders, which feature rubber tracks. Several of the machines feature vertical lift, and several have high-flow hydraulics systems for powering highdemand tools. A diverse line of Cat Work Tools equips the machines for a wide range of jobs — buckets for every application, forks, blades, landscape rakes, tillers, augers, trenchers, backhoe attachments, hammers, stump grinders, brush cutters, mulchers and brooms.

Six models of miniexcavators can handle



trenching and digging tasks in tight spaces. The newest models feature variable displacement hydraulic pumps for unmatched ability to dig through tough conditions. A variety of work tools equips these machines to do more than digging.

For jobs requiring high mobility, three models of Caterpillar compact wheel loaders are up to the task. Long reach and dump height make them ideal for truck loading. Several models of Caterpillar telehandlers are designed for both lifting and digging. The long reach of a telehandler suits it to placing materials on slopes.

For site preparation work, Caterpillar offers three models of small track-type tractors that are well suited to tough dozing on a smaller scale than the big tractors for which Caterpillar is so well known.

Caterpillar Financial
Services can work with your
business to facilitate purchases
and leases. For jobs requiring
machines for a shorter period,
look to the Cat Rental Store.
Cat Rental Stores are a
growing network of locally
owned Caterpillar Dealer
stores. They have a full range
of Caterpillar and other
brand-name equipment along
with specialized tools to meet
all of your jobsite needs.





#### Manufacturing facilities:

Caterpillar products and components are manufactured in 49 U.S. facilities and in 59 other locations in 22 countries around the globe.

### Technical support, sales, training and customer service:

Caterpillar's global dealer network provides a key advantage — customers deal with people they know and trust. Almost all dealerships are independent and locally owned. Many have relationships with their customers that span at least two generations. Cat dealers serve equipment, service and financing needs. Rental services are offered through hundreds of Cat Rental Stores in North America. Rental specialists ensure that the customer gets the right machine for the job.

2006



Frank Daniels President

#### **MISSION STATEMENT**

Our mission is to provide water treatment products that are environmentally friendly, cost-effective and totally reliable to global markets with superior customer service while providing a hospitable working environment that allows all Chemilizer employees the opportunity to achieve their career goals.



Chemilizer Products, Inc. 230 Commerce Drive North Largo, FL 33770

Phone: 800-234-7211 Fax: 727-559-8266 Web site: www.chemilizer.com E-mail: sales@chemilizer.com Chemilizer Products, Inc.

#### Product focus:

Chemilizer Products, Inc. has manufactured quality chemical injectors for more than three decades. The units are built to meet the requirements for horticultural and irrigation applications as well as water treatment, animal health and many agricultural uses.

A great appeal of the CP33 and HN55 injectors is elimination of electrical needs. Units are designed to use water flow as a source of power, lowering operating costs and eliminating the necessity for unreliable flow switches. A unique diaphragm design eliminates scarring, which normally occurs in traditional piston designs, increasing reliability. Accuracy at ultra-low injection rates can eliminate the need to dilute the injected solution. Another marvelous innovation is the injectors' ability to deliver thickest organics without Chemilizer clogging, a feat beyond the

injectors. The CP33 injector has an attached flow meter that provides accurate

manufacturers'

capability

of most

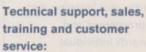
control for precise delivery of fertilizers, insecticides and fungicides. A single Chemilizer unit covers a flow range that would require multiple competitive units, with water flows ranging from 10 GPH to 500 GPM and more.

Chemilizer offers an industry-best twoyear warranty on the water motor. The units are the only non-electric injector certified by the Water Quality Association, which qualifies them to bear the prestigious WQA Gold Seal. This ensures that nothing is added to the water except what is intended.

President Frank Daniels' commitment to excellence energizes the organization with the singular task of providing Chemilizer customers true value, reliability and performance superiority.

#### Manufacturing facility:

Chemilizer Products, Inc. was founded in 1976. Growing demand for Chemilizer's products prompted a company move in 1999 to its current Largo, FL, location a modern 20,000-squarefoot plant.



Chemilizer Products, Inc. has brought practical repair knowledge directly to users via a video training course that can be easily delivered to a participant's computer. The course combines sound. video and interactive coaching and is available on CD or from the company web site. Training is also conducted four times a year at the Largo facility by a skilled trainer and manager of Customer Support.

Chemilizer has 35 repair centers located throughout the United States and Canada for local warranty service. Contact Chemilizer to become a dealer or find the dealer nearest you at 800-234-7211.

### RESOURCE PROFILES

[2006]

Dave Tucker President

#### **MISSION STATEMENT**

Our mission is to facilitate the success of business organizations by providing quality products and uncompromising customer service that significantly increases their performance capability.

### CLIP Software

#### Product focus:

CLIP continues to be the service industry leader for more than 17 years. CLIP gives you the ability to route, schedule, estimate and job cost your jobs and projects. CLIP also contains contact management software with all of your customer's information and history of all services rendered since your first uses of CLIP!

You can track all your crews and the time spent on each job/location. CLIP produces employee efficiency reports and revenue tracking reports showing the profitability of each job and each customer.

With more than 10,000 copies sold and 17 years in business, we are ready to help you eliminate paperwork and become more productive. CLIP uses palms, bar codes, GPS technology and WAP technology to keep track of your crews, equipment and to easily update completed field work for rescheduling, billing, and revenue tracking.

In addition, CLIP links with Quick Books, Peach Tree, Word, Excel, MapPoint and Outlook.

#### Technical support:

CLIP offers nine ways to support you during your setup and continued use:

- Live telephone support with our support team
- E-mail support
- Fax support
- Printed training and reference manuals
- Training CD
- Classes throughout the United States
- Onsite training
- Online training
- Annual CLIP Conference.

Nobody else comes close for training and support.



CLIP Software 9639 Dr. Perry Road, Suite 123 Ijamsville, MD 21754

Phone: 800-635-8485 Fax: 301-874-3613 Web site: www.clip.com E-mail: sales@clip.com



#### BUSINESS PLANNER [2006]

# RESOURCE PROFILES

Rick Carver, President Rob Shauger, COO

#### **MISSION STATEMENT**

To provide for our customers the best team of highly motivated and trained professionals in the lawn and landscape industry. Furthermore to consistently provide our employees and our customers with safe and honest advice while working in an atmosphere with realistic goals, superior team attitude and where family always comes first.



COMPASS System Inc. Wilmington, DE

Phone: 302-324-1614
Fax: 410-885-3718
Web site:
www.compasssystem.com
E-mail:
info@compasssystem.com

# COMPASS System Inc.

The green industry's only comprehensive system for running a lawn and landscape business

#### The COMPASS System is:

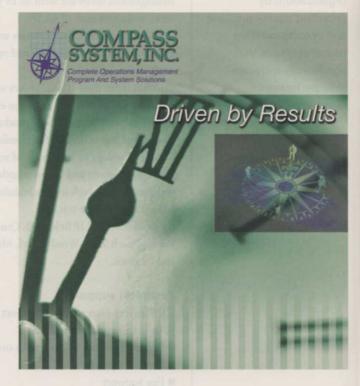
1 A business management system that teaches you how to:

- "Track Time, Not Dollars"
- Understand your true labor cost and overhead
- Protect and track net profit
- Track bonuses

A bonus and incentive system that motivates your employees to get out of the gate on time, work more efficiently and come in under budget, earning more money for themselves and greater net profit for you by not working overtime.

3 An employee retention system that shows you steps to implement in your business to attract and retain great employees.

An efficient operations system that shows you how to reduce your employees' non-billable time and organize your facility for maximum efficiency in a



natural and non-adversarial manner by partnering with your employees.

5 An office procedure system that provides a step-by-step process for managing a lawn and landscape operation, including all the necessary forms and steps to follow from the initial client contact

through completion of a job and payment. By using this standardized system, teaching it to your employees, and shifting responsibility to them, your company runs whether you are there or not.

The COMPASS System — Guiding your company to improved profits.

# RESOURCE PROFILES

[2006]

David Levy President

#### **MISSION STATEMENT**

DIG Corporation is committed to providing "Intelligent Irrigation" solutions for all its customers. DIG will strive to meet the demands and challenges of the irrigation and green industry.

Innovation, quality and service are not just descriptive terms. They are the core of our business philosophy.



DIG Corporation 1210 Activity Drive Vista, CA 92081

Phone: 800-322-9146 / 760-727-0914 Fax: 760-727-0282 Web site: www.DIGcorp.com E-mail: DIG@DIGcorp.com

# **DIG** Corporation

#### Product focus:

As an industry leader in drip and micro-irrigation products, DIG manufactures micro-sprinklers, drip accessories, drip tubes, filters and irrigation controllers. Battery-operated irrigation controllers from DIG are innovative in design and functionability. They offer irrigation controls and program standards with freedom from AC wiring.

LEIT irrigation controllers are powered by ambient light, meaning that in almost any location, day or night, the controllers are able to function without AC power. The LEIT Link package will be introduced at the IA Show. This package includes the LEIT XRC controller, the LEMA 1600 Series Actuators and a Radio Remote Control Handset. The XRC facilitates two-way communication between the controller and the remote handset. The LEIT Link handset performs manual runs, test valves, installs programs, adjusts budgets, reviews controller status and activates programs from up to 800 feet away. The LEMA 1600HE can replace conventional solenoids for most valves using DC power at a distance of up to 4,500 feet using 14 AWG wire.

DIG now offers a wireless multi-functional battery



operated control system, the R600 Series, comprised of a remote control unit that can operate numerous field control units. The R600 Series Controllers are available in one, two and four stations. The R600 can be used for manual runs, plus valve testing and programming for a large number of controllers.

#### Manufacturing facilities:

DIG owns and operates a 40,000-square-foot production facility where products are manufactured and assembled. Highly technical machines automate the assembly of DIG fittings. DIG also extrudes most drip tube on site. Top grade virgin material (DOW 7510 Fingerprint)

material (DOW 7510 Fingerprint) ensures high quality tubing that resists weathering and UV degradation in the landscape. All LEIT controllers are built according to ISO 9002 standards to certify their effective operation. Any repairs or upgrades to the LEIT controllers are done on-site by highly trained technicians.

### Technical support, sales, training and customer service:

For technical support and customer service, please call 800-322-9146 Monday-Friday 8 a.m.-5 p.m. PST.

Training seminars are often conducted throughout the year by our sales team. Please contact Rick Heenan, commercial sales manager, at



### RESOURCE PROFILES

[2006]



Art Evans Founder, President & CEO

#### **MISSION STATEMENT**

As the first commercially built, completely hydraulically driven, belly-mounted, zero-turn radius mower in the industry, Dixie Chopper developed the concept of a compact unit with superior horsepower, quality and speed of cut in a user-friendly machine. Our attention to speed, quality and reliability has ensured Dixie Chopper's ability to deliver a unit that has many years of dependable, reliable service at a reasonable price. That reputation has earned the respect and loyalty of thousands of commercial lawn care professionals. Dixie Chopper is proud to be family owned and operated, and American made!

Dixie Chopper 1701 Indianapolis Road Greencastle, IN 46135

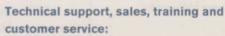
Phone: 765-246-7737 Fax: 765-653-4180 Web site: www.dixiechopper.com Dixie Chopper

#### **Product focus:**

Speed, quality and reliability are still the Dixie Chopper hallmarks as it marks its 25th year in 2005. Those traits translate into productivity for our end users, meaning more leisure time for homeowners and more money in the pocket of commercial cutters and landscapers.



Dixie Chopper's new assembly plant on Greencastle's east side opened in September 2005. It is located approximately seven miles from the national headquarters and original plant in Fillmore, IN. The Fillmore plant is on the site of the old Evans family farm, where Art Evans perfected the zero-turn mower and helped revolutionize the lawn care industry. The very first production mower, completed on April 15, 1980, is still used to mow grass weekly.



One of the things that sets Dixie Chopper apart is its nationwide base of highly skilled authorized dealers. End users can count on the service and support of those dealers, as well as the Dixie Chopper parts and service organization that offers service schools throughout the year and supplies its dealers with quarterly DVDs that feature tech tips on servicing its mowers.

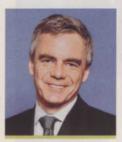


#### Major product line:

Dixie Chopper is the maker of the "World's Fastest Lawn Mower." A Dixie Chopper with a 72-inch deck can mow a football field in nine minutes. Proof of the company's respect and success is embodied in the recent selection of President/CEO Art Evans as Indiana Entrepreneur of the Year for 2005. He will compete for the national honor in Palm Springs, Calif., Nov. 19.

# RESOURCE PROFILES

[2006]



Jerome Peribere President and CEO

#### **MISSION STATEMENT**

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; and to responsible stewardship. We diligently follow this series of commitments 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 the 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.

Dow AgroSciences 9330 Zionsville Road Indianapolis, IN 46268

Phone: 800-255-3726 Fax: 800-905-7326 Web site: www.dowagro.com/turf E-mail: info@dow.com

# Dow AgroSciences

#### **Product focus:**

Dow AgroSciences delivers innovative technology that exceeds market needs and improves the quality of life of the world's growing population. We are a wholly owned indirect subsidiary of The Dow Chemical Company. That strength and stability plus the passion of more than 5,500 of the industry's most talented people ensures we meet our customers' needs. We will continue to pursue innovative solutions using science and technology and 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 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.

#### Our key green industry products include the following:

Dimension® specialty
herbicide — Provides
premium season-long
pre-emergence control of
spurge and oxalis and other
grassy weeds, along with early
post-emergence control of
crabgrass. Never stains and







won't harm turf. Great for use on overseeded turf.

Spotlight™ specialty
herbicide — Powerful yet
selective post-emergence
herbicide for improved
control of clover and other
hard-to-control weeds. Shows
visible activity within 48
hours; ideal for tank-mixing.

MACH 2° specialty
insecticide — At an easy-toremember 2 pound rate,
provides unbeatable control of
all grubs all season long. Costs
less per acre than other
leading grub control products.
Performance is guaranteed.\*
Wide window of application
(apply early and up to second
instar) provides route
scheduling flexibility. Does
not require immediate
irrigation; controls
lepidoptera, too.

Eagle® 20EW specialty fungicide — A liquid systemic fungicide for preventive and curative control of 19 turfdestroying diseases such as dollar spot and brown patch. Available in convenient, easyto-use containers ideal for use on home lawns and backyard fruit trees. A single application lasts up to 21 days.

# Technical support, sales, training and customer service:

Seventeen sales representatives, five technical sales representatives, three sales managers, four product technology special is and various product and marketing specialists provide stewardship, training and solutions to formulators, distributors, university researchers and end users nationwide. Specimen labels and material safety data sheets are available from the Customer Information Center or online at www.dowagro.com. Publications include product fact sheets and Panorama™, an eight-page newsletter for professional turf and landscape managers.

\*\*Trademark of Dow AgroSciences LLC
State restrictions on the sale and use of
Dimension, Eagle 20EW, MACH 2 and Spotlight
apply. Consult the label before
purchase or use for full details.

\*Guarantee applies to professional use only.
Other limitations and conditions apply.
Guarantee payment is limited to the cost of the
MACH 2 component of the formulation used.
See www.dowagro.com/turf or your supplier for
complete details.
Always read and follow label directions.

#### BUSINESS PLANNER [2006]

# RESOURCE PROFILES

Yoshi Nagao President

#### MISSION STATEMENT

ECHO Incorporated is the growing, global leader in providing superior value power equipment products and services to the lawn and garden industry and other chosen markets.

We work as a team with our employees, suppliers, and business partners to deliver innovative, technologically advanced products that fulfill the needs of our customers.

We operate as an important business unit of Kioritz Corporation.



ECHO Incorporated 400 Oakwood Road Lake Zurich, IL 60047

Phone: 800-673-1558
Dealer locator:
800-432-ECHO
Fax: 847-540-9670
Web site:
www.echo-usa.com
E-mail:
marketing@
echoincorporated.com

# **Echo Incorporated**

#### Product focus:

Ask any landscape or forestry pro, "Who makes the most dependable outdoor power equipment?" and they will say, "ECHO." ECHO manufactures high quality, handheld equipment for professionals and discerning homeowners.

#### Manufacturing facility:

ECHO engineers, manufactures and supports its products in the Northwest Chicago suburb of Lake Zurich, IL, which also is the company's corporate headquarters.

#### Major product lines:

■ Trimmers. ECHO's easy-touse custom ergonomic controls, lightweight design and super-powerful Power Boost Tornado™ technology give you the tools to enhance your productivity.

- Brushcutters. Offered in five engine displacements and flex cable or solid steel shafts, there is an ECHO Brushcutter for any application ranging from rough grass, thickets or shrubs to dense undergrowth.
- PAS. The Pro Attachment Series® (PAS) features a tool for every need. Two power sources work in conjunction with 10 commercial-grade attachments, offering flexibility and performance.
- Edgers. Lightweight and easy to maneuver, Perfect Edge® Power Edgers deliver superior power and durability. Three models are available with a Pro-Torque™ gear case that provides 30 percent more torque.
- Hedge Clippers. Designed for professionals who demand performance, ECHO clippers are tough, reliable and loaded with helpful features like



throttle lockout, commercialgrade gear cases and cutters, and vibration-reducing engine mounts.

- Shred 'N' Vac. The Shred 'N' Vac® turns yard debris into garden mulch fast. Blow it. Shred it. Bag it. It's that easy.
- Blowers. Designed in both handheld and backpack versions, ECHO has combined high-volume air output and low-decibel sound levels to create a powerful blower that will blow away leaves and grass but not the neighbors.
- Chain Saws. ECHO Chain Saws combine superior balance, outstanding control, and vibration-reduction technology to give you a powerful, easy-cutting saw with trouble-free handling.
- Power Pruners. ECHO
  Power Pruners® provide fast,
  easy and safe pruning for
  hard-to-reach applications.
  Loaded with features like
  lightweight design,
  comfortable controls,
  adjustable oiler and Oregon®
  Intenz™ guide bars make the
  Power Pruner a versatile tool
  that delivers commercialgrade tree care.
- Sprayers. ECHO sprayers discharge herbicides, pesticides and fertilizers cleanly and evenly.



**Hugh Kramber** CEO

### envista software

#### Poduct focus:

Envista is a fully integrated, seamless software that will greatly enhance and offer time savings to the way landscapers approach their business.

From getting a bid to a client to overseeing a building project to forecasting next year's profits, the demands of your job are many.

Envista was created to work the way you do. Web-based and completely integrated, it puts the power of managing your enterprise at your fingertips—enabling you to access all areas of your business whether in your truck, on location or in the office.

#### Envista's features include:

Estimating - From entering patio measurements for instant quantity and price quotes to pulling detailed info on plants and shrubs, envista lets you create, and deliver, detailed quotes in minutes.

Sales tracker - Get immediate access to the status of all

Scheduling/routing - Quick accurate access to all crew members and locations.

Customer service - Track and prioritize customer relations and quality control.

Profitability analysis - Track profitability by salesperson, contract or crew.

Administration - Manage all billing, payroll, time cards and more.

Easy-to-learn and easy-to-use, envista will have you changing the way you do business in no time. Designed to provide more job efficiency and profitability, Envista can be customized to meet whatever business goals you set-whether it be to increase sales, track customer satisfaction or reduce downtime.



envista software 12488 Xenwood Ave. South Savage, MN 55347

Phone: 866-641-6459 Fax: 952-882-1500 Web site: www.envistainc.com E-mail: info@envistainc.com



[2006]

**Tony Pappas** CEO/President

#### **MISSION STATEMENT**

At Exaktime, we understand the value of time and attendance management as the difference between profit and loss.

Our products and services help thousands of customers save time and money by managing their employees' time on the job more effectively.

Exaktime is dedicated to providing the finest products and services in the industry while assuring that we are the easiest company to do business with.

Our purpose is to innovate, lead, and serve our customers by ensuring that Exaktime helps make businesses better year after year.

Exaktime is: Innovation At Work.

Exaktime 22801 Ventura Blvd. Suite 310 Woodland Hills, CA 91364

Phone: 888-788-8463 Fax: 818-222-6148 Web site: www.jobclock.com E-mail: info@exaktime.com

### **Exaktime**

#### Product focus:

The Jobclock System was designed and invented by a contractor who found it nearly impossible to manage employee time and attendance.

His workers were arriving late and leaving early, handing in illegible timecards, rounding up their hours, and claiming overtime for hours not actually worked - and his business suffered the consequences.

The Jobclock System puts contractor and landscapers back in control of their employees and their business.

Rugged, weatherproof and battery-powered, this portable time clock acts as an

on-site supervisor and timekeeping.

With The Jobclock your workers to fill in collect and decipher them.

snap when you print out clean and accurate time reports, summarized by worker, jobsite and activity.

By ensuring that you only pay your workers for the time they worked, The Jobclock System saves you time and money each payroll.

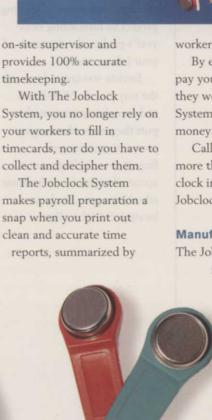
Call now to find out why more than 160,000 workers clock in today with The Jobclock System.

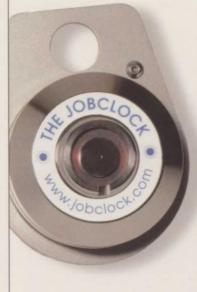
#### Manufacturing facilities:

The Jobclock System is made in the United States. Exaktime is based in Woodland Hills, CA.

> **Technical** support, sales, training and customer service:

Product specialists are available to answer questions and customize a Jobclock System to fit your needs. Contact us at 888-788-8463 Monday-Friday from 7:30 a.m. to 5:30 p.m. Pacific Time. Product support is provided free of charge for the first year.





# [2006]

### RESOURCE PROFILES

#### **MISSION STATEMENT**

An Express Blower™ truck is an exciting and professional addition to any landscape, erosion control, or construction business. It increases productivity and efficiency and can improve your bottom line profit. Not only will an Express Blower™ add value to your business, but its versatility opens markets and applications you may never have imagined.



Express Blower, Inc. 1275 Bailey Hill Road Eugene, OR 97402

Phone: 800-285-7227 Fax: 541-349-8161 Web site: www.expressblower.com

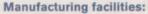
E-mail:

info@expressblower.com

# Express Blower, Inc.

#### Product focus:

The Express Blower™ is the only blower equipment designed and manufactured to quickly and efficiently apply aggregates, compost, mulches, sand and soil blends to remote or inaccessible areas. With a wide variety of models available, there is one to suit any need, including fully integrated box and chassis units or trailer mount units. Express Blower<sup>TM</sup> equipment is perfect for the erosion control, landscaping and construction industries, as labor requirements are reduced while profitability and efficiencies are increased.



We operate using a manufacturing process that maintains the highest quality standards using the most reliable and durable components available and allows us the flexibility to meet our customer's needs.

#### Technical support, sales, training and customer service:

Every customer is provided comprehensive operator training. Besides the equipment, this is probably the most valuable tool we provide. Our customer service technicians are the most experienced in the industry. Not only have they





worked in the manufacture of the EB units, they also are practiced equipment operators. Each thoroughly understands the equipment, and they quickly and patiently troubleshoot most problems over the phone -

whether it's a service or operational issue. We also offer an array of marketing and advertising materials. Much of the material is free with purchase, and some of the material is even personalized.

# RESOURCE PROFILES

[2006]

Phil Wenzel
President & COO

#### **MISSION STATEMENT**

Premier designer, manufacturer, marketer and distributor of high quality outdoor power equipment sold exclusively through independent dealers.



Commercial Mower Specialist

Ferris Industries 5375 N. Main St. Munnsville, NY 13409

Phone: 800-933-6175
Fax: 315-495-0109
Web site:
http://ferrisindustries.com
E-mail:
marketing@
ferrisindustries.com

Ferris Industries

#### Product focus:

Ferris is a veteran of innovation. We've introduced quality products and have been delivering solutions to our customers for over 95 years.

Our history is a long line of firsts. We brought you the industry's first hydrostatic drive walk-behind mower and the first electric deck lift. Our zero-turn mowers are the only commercial mowers with Independent Suspension.

We stay ahead of the pack.

That's why Ferris, the commercial mower specialist, has earned the reputation as the innovation leader in the outdoor power equipment industry. Our ongoing development in mower design and suspension technology substantiates that position.

Products are a reflection of people who build them. Our cutting-edge technology starts with sharp minds — experienced professionals who understand what you do each day. At Ferris, we pour our talent and time into creating ways for you to work better, faster and smarter. The result: a first-class line of commercial mowers.

HydroCut 32 — Setting a new standard, this single-drive hydrostatic walk-behind features a 32- or 36inch cutting width with 13-hp Kawasaki V-Twin electric start engine. IS 5000Z — This ultimate mowing machine features

Ferris' exclusive 4-wheel suspension and a 33-hp

Caterpillar diesel engine.

Ferris commercial mowers help you make the most of every minute in the field. Our mowers balance power and speed with productivity and precision. Our extensive equipment line promises you a perfect fit with a wide range of rugged

walk-behinds, reliable three-wheel riders and innovative zero-turn

inches. Our exclusive suspension systems, paired with powerful engine choices, achieve new levels of performance and

productivity.

#### Manufacturing facility:

All this technology turns heads. To keep up with demands for products, Ferris has expanded its resources with a facility addition that features a state-of-the-art tow line and assembly area.

#### Technical support, sales, training and customer service:

Customers can count on the service and support they receive from authorized Ferris dealers. Those dealers are backed by the most experienced service technicians and parts support team in the industry.

#### Major product lines:

Zero-turns featuring Ferris' exclusive 4-wheel suspension systems, three-wheel riders and walk-behinds.



[2006]

Stan Guyer President

# The Grasshopper Company

workers with high-tech

equipment including

manufacturing fully

system, and CNC

fabrication and

machining. Facilities

integrated with a 3-D solid

modeling computer design

computer-aided

#### **Product focus:**

Grasshopper True ZeroTurn™ mowers are built for maximum comfort. durability, productivity and versatility while providing easy operation, agility and timesaving performance. Deep DuraMax™ decks deliver a quality cut in a variety of mowing conditions. The QuikConverter Implement System<sup>™</sup> lets you change FrontMount™ deck sizes or add attachments in minutes without tools. The industry-exclusive PowerFold™/Electric Height Adjustment option for Grasshopper 48- to 61-inch FrontMount™ DuraMax™ decks effortlessly raises the front of the deck vertically with the flip of a switch for easy access to the underside for cleaning and maintenance. PowerFold™ also lets you change cutting heights from 1 to 4.5 inches with the same switch.

Manufacturing facility:

Grasshopper power units, mowing decks and

attachments are produced by

skilled

include more than 300,000 square feet of manufacturing, testing and warehouse space in Moundridge, KS. **Technical support:** 

Technical support is provided to Grasshopper customers through an extensive dealer network throughout the United States. The company provides service schools for its dealers.

Major product lines:

Grasshopper True ZeroTurn™ FrontMount™ mowers with horizontal crankshaft, OHV engine choices from 16 to 32

hp, liquid-cooled or aircooled, gas or diesel. Grasshopper True ZeroTurn™ MidMount™ mowers with horizontal crankshaft, OHV engine choices of 18 to 32 hp. gas or diesel. Deck cutting widths available from 44 to 72 inches. All mowers come standard with ROPS (except 600 Series). Year-round attachments include PowerVac™ collection systems, AERA-vator™, edger, turbine blower, V-plow, dozer blades, rotary brooms, snowthrowers, tine-rake dethatchers, and sprayers. Other options available include winter enclosure and heater.



The Grasshopper Company P.O. Box 637 Moundridge, KS 67107

Phone: 620-345-8621 Fax: 620-345-2301 E-mail: info@grasshoppermower.com Web site: www.grasshoppermower.com



# [2006]

# RESOURCE PROFILES

Takeo Fukui President & CEO

#### MISSION STATEMENT

Honda designs and produces products that benefit society; respects its people and their dignity; is a good corporate citizen and community partner; and maintains an intrinsic focus on technological innovation, safety and the environment.

#### Acura cars, to motorcycles and ATVs, to Marine Technical support, sales, products centers around that. training and customer In fact, Honda is the world's service:

equipment, some of our basic durability, quality, reliability, leadership, low emissions and products.

# American Honda Motor Co., Inc.

#### **Product focus:**

Honda's core competency is the design and production of engines. Everything we do with our diverse array of products from power equipment, to Honda and largest engine manufacturer with almost 20 million engines sold globally across all product lines in 2004.

For everything we build, whether it be cars or power core philosophies include performance, technological high fuel economy. These philosophies are exemplified in our forward-thinking

#### Manufacturing facility:

Swepsonville, NC Power Equipment Plant — This facility represents an investment of more than \$140 million in domestic manufacturing capabilities.

Call 800-426-7701

#### Major product lines:

- Lawn mowers
- Generators
- Tillers
- Trimmers
- Snowblowers
- Water pumps



American Honda Motor Co., Inc. 4900 Marconi Drive Atlanta, GA 30319

Phone: 770-497-6400 Fax: 678-339-2519 Web sites: www.hondapower equipment.com www.honda.com



### RESOURCE PROFILES

[2006]

Jim Ross President and CEO

#### MISSION STATEMENT

As a professional supplier to the green industry, we are committed to exceeding our customers' expectations by providing quality products, innovative services and professional knowledge – measured by the mutual profitability and success of our customers, employees and shareholders.

Horizon

#### Product focus:

Horizon carries a complete selection of all four product lines for the landscape professional: Irrigation, Specialty Products, Professional Lawn Care Products and Landscape Products.

- Irrigation: Pipe, fittings, sprays, rotors, controllers, valves, backflow, golf irrigation, drainage, xerigiation and water management.
- Specialty Products: Safety equipment, misting systems, barbeques, accessories, wire, landscape lighting, ponds and hand tools.
- Professional Lawn Care: Mowers, trimmers, blowers, aerators, parts, oil, edgers, chain saws, sweepers, engines and service.
- Landscape Products: Fertilizer, herbicides, fungicides, insecticides, wetting agents, seed, sod, spreaders, erosion control, stakes and aquatics.

### Technical support, sales, training and customer service:

■ Inside sales center for assistance with bid

prep, quotes, product recommendations and industry leads

- 24/7 internet access to account through HorizonOnline.com
- Equipment parts hotline at 1-888-PLC-PART
- Accounting support line at 1-888-893-8833
- Delivery throughout all store regions
- PLC Service Centers in each market
- Product seminars and trainings at most store locations
- Water management sales and service team
- Golf irrigation and agronomic sales and service
- Financing options and programs



Horizon 5214 S. 30th St. Phoenix, AZ 85040

Phone: 800-PVC-TURF Fax: 602-276-7800 Web site: www.HorizonOnline.com E-mail: webmaster @horizononline.com

#### BUSINESS PLANNER [2006]

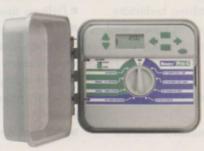
### RESOURCE PROFILES

Richard E. Hunter President and CEO

### **Hunter Industries**

With a legacy of pioneering efforts, Hunter has focused on bringing to market truly innovative products that have the power to advance the industry.

At the heart of the Hunter product line are the company's signature pop-up gear-driven rotors. Using the most advanced technology to deliver a consistent stream of water to a precise location, Hunter rotors helped launch an industry-wide "rotor revolution" by becoming the standard by which all sprinklers that followed would be measured. Because all



Hunter rotors pop up above the turf when in operation, then retract below grade when the cycle is completed, landscape irrigation has become more accurate, reliable and safer.

Thanks to the concept of modularity, Hunter is bringing a revolution to the irrigation controller line as well. Starting with a base unit to which modules that contain additional stations are added, it is possible to configure a single controller to the

number of zones a particular job requires. No need to replace a controller with a larger one when a system's needs grow – simply add another module. And no need for the installer to stock an inventory of various sizes of controller – just keep base units and extra station modules on hand.

With a complete line of irrigation components encompassing virtually every kind of landscape need, the Hunter product lineup is rounded out by a wide range of valves, spray heads, and a full family of sensor products.

All Hunter products are sold exclusively through an international network of professional irrigation distributors. This highly successful system has made Hunter products

available only to professional designers and installers who rely on the brand for the distinction it gives their projects and because Hunter is an industry leader.

But it is more than simply products at Hunter. It's a full commitment to helping those who purchase the brand make their business be the best it can be. A prime example is the Hunter Preferred Contractor Program, the industry's only frequent buyer program that helps members



get the equipment they need, advertise and promote their services, and provide training for their personnel.

There's also the Hunter DATA Line that puts design recommendations, programming solutions, and installation assistance just a phone call away. The Hunter Web site teeming with valuable resources. A wide array of computer software and helpful printed materials. Advanced education through the Hunter Institute of Irrigation, and more. In fact, no other company in the industry provides the kind of ongoing support that Hunter does.

From the performance of their products to the performance of their people, Hunter is dedicated to the needs of the irrigation professional.

# Hunter® The Irrigation Innovators

Hunter Industries 1940 Diamond St. San Marcos, CA 92078

Phone: 800-733-2823 Fax: 760-471-9626 Web site: www.hunterindustries.com

[2006]



Paul Mullet President

#### **MISSION STATEMENT**

To provide innovative and durable outdoor power equipment, maximizing customer profitability and employee satisfaction, while creating value for shareholders.

# **Hustler Turf Equipment**

#### Product focus:

From the very first true zeroturning radius mower in 1964 to today, Hustler has concentrated on providing the most durable, productive mowers in the industry.

#### Manufacturing facility:

More than 100,000-squarefoot facility in Hesston, KS, which features the latest in powder-coat paint technology with a 9-stage wash system for the best finish in the industry.

#### Major product lines:

► Hustler Z – Featuring the toughest construction in the industry, the Hustler Z™ sports the strongest frame. front caster forks, deck, and blade spindles on the market. In fact we offer a lifetime warranty on the tractor frame and the leading edge of the

mowing deck. The 60-inch sidedischarge deck features very-high blade-tip speed, high-lift blades, and six anti-scalp wheels to produce a beautiful finish. Mowing heights can be changed from 1 inch to 5 inch with a foot-operated deck lift.

► Super Z - Built for speed, built to last. Top speed of the Hustler Super Z<sup>™</sup> is 15 mph, making this the fastest z-rider on the market. The Super Z offers a choice of either 60inch and 72-inch sidedischarge decks. Add the 9-bushel BAC-VAC™ catcher or the new three bag catcher from Humboldt for a clean finish spring, summer or fall.

► ATZ - The Hustler ATZ was born to climb. A

modified Hustler Super Z, the ATZ is the perfect addition to a fleet where matchless performance on slopes must involve no compromise with flat-out Z-rider productivity.

FasTrak - The FasTrak mows with a professional quality of cut at a brisk seven miles per hour. It moves nimbly around obstacles. Slopes are not a problem. And the FasTrak trims close to sidewalks, trees, birdbaths, and flower beds. The FasTrak features 44-inch or 52-inch side-discharge decks, which produce a beautiful cut. The new FasTrak warranty offers one year or 400 hour parts and labor and a lifetime warranty on the frame and leading edge of the deck. ► Mini Z - At 72 inches in

length, it's the most compact mini on the market. The Hustler Mini Zs work from a wide stance with a low center of gravity. Handling on slopes is sure, confident and non-slip.



**Hustler Turf Equipment** 200 South Ridge Road Hesston, KS 67062

Phone: 800-395-4757 Fax: 620-327-3123 Web site: www.hustlerturf.com F-mail: info@hustlerturf.com



John J. Jenkins President, John Deere Worldwide Commercial & Consumer Equipment Division

#### **OUR STRATEGY**

We aspire to distinctively serve customers — those linked to the land — through a business as great as our products. We will achieve this through exceptional operating performance, disciplined SVA growth, and aligned high-performance teamwork.



#### JOHN DEERE

John Deere Worldwide Commercial & Consumer Equipment Division P.O. Box 13603 Research Triangle Park, NC 27709

Phone: 800-537-8233
Fax: 919-804-2343
Web site:
www.JohnDeere.com
E-mail:
jdlawns@JohnDeere.com

# John Deere Worldwide Commercial & Consumer Equipment Division

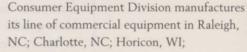
#### Product focus:

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

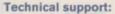


#### Manufacturing facilities:

The John Deere Worldwide Commercial &



Greeneville, TN; Rock Hill, SC; Gummersbach, Germany; and Enschede, The Netherlands.



At www.johndeere.com,
John Deere customers can
find information on a variety
of support functions,
including online product
operator manuals, warranty
information and product
selector tools. In addition,
customers can call the John
Deere Customer
Communications Center at
800-537-8233.



# John Deere Construction & Forestry Company

#### Product focus:

The John Deere Construction & Forestry Company produces more than 120 machine models used in all facets of earthmoving, including road-building, underground utilities construction, site development and residential construction. John Deere construction 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, 4WD loaders, landscape loaders, motor graders, skid 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 John Deere



products and dealer locations, visit 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, IA. 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.



John Deere Construction & Forestry Company

P.O. Box 8806 Moline, IL 61266

Phone: Division Headquarters: 309-765-0227
Customer Communications
Center: 800-503-3373
Fax: 309-765-1859
Web site:
www.JohnDeere.com
E-mail:
jdeere@groupo.com

### RESOURCE PROFILES

[2006]



Robert M. Torras, Sr. President

#### **MISSION STATEMENT**

Kut Kwick Corporation is dedicated to producing mowing products that are of the highest quality and deliver the greatest possible safety for our valued customers at a fair price. We strive to back up our great products with outstanding customer service. dependable technical assistance and high quality replacement parts. We feel that our customers come first and will work hard to assure their complete satisfaction with every aspect of their Kut Kwick purchase and ownership.

Kut Kwick Corporation 1927 Newcastle St. Brunswick, GA 31520

Phone: 912-265-1630 Fax: 912-265-6774 Web site: www.kutkwick.com E-mail: mowers@kutkwick.com

# **Kut Kwick Corporation**

#### Product focus:

Kut Kwick Corporation is the manufacturer of the only true 40-degree slope mower on the market. The hydraulically operated, diesel powered SM38-72D has been tested and in service proved it can safely operate on steep slopes.

It produces a great cut that is 72 inches wide and is adjustable from 1½ inches to 6½ inches. The machine features rear discharge with the deck in front and the operator seated low to the ground at the rear extremity of the machine for safety. The operator only needs to look forward for normal operation.

Every aspect of the patented unique design of the machine features operator safety. The tilting suspension seat with restraining arms provides further operator comfort. The seat will tilt 30 degrees in either direction, allowing the operator to sit upright for security while mowing steep slopes. This combined with the





confidence provided by a 38-hp diesel and true zero degree-turning radius makes the Kut Kwick SSM38-72D the obvious choice for your entire slope mowing needs.

If brush cutting and land clearing are your tasks, then the patented Kut Kwick Brush Master BM80-88D is the tool for you. A true zero-degree turn radius machine, the Brush Master can clear well over an acre an hour, leaving anything 4 inches or less in diameter lying flat on the ground. This machine is a necessity in fire prevention and control, land

development, pine straw harvesting and countless other uses.

#### Manufacturing facility:

Located in Brunswick, GA, machines are built from the ground up, including research and development, machining, welding, assembly and painting to meet our strict quality standards to assure complete customer satisfaction. After completion, the machines are tested from an operational standpoint to ensure quality and safety.

### Technical support, sales, training, and customer service:

Kut Kwick offers full customer support for all our products with excellent technical support direct from the factory. With defined sales territories, customers build a strong relationship with their sales representative, adding to the confidence and ease of the purchasing process and ownership.



Norman Heidebrecht President and COO

#### **MISSION STATEMENT**

Provide the ultimate customer experience through quality, innovation and unparalleled customer service.

# Little Giant Pump Company

#### **Product focus:**

The company manufactures and sells submersible pumps, centrifugal pumps and related products. Little Giant pumps are used in a broad range of commercial, industrial and consumer products including heating, ventilating and cooling, parts washers, machine tools, evaporative coolers, sump pumps, statuary fountains, water gardening and waste management.

#### Manufacturing facilities:

Oklahoma City, OK — a 400,000-square-foot facility, including a 200,000-square-foot distribution/customer service center.

### Technical support, sales, training and customer service:

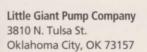
Little Giant offers superior technical support and customer service. Our trained personnel offer accurate, helpful and courteous information to our customers.

#### Major product line:

Little Giant Pump Company is proud to announce the launch of WaterMark<sup>TM</sup>, a complete new line of water garden products designed and created for the Professional Contractor/Installer.

Over the last year, Little Giant has collaborated with respected experts in the field to design and create water garden products that offer innovative technology to help simplify installation and reduce pond maintenance.

The new lineup features biological waterfall filtration units with BioVort™ technology, pond skimmers, vortex pumps with solids handling capabilities and energy-saving programmed LED lighting.



Phone: 888-956-0000 Fax: 405-228-1588 Web site: www.littlegiant.com E-mail: customerservice@ littlegiant.com



#### BUSINESS PLANNER [2006]

# RESOURCE PROFILES

Richard P. Bersnak President

#### **MISSION STATEMENT**

M.F.P. is committed to providing green industry professionals with coverage specifically designed for the industry at a competitive rate, underwritten by financially sound insurers. This commitment is supported by knowledgeable professionals who understand not only the insurance needs of the industry but the business risks our clients face each day.



M.F.P. Insurance Agency, Inc. 7607 Green Meadows Dr. Lewis Center, OH 43035

Phone: 800-886-2398 / 740-549-6777
Fax: 740-549-6778
Web site:
www.mfpinsure.com
E-mail:
rick@mfpinsure.com
jleonard@mfpinsure.com
kyle@mfpinsure.com

# M.F.P. Insurance Agency, Inc.

#### **Our Business**

M.F.P.Insurance Agency, Inc. has been insuring green industry professionals since 1986. Throughout the years, we have insured applicators, landscapers, mowing and maintenance firms and right-of-way contractors.

Our clients include franchises and independent operators ranging from one-man, one-truck operations to companies with multiple locations and large fleets. Regardless of size, we dedicate the same amount of effort to each client's account to be sure that our coverage fits their business.

Commercial Automobile, Workers
Compensation, Commercial Liability
(including pesticide-herbicide coverage, if
needed) and property insurance are the basics
for each program we offer.



Every green industry business is unique, regardless of where the owner or principals received their training. M.F.P. makes every effort to ensure that we ask the right questions about the services provided. It is important that we learn as much as possible about the assets to be insured, as well as business practices such as hiring, training, termination procedures, cash management, billing methods and records retention. All of these exposures can be insured by policy endorsement or special policy forms.

Our goal is to educate each client so they know what they are paying for and how coverages apply when a claim occurs.

#### Claims

Paying and managing claims is the backbone of what we do. Each accident or incident is unique, and our commitment is to process claims in a timely and professional manner. If a claim is denied or not paid the way a client thinks it should be, we become involved on



our client's behalf to make sure there has not been some material information omitted or a miscommunication. We are always there to support the claim process and our client.

#### Summary

M.F.P. continues to grow and service its green industry client base. Our products and service support are second to no other insurance organization when it comes to the green industry. We always feel we have more to offer than selling policies. If your agent tells you, "Don't worry, it's covered" — call us!

### RESOURCE PROFILES

[2006]



Rand Baldwin, CAE Managing Director

Mid-America Horticultural

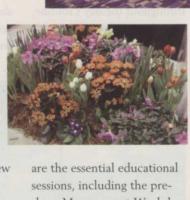
Trade Show

The Mid-America
Horticultural Trade Show
(Mid-Am) is "Breaking New
Ground" with a new look and
fresh new attitude
Wednesday, Jan. 18 through
Friday, Jan. 20, 2006, at
Lakeside Center in Chicago's
McCormick Place. Mid-Am
features more than 600
leading suppliers offering
products, services and
equipment for the
horticulture industry.

The show's theme
"Breaking New Ground"
will be evident
throughout the event that
will feature a number of new
elements to the show,
including scenic garden
lounges highlighting the latest
plant and garden ideas on
display; daily product
demonstrations; Surfin'
Station, Mid-Am's dedicated
Internet area; and more.

Green industry professionals from the United States, Canada and beyond involved in growing, designing, installing, maintaining and selling plants and related material attend Mid-Am. They come to see what's hot for the coming season, learn new techniques, place orders and connect with industry peers.

Back by popular demand



show Management Workshop on Tuesday, Jan. 17 and the popular Midwinter Conference on Wednesday through Friday. Both conferences offer in-depth educational sessions on business and industry issues geared specifically to the green industry professional. Additionally, the keynote address featuring an energetic and inspiring presentation by Marty Grunder on Wednesday, Jan. 18, is free to all Mid-Am registrants.

The Student Career Center on Thursday, Jan. 19, offers a perfect opportunity for employers and students to connect. Employers introduce their company to the new crop of hort grads and conduct preliminary interviews. Students can use the Career Center to meet the many potential employers and determine which might be a comfortable fit. The program is free to all full-time students studying horticulture who register in advance. For information on how your business can host a table at the 2006 Mid-Am Student Career Center, contact Mid-Am at 847-526-2010 or visit www.midam.org.

Visitors can plan their Mid-Am experience in advance using the new interactive floor plan at www.midam.org. Search for exhibitors by name, booth number and products and services.

For more information and to register online for Mid-Am, visit www.midam.org.



Mid-America Horticultural Trade Show 1000 N. Rand Road, Suite 214 Wauconda, IL 60084

Phone: 847-526-2010 Fax: 847-526-3993 Web site: www.midam.org E-mail: mail@midam.org



President

#### **MISSION STATEMENT**

To track time and improve business efficiency. With a mobile time tracking system, we systematically centralize customer and employee information.

# Modeco Systems, LLC

#### Product focus:

Modeco Systems, LLC's TimeScape™ is a mobile time tracking system designed to streamline the data collection process and dynamically generate reports for payroll, job invoicing, tasks and material. Utilizing a small hand-held scanner and barcodes to gather valuable landscape work information throughout the day's routine, TimeScape™ can integrate with other software programs

and can be completely customized to fit your specific requirements.

By quickly reviewing the newly collected data when gathered on a daily - not weekly - basis, time management and invoice issues can be appropriately adjusted. Our mobile timetracking system replaces messy, hard-to-read daily log sheets and time cards, plus it saves hours of data-entry work for your office staff.

The collected data is brought back to the shop - and with a few clicks of the mouse, it is downloaded into a central database for immediate use with dozens of reports.

#### Technical support, sales, training and customer service:

Our experienced staff supplies technical service support, technical information, software and hardware support.



- Employees collect data with small hand-held scanner
- Shows exact time of arrival and departure from customer sites
- Replaces time cards and job log sheets
- Downloads to a central database with a click of the mouse
- Less time crunching numbers more time for profit

Modeco Systems, LLC W208 N16975 Center St. Jackson, WI 53037

Phone: 262-677-8184 Fax: 262-677-8186 Web site: www.modecosystems.com

E-mail:

sales@modecosystems.com

## RESOURCE PROFILES

[2006]



Don Claus Director, Specialty Products Business FMC Agricultural Products Group

#### MISSION STATEMENT

Feeding the world, protecting health, and providing the conveniences of life.

FMC Corporation is a global, diversified chemical company that employs more than 5,000 people throughout the world. FMC Corporation divides its businesses into three segments: Specialty Chemicals, Agricultural Products and Industrial Chemicals.

### **FMC**

FMC Corporation Specialty Products Business 1735 Market St. Philadelphia, PA 19103

Phone: 800-321-1362 Fax: 215-299-6100 Web site: www.pestsolutions.fmc.com

# **FMC Corporation**

#### Focus:

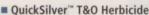
FMC Specialty Products Business, headquartered in Philadelphia, is a leading manufacturer of high-performance solutions for lawn care operators, golf course superintendents, greenhouse and nursery growers and tree care operators. Products include insecticides, miticides, herbicides and ant control products.

#### Technical support, sales, training and customer service:

To reach a customer service or technical support representative, please contact the Customer Satisfaction Center at 800-321-1FMC.

#### Major product lines:

Talstar® Family of Products for Turf —
Whether you're using TalstarOne®
multi-insecticide, Talstar® PL or Talstar®
EZ granular insecticides, you'll gain
outstanding broad-spectrum control of the
toughest surface feeder pests, including
cutworms, webworms, mole crickets and
black turfgrass ataenius. Use Talstar PL as part
of the Talstar Insecticide Double Shot
Program for fire ant management. For use in
California, FMC offers Talstar CA granular



— QuickSilver T&O herbicide is a perfect tank mix partner that mixes easily, is rainfast in one hour and effective in 24 to 48 hours. QuickSilver



provides fast, broad-spectrum control of more than 50 post-emergent broadleaf weeds, including clover and thistle.

#### ■ Onyx™ Insecticide —

Now labeled for Emerald Ash Borer, Southern Pine Borer, bark beetles, wood borers and clear wing borers, Onyx is an excellent alternative to traditional organophosphates.

■ Aria™ Insecticide — The novel chemistry of Aria stops aphids from feeding within one hour of treatment, eliminating them altogether in 3-5 days. It controls both immature and adult stages, and has no cross-



resistance with other insecticides. Aria is a softer, "green" chemistry around birds, honeybees and beneficials, with no effect on coleopterans, lepidopterans or arachnids.



[2006]



Sean Flaherty CEO

#### **MISSION STATEMENT**

Our mission is to provide powerful, yet easy to use and affordable computeraided design technology to the green industry.

Nemetschek North America 7150 Riverwood Drive Columbia, MD 21046

Phone: 888-646-4223
Fax: 410-290-8050
Web site:
www.vectorworks.net/
landmark
E-mail:
sales@nemetschek.net

### Nemetschek North America

#### Product focus:

VectorWorks Landmark provides all the tools and technology landscape architects, designers and contractors need in one cost-effective, easy-to-learn, easy-to-use software program. Automatic plant tracking and automatically generated plant lists mean you don't have to waste time counting the plants in your drawings. Each time you make a change, your plant list is updated immediately.

An extensive plant database gives you access to more than 1,200 plants. Powerful sitesculpting tools and advanced 3D tools make modeling and performing cut-and-fill calculations easy. A hardscape tool makes it easy to create patterned walkways and paved areas, so you don't have to draw these intricate patterns yourself. You can even create your own custom patterns. You also get free object libraries within VectorWorks Landmark. So there's no need to buy separate object or symbol libraries. Everything you need, from plants to gravel, is just a mouse click away. And brand new sketch technology that gives your 2D drawings and 3D models a hand-sketched look allows you to create stunning presentations that look hand-



That's not all.

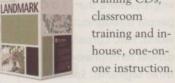
Technical support is free. And upgrades are painless. It's the ideal solution for firms that don't have unlimited IT budgets.

#### Manufacturing facilities:

Headquartered in Columbia, MD, Nemetschek North America is a wholly-owned subsidiary of European software giant Nemetschek AG, Munich. The company's research, development, marketing, sales and support are headquartered in Columbia, MD.

### Technical support, sales, training and customer service:

Free technical support is available to U.S. clients. Additional training options include training guides,



project-based

training CDs,

#### Major product lines:

Nemetschek offers a variety of CAD programs tailored to different industries. In addition to VectorWorks Landmark, the company offers VectorWorks Architect for commercial and residential architects and home builders, VectorWorks Spotlight for lighting and scene and set designers and VectorWorks Machine Design for industrial designers and metal fabricators, as well as VectorWorks Designer and VectorWorks Fundamentals for a variety of professional design disciplines.

drawn in just seconds.

[2006]



Jim Niemeier President

#### **MISSION STATEMENT**

Our mission is to supply our customers worldwide with top quality, valuepriced erosion control blankets and related products and to provide our distributors and North American Green with businesses that are profitable, rewarding and growth-oriented.



North American Green, Inc. 14649 Highway 41 North Evansville, IN 47725

Phone: 800-772-2040 Fax: 812-867-0247 Web site: www.nagreen.com E-mail: CustomerService @nagreen.com

# North American Green, Inc.

#### **Product focus:**

North American Green is a leading erosion control solutions provider with a worldwide network of Erosion Control Specialists. The company's products are distributed worldwide and are used to control soil loss while assisting with vegetation establishment. North American Green's products are known for their quality and backed by the industry's strongest performance guarantee, the Ultimate Assurance Guarantee.

#### Manufacturing facility:

The company's erosion control blankets and turf reinforcement mats have been produced in Evansville, IN, since the company was founded in 1985.

#### Technical support:

North American Green's Erosion Control Specialists provide site-specific project design and product specification assistance through the company's highly regarded **Erosion Control Materials** Design Software (ECMDS®).

ECMDS 4.3 includes completely updated design information and values for all North American Green products. By using the stateof-the-art software, engineers and designers get the unmatched protection of the company's Ultimate

Assurance Guarantee, rolled erosion control products as BMPs to meet NPDES regulations with complete confidence.

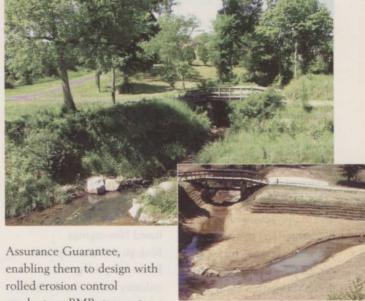
#### Major product lines:

- S75®, DS75™ and S75BN™ are single-net degradable straw blankets, for temporary erosion control and vegetation establishment.
- S150®, DS150™ and S150BN™ are double-net degradable straw blankets used for temporary erosion protection and vegetation establishment on moderate slopes and in moderate flow channels.
- SC150® and SC150BN™ are double-net temporary erosion control blankets that include a mixture of straw and coconut fiber for more severe applications requiring erosion protection for 18 to 24 months.

■ C125® and C125BN™ are double-net 100% coconut fiber blankets for providing protection under severe conditions up to three years.

■ P300°, SC250<sup>™</sup>, C350° and P550™ are permanent and Composite Turf Reinforcement Mats. These products are designed to provide immediate erosion protection and permanent vegetative reinforcement for use in place of rock riprap or concrete.

Most North American Green rolled erosion control products are now available in 16-ft. wide rolls, which, in suitable applications, enables faster coverage of ground area with fewer seams and less waste in material overlaps, making RECP installation quicker and more cost-effective.





Ted Melnik President

#### MISSION STATEMENT

The ROOTS Plant Care
Group of Novozymes
Biologicals, Inc. is an
industry leader in the
research, development
and manufacture of
biotechnology plant care
products for golf, turf and
ornamental, nursery,
greenhouse, tree care,
and aquatic applications.

Our mission is to develop innovative and effective microbial-based technology that is safer for people and the environment. The core belief of Roots Plant Care Group and Novozymes, its parent corporation, is that natural technology has the power to solve many of environmental and business challenges.

Novozymes Biologicals, Inc. 5400 Corporate Circle Salem, VA 24153

Phone: 800-342-6173
Fax: 540-389-2688
Web site: www.rootsinc.com
E-mail:
ihow@novozymes.com

# Novozymes Biologicals, Inc.

#### **Product focus:**

For more than 60 years, Novozymes has been the biotech-based world leader in the development and production of enzymes and microorganisms. With U.S. revenues of more than \$1 billion, Novozymes employs more than 4,000 in 30 countries and sells more than 600 products in 130 countries.

In 2003, Salem, Va.based Novozymes Biologicals, Inc. acquired Roots Inc., the green industry market leader in biological-based plant growth products and established Novozymes Biologicals Roots Plant Care Group. The combined strength of Novozymes and the ROOTS team has generated a portfolio of proven and trusted products for growth enhancement and disease control. Key products include those for disease control, thatch control and plant growth enhancement; organic-based fertilizers; water management; chelated micronutrients; and natural wetting agents.

All of Novozymes' products provide customers with unique, innovative benefits and serve as safe, effective and environmentally friendly alternatives to conventional products.

World-class product



development, efficacy testing and documentation all combine to ensure that Novozymes' ROOTS products are commercially competitive and meet or exceed customer expectations.

Novozymes Biologicals, Inc. also offers products that help solve household, industrial and agricultural challenges with environmentally safe technology. Applications include odor control, drain line and septic tank maintenance, grease removal, carpet cleaning, and wastewater treatment.

#### Manufacturing facility:

Novozymes Biologicals, Inc. has laboratory and manufacturing facilities in Salem, Va.

### Technical support, sales, training and customer service:

Novozymes Biologicals/ Roots Plant Care Group customer service: North America: 800-342-6173 International:

540-389-9361

#### Major product lines:

Six key technologies provide the current basis for Novozymes/ROOTS' products:

- Microbial and Enzyme Technology
- Chelation Technology
- Mycorrhizal Technology
- Biostimulant Technology
- Granulation Technology
- Biofungicide Technology

#### Our products include:

- EcoGuard®
- TurfVigor®
- Roots® Turf Food
- endoROOTS®
- 1>2>3® Premix Plus
- 1>2>3® plus Condition™
- NoburN®
- Thatch-less™
- Lake Relief™
- ironROOTS®
- M-Roots®
- TotalTree®
- Transplant 1 Step™
- dryROOTS®
- Roots® Concentrate
- Fe8®
- AGRIplex®
- StandUp®
- LawnPlex®

## RESOURCE PROFILES

[2006]

Greg Crawford President

#### **MISSION STATEMENT**

Our mission is to meet the interests of all stakeholders in a manner that shows we care about:

- The growth and success of the business;
- The well-being of our employees;
- The environment and the communities in which we operate;
- Our customers and suppliers and the reputation and performance of our products and service.



Nufarm Turf & Specialty 1333 Burr Ridge Parkway, Suite 125 Burr Ridge, IL 60527-0866

Phone: 800-345-3330
Fax: 708-754-0314
Web site:
www.turf.us.nufarm.com
E-mail:
ask@us.nufarm.com

## **Nufarm Turf & Specialty**

#### **Product focus:**

Nufarm Turf & Specialty manufactures and formulates leading plant protection products for weed, disease and insect control. In fact, Nufarm Limited is one of the Top 10 crop and turf protection product manufacturers in the world.

#### Manufacturing facility:

The Nufarm manufacturing facility is in Chicago Heights, IL, and consists of four buildings on eight acres, which provides 60,000 square feet of warehouse space and 80,000 square feet of manufacturing, formulating and packaging capabilities. Although the facility primarily produces herbicides, it also formulates and packages fungicides. It can produce water-based products, emulsifiable concentrates, crystalline water soluble granules and impregnable granular products. Additionally, the facility can package any size container from one gallon to 20,000 gallon railcars.

## Technical support, sales, training and customer service:

Product support is ensured through a veteran sales and technical staff known and active in the turf industry, and a distributor network serving all 50 states. The customer service call center is open from 7 a.m. to 5 p.m. CST. To find a sales professional in your area, visit Nufarm on the Web at www.turf.us.nufarm.com.

#### Major product lines:

### \*TRIPLET Low Odor

■ Triplet Low Odor is a powerful three-way herbicide that effectively controls broadleaf invaders in turfgrass without a harsh chemical smell. The proprietary, highly-refined formulation of 2,4-D, Mecoprop-p and Dicamba significantly reduces chemical odor while ensuring quick and complete weed kill with long-lasting results — leaving applicators and customers happy.

### ESCALADE 2

■ Escalade 2 is the advanced herbicide that delivers quick visual response, devastates weeds and reduces callbacks. Its combination of Fluroxypyr, Dicamba and 2,4-D controls more than 100 broadleaf weeds, including dandelion, plantain, oxalis, chickweed and many other hard-to-control species — with unsurpassed control of clover.

### Pro Clipse

#### ■ ProClipse 65 WDG is

our newest pre-emergent herbicide that helps prevent problems before they happen. This water dispersible granule with 65% prodiamine provides season-long control of crabgrass, goosegrass, foxtail, *Poa annua* and is highly effective on nearly 30 other grassy and broadleaf weeds such as annual bluegrass, henbit, knotweed, chickweed and spurge.



Zach Taylor President, Oregon Fine Fescue Commission



Kent Doerfler President, Oregon Tall Fescue Commission

Dave Nelson
Administrator, Oregon Fine
Fescue Commission & Oregon
Tall Fescue Commission

Oregon Fine Fescue Commission & Oregon Tall Fescue Commission 1193 Royvonne Ave. South Suite 11 Salem, OR 97302

Phone: 503-585-1157 Fax: 503-585-1292 E-mail: forages@oregonstate.edu/ organizations/seed/

## Oregon Fine Fescue Commission & Oregon Tall Fescue Commission

#### Company focus:

The Oregon Fine Fescue Commission and Oregon Tall Fescue Commission represent Oregon's professional Chewings, creeping red and tall fescue seed growers in research and promotion of quality turfgrass seed where fine and tall fescues are adapted. Both commissions strive to provide information and answers about planting and maintaining fine and tall fescue turf on home lawns, sod farms, golf courses, athletic fields, industrial campuses and roadsides. They act as liaisons between growers and marketers to better understand the needs and projections of the turfgrass seed industry.

Oregon grown fine and tall fescue seed is sold by virtually every distributor and dealer in areas where fine and tall fescues are adapted. Insist that your seed dealer provide you with only Oregon grown fine and tall fescues.

Fine and tall fescues produce similar-appearing seedheads and share some other characteristics, but have distinct differences: Fine-leafed fescue



■ Fine-leafed fescues are cold and shade tolerant, and are planted more and more in golf course extreme roughs for "the dunes look," as well as fairways and greens in some areas. For home lawns, parks, sod production, and industrial campuses, fine fescues are often mixed in equal parts with perennial ryegrass and Kentucky bluegrass for extended adaptability around trees. Ongoing research and development keeps improving fine fescues in areas of disease resistance and wider adaptability.

Tall fescue



■ Tall fescues are inherently deep rooted, as well as shade, drought and wear tolerant. Tall fescues will grow further south than fine fescues, and are, in some areas, replacing bermudagrass stands. Tall fescue is used more and more in golf course roughs and is often mixed with Kentucky bluegrass. Over the past several years, improvements have included: more dwarf growth habit for less mowing, finer leaved than older types, naturally darker green color for less nitrogen use, and inclusion of endophytes for natural insect resistance.

## RESOURCE PROFILES.

2006



**Richard Martin** President & CEO

#### **MISSION STATEMENT**

PBI/Gordon Corporation, a 100% employee-owned company, is a national leader in specialty pest management products and those related products and services that keep our environment beautiful and bountiful.

Our mission is to continually improve our products and services to meet the needs of the many specialty markets that make up the professional turf and ornamental, home, lawn and garden, agricultural and industrial vegetation management industries.



PBI/Gordon Corporation 1217 W. 12th St. Kansas City, MO 64101-04090

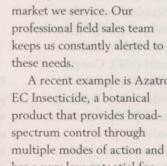
Phone: 800-821-7925 Fax: 816-474-0462 Web site: www.pbigordon.com E-mail: webmaster@pbigordon.com

## **PBI/Gordon Corporation**

#### **Product focus:**

At PBI/Gordon, innovative product development for the turf and ornamental industry is our primary focus. We were the first to formulate products specifically for this industry.

We continually search for and evaluate products or product combinations that fill the needs of the professional end-use





A recent example is Azatrol® EC Insecticide, a botanical product that provides broadspectrum control through multiple modes of action and has a very low potential for resistance development.

In the past, PBI/Gordon has been best known for quality herbicide products, first Trimec®, and more recently, SpeedZone® and Surge®. But we're no longer "just an herbicide company." We were the first to offer plant growth regulators for fine turf. And since becoming an employee-owned company, we have taken a

more aggressive position in the marketplace, have formed important strategic alliances in the industry and have introduced several new products — and there's more to come.

#### Manufacturing facilities:

We have two manufacturing facilities — in Kansas City, KS, and Crestline, KS.

#### Technical support:

Technical support service is available from dedicated support personnel on our toll-free line at 800-821-7925 (answered by real people!) or online at www.pbigordon.com or www.weedalert.com.

#### Major product lines:

#### Gordon's Professional Turf and Ornamental Products:

- SpeedZone® Herbicides
- Surge® Herbicides
- Trimec® Herbicides
- Embark® Plant Growth Regulators
- Atrimmec® Plant Growth Regulators
- Azatrol® EC Insecticide
- Ferromec Liquid Iron
- Bensumec and PreSan Pre-Emergent Herbicides
- Launch and Focus Biostimulants

### BUSINESS PLANNER [2006]

## RESOURCE PROFILES

Michael Weagley President

#### MISSION STATEMENT

To bring value to our products, customers and our people through a world class, high quality organization and the development of new products and markets.

Pro-Tech Manufacturing and Distribution 711 West Ave. Rochester, NY 14611

Phone: 888-PUSHSNO Fax: 585-436-8172 Web site: www.snopusher.com E-mail: sales@snopusher.com Pro-Tech Manufacturing and Distribution

#### Major product lines:

- Standard Sno Pushers: Loader Model (SP), Backhoe Model (BSP), Skid Steer Model (SSP), Compact Model (CSP), Fold Out Model (FOP), Pull Back Model (PBP), Super Duty Model (SD)
- Heavy Duty V Plow
- Hydro Turn Plow
- Angle Pusher
- Switchblade
- Material Handler Box

#### Product focus:

Pro-Tech's Switchblade is a versatile tool for all snow conditions. The Switchblade is a reversible pusher that has both a rubber cutting edge and a steel cutting edge. The rubber edge is perfect for wet, heavy snow conditions or jobsites with a lot of ground obstacles. The steel side is ideal for hard-packed snow conditions or

snow conditions or jobsites with no ground obstacles. Depending on the situation you have the best of both worlds. Professionals understand the value of having a tool that is adaptable to changing conditions and that is reliable during the busy season. The Switchblade is the perfect combination of these features, surely to make any professional's job easier.

#### Manufacturing facility:

All of Pro-Tech's products are made at its facility in Rochester, NY. We utilize the latest equipment technology in the steel manufacturing and welding industry combined with the expertise and experience of our employees. Pro-Tech unites its manufacturing abilities with a formal R & D branch, including a recently added test course on site.

## Technical support, sales, training and customer support:

Pro-Tech integrates its support to customers through a dedicated internal sales and customer service staff with an expansive dealer network. Pro-Tech is very concerned with the progression and training of the snow and ice industry. Pro-Tech worked with the Snow & Ice Management Association to produce the most comprehensive training video and guide to date for Sno Pushers.

Pro-Tech has developed considerable on-line resources as well. Its website, www.snopusher.com, contains helpful and relevant information for the experienced snow contractor down to the novice contractor. It includes snow removal studies, full product descriptions, dealer information and current sale information. As always, our staff is available at 888-PUSHSNO for any assistance or questions you might have.

## RESOURCE PROFILES

[2006]

Mike Mills President

## **Quality Diamond Tools**

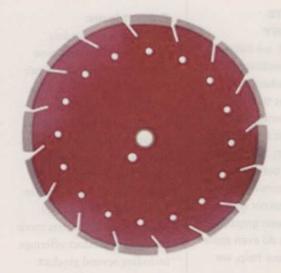
#### **Product focus:**

Quality Diamond Tools' goal is to provide you with the best in diamond tooling. Family owned and operated, we know what it takes to make it in this business. That is why we will do whatever it takes to ensure that you have the best possible tools for your job.

Unlike many of our competitors, we are available to you seven days a week from 7 a.m. to 10 p.m. We truly look forward to working with you soon. 100% satisfaction is our goal.

#### Major product lines:

- Blades for cutting all types of materials. Quality Diamond now offers the Pro Red Cut blade. This blade cuts brick, block, blue stone, roof tile, and cured concrete. Guaranteed the best blade on the market.
  - Corebits
  - Grinding Cups



### Selling Blades Across AMERICA!





6970 Wallis Road, Suite 1-B West Palm Beach, FL 33413

Phone: 800-285-0163 Fax: 561-471-3043 Web site: www.quality diamondtools.com E-mail: qdtblades@aol.com

## RESOURCE PROFILES

[2006]

Anthony LaFetra President

### CORPORATE

At Rain Bird, we believe it is our responsibility to develop products and technologies that use water efficiently. Our commitment also extends to education, training and services for our industry and our communities. The need to conserve water has never been greater. We want to do even more and, with your help, we can. Visit www.rainbird.com for more information about The Intelligent Use of Water™.

### RAIN BIRD

Rain Bird 970 W. Sierra Madre Ave. Azusa, CA 91702

Phone: 1-800-RAINBIRD (1-800-724-6247) Web site: www.rainbird.com

## Rain Bird

#### **Product focus:**

Rain Bird is the leading manufacturer of irrigation products and services. Since its beginning in 1933, Rain Bird has offered the industry's broadest range of irrigation products for farms, golf courses, sports arenas, public parks, commercial developments and homes in more than 130 countries. Today, Rain Bird offers more than 4,000 product offerings, including several product lines for the professional landscape irrigation market.

Rain Bird has been awarded more than 130 patents, starting with the first patent in 1935 for the impact sprinkler. Examples of Rain Bird's recent innovative technology include:

- Rain Curtain<sup>TM</sup>
  Technology for even water distribution over the entire range of a rotor
- MPR (Matched Precipitation Rate) nozzles for even water distribution and design flexibility





- SAM (Seal-A-Matic<sup>TM</sup>) built-in check valve to save on parts and reduce water waste from spray heads
- PRS stem pressure regulator option for maintaining optimal pressure in each spray head

Rain Bird maintains one of the largest indoor irrigation testing centers in the world to ensure the development of quality products.

#### Facilities:

Rain Bird has several state-ofthe-art manufacturing, assembly and distribution facilities in the United States, France, Sweden and Mexico. It also has sales offices in more than 20 countries.

## Technical support, sales, training and customer service:

Rain Bird is committed to training and improving the irrigation knowledge. It offers many diverse programs taught by irrigation industry certified trainers covering system design, field installation techniques, troubleshooting irrigation systems, business skills and more. Courses are available in English and Spanish.

Rain Bird also operates a fully staffed call center to answer questions and troubleshoot problems for professionals and consumers. Technical support is available at 1-800-RAINBIRD Monday through Friday, 5 a.m. to 6 p.m. (PST).

Rain Bird Rewards and Agency Rewards are programs offering additional value to professional customers and public agency customers, respectively.

### Major landscape irrigation product lines:

- Rain Bird® 1800 SeriesSpray Heads
- Rain Bird® 5000 Series Rotors
- Rain Bird® DV Series Valves
- Rain Bird® ESP Modular Controllers
- Rain Bird® Maxicom2®
   Central Control Systems
- Rain Bird® Landscape Drip/Xerigation®

## RESOURCE PROFILES

[2006]



William Culpepper President

#### **MISSION STATEMENT**

To provide plant protection and plant management products and services that fit specialized market segments that are often outside of the core business strategy of large manufacturers. We acquire, develop, manufacture and market value-added products and services that satisfy the unique needs of our customers. A top priority of all SePRO employees will be product and environmental stewardship.

SePRO Corporation 11550 N. Meridian St., Suite 600 Carmel, IN 46032

Phone: 800-419-7779 Fax: 317-580-8290 Web site: www.sepro.com E-mail: stevem@sepro.com

## SePRO Corporation

#### **Product focus:**

Cutless\* Granular Landscape Growth Regulator is a new systemic landscape growth regulator for shoot growth suppression in landscape ornamentals, resulting in more compact growth form and reduced trimming, in an easy-to-apply granular formulation. Expected plant responses:

- Reduced trimming/ pruning frequency
- Increased plant density or compact growth habit
- Shoot growth suppression
- Decreased internode length
  - Darker green foliage
- No negative flowering response
- Plant stress conditioning effects associated with PGRs

Cutless\* Turf Growth
Regulator is a unique turf
growth regulator that
enhances the quality of fine
turfgrass. Cutless improves
turfgrass playability, reduces
mowing time, reduces



clippings, improves water utilization, makes turf more wear resistant and improves turfgrass color and appearance. On cool-season turfgrass, Cutless can shift the competitive balance from *Poa annua*-infested turf to desirable perennial grasses.

#### R&D focus:

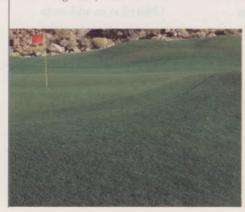
The SePRO Research and Technology Campus (SRTC) greatly expanded SePRO laboratory and field research capabilities while providing high quality technical support for SePRO's future growth.

Located in Whitakers, NC, the SRTC houses an extensive six-building aquatic research and technology complex on a 410-acre site complete with laboratories and 11 acres of

specialized aquatic research ponds and mesocosms. The center incorporates an aquarium, mesocosm and field research studies, laboratory assay support, and growth room screening for evaluating existing and new products. In the future, the facility could also accommodate turf and landscape ornamental research capabilities and distribution center for SePRO's growing product line.

#### Major product lines:

- Cutless\* Granular Landscape Growth Regulator
- Cutless\* Turf Growth Regulator
- Professional ornamental fungicides, plant growth regulators and insecticides
- Professional aquatic herbicides and algaecides
- Humane Canada goose control



## RESOURCE PROFILES

John DeCell President

#### MISSION STATEMENT

The mission of Software Republic is to be the industry leader by providing the most userfriendly, efficient, powerful and affordable design and water management software available to all green industry professionals.

## Software Republic, LLP

#### Product focus:

Software Republic offers landscape and irrigation design software to contractors. consultants, architects and all other green industry professionals in companies both large and small. With superior design features and userfriendly interfaces, it's clear to see why our software programs have been the No. 1 choice of green industry professionals worldwide for more than a decade.

The RainCAD™ X Series design software puts you in full control of your landscape and irrigation design documents. With its powerful automated features, RainCAD™ lets you generate professional installation documents, symbol legends, material lists and cost estimates - all based on your exact design specifications. RainCAD™ has many

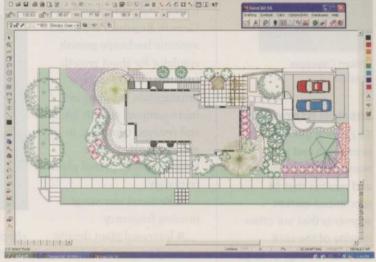
powerful features to speed up the design process. Each feature is designed to give your company a competitive edge and to increase your efficiency and profit margin. Each program includes a tutorial guide that provides you with step-by-step instructions on how to use the powerful tools available in the software. In addition, there are comprehensive help files on each command just a keystroke away.

Offered as an add-on to

AutoCAD® or as a standalone including DesignCAD 3D Max, RainCADTM is available in a format suitable to meet the demands of the market place.

With the multiple X Series configurations, RainCAD™ can supply the specific tools necessary to complete your landscape or irrigation design projects.

RainCADTM, making you more profitable by design.



### Software Republic

Software Republic, LLP 18023 Golden Ridge Houston, TX 77084

Fax: 281-463-1404 Web site:

www.raincad.com E-mail: sales@raincad.com

## RESOURCE PROFILES

[2006]



Tony Bass President

#### MISSION STATEMENT

Super Lawn Trucks improve lawn maintenance companies' efficiency and professionalism by eliminating trailers, organizing hand tools, reducing fuel stops, detering theft, supercharging marketing and super easy operation. Our custom built, enclosed body truck systems make the perfect system for loading, mobilizing and storing landscape equipment.

## Super Lawn Truck

#### **Product focus:**

Design, build and deliver road-ready commercial trucks for landscape and lawn maintenance contractors in the United States and Canada. Our patented system operates in private landscape companies, municipalities, state and federal government agencies. Call us toll free at 866-923-0027 for price quotes on Super Lawn Trucks.

#### Manufacturing facility:

Super Lawn Truck, Inc.'s world headquarters are located in Bonaire, GA.

### Technical support, sales, training and customer service:

Toll-free support is available by calling 866-923-0027. Build your own truck at www.superlawntrucks.com

#### Major product lines:

- Trucks Lawn trucks, trucks, commercial trucks, truck bodies
- Ramps and hydraulic ramps
- Tool storage system
- Tool racks
- Fuel tanks and fuel transfer tanks

- Tool boxes
- Marketing systems
- Fleet graphics
- Truck painting and graphics
- Isuzu Trucks, GMC Trucks, Chevrolet, Ford, UD, Hino







Super Lawn Truck, Inc. 470 Old Hawkinsville Road Bonaire, GA 31005

Phone: 866-923-0027
Fax: 478-923-9444
Web site:
www.superlawntrucks.com
E-mail:
info@superlawntrucks.com



# 2006

## RESOURCE PROFILES

#### **MISSION STATEMENT**

The vision of Syngenta is to provide the best products in the industry, and to build superior packages of chemistries and technology to help our customers meet their goals.

## syngenta

Syngenta Professional **Products** 410 Swing Road Greensboro, NC 27419

Phone: 866-SYNGENTA (796-4368)Fax: 336-632-7065 Web site: www.syngenta professional products.com E-mail: steve.stansell@syngenta.com

## Syngenta Professional Products

#### **Product focus:**

Syngenta offers industryleading products for weed and disease prevention and control, and growth regulators to help manage turf. Syngenta also offers a variety of resources and services to help lawn care operators manage their businesses more efficiently, effectively and profitably.

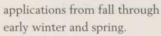
#### Manufacturing facilities:

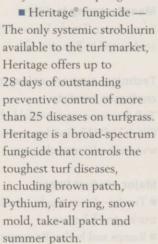
Syngenta operates five manufacturing facilities and two formulation facilities in the United States. Syngenta also contracts 43 formulation and packaging facilities. These state-of-the-art facilities manufacture many of our herbicides, fungicides and insecticides. Contract formulation and packaging allows rapid response to changing needs.

#### Major product lines:

Syngenta offers some of the industry's most effective herbicides, fungicides, insecticides and plant growth regulators, including:

■ Barricade® herbicide — A selective pre-emergence herbicide that offers low-rate, season-long control of more than 30 grassy and broadleaf weeds, including crabgrass, goosegrass and Poa annua. Barricade offers the widest possible window for keeping turf weed-free, allowing for





■ Primo MAXX® plant growth regulator - A unique plant growth regulator that targets the part of the plant that inhibits vertical growth while enabling rich color, lateral stems and root mass development. The end result is a healthier, more durable blade with a higher tolerance to weather extremes.

#### Technical support, sales, training and customer service:

In addition to our proven portfolio of products, Syngenta also gives lawn-care operators:

■ Its staff of sales

representatives, who consult with customers to solve problems and work in partnership with a nationwide network of full-service distribution partners;

- Its staff of field technical managers, who are available to assist with issues that our customers might face;
- The Customer Resource Center (CRC), which gives customers access to a wealth of knowledge about Syngenta products and services, as well as assistance with marketing programs;
- GreenCast® (www. greencastonline.com), a Webbased technology that provides lawn-care operators with customized weather reports, disease outlooks and pest alerts specific to their market and area;
- The GreenPartners® program (www.green-partners. com), which allows loyal customers to accrue points with each purchase of Syngenta products, to be redeemed for business tools such as computers, equipment and educational seminars and conferences.

## RESOURCE PROFILES

[2006]



Lon Records President

#### **MISSION STATEMENT**

To be the best wholesale distributor of specialty agricultural chemicals and supplies to the specialty markets, while striving to serve the needs of our customers, employees, suppliers, community and owners.



Delivering Value

Target Specialty Products 15415 Marquardt Ave. Santa Fe Springs, CA 90670

Customer service:
562-802-2238
Fax: 562-802-1786
E-mail:
heidi.luce@target-specialty.com
Web site:
www.target-specialty.com

## **Target Specialty Products**

Delivering Value and Developing Great Relationships for over 35 Years

Headquarters in the West! Offices in the West! Serving landscape professionals in the West!

Delivering value is the foundation on which Target has built its reputation. We recognize that in order to meet the needs of today's landscape management industry, we must deliver more than just product. We deliver value to today's landscape management industry in many ways:

- Experienced Staff
- Training Programs & Seminars
- Regulatory Assistance
- Plus a complete product line including:

Disease Control Products Fertilizers Insect Control Products Application Equipment Safety Equipment



#### Branch offices:

- San Jose, CA 800-767-0719
- Santa Fe Springs, CA 800-352-2870
- Fresno, CA 800-827-4389
- San Marcos, CA 800-237-5233
- Tempe, AZ 800-352-5548
- Portland, OR 877-827-4381
- West Sacramento, CA 800-533-0816

## RESOURCE PROFILES

[2006]



Ken Hutcheson President

#### **MISSION STATEMENT**

To provide our clients with the highest quality landscape management program at competitive prices through a national organization of dedicated owner operators and their employees supported by the expertise of today's most accomplished industry leaders. In pursuit of excellence we are committed to honest and forthright dealings with our clients, our employees and our vendors.



U.S. LAWNS Inc. 4407 Vineland Road Suite D 15 Orlando, FL 32811

Phone: 800-USLAWNS Fax: 407-246-1623

Web site:

www.uslawns.com E-mail: info@uslawns.com

## U.S. Lawns, Inc.

#### Company focus:

Recently included among Entrepreneur magazine's listing of "Best Franchise Opportunities," U.S. Lawns is America's fastest growing and most dynamic landscape franchise company. Since its founding in 1986, the U.S. Lawns team of business, sales and landscape professionals has consistently guided the franchise family as they pursue their dreams of operating a business in the landscape industry.

With more than 150 franchise locations open in 29 states, U.S. Lawns' philosophy of no job too big or too small, along with our four ideals — Trust, Quality, Services and Value — has proven to be a winning strategy. If you are looking to take your company to another level, explore the benefits of owning a U.S. Lawns franchise:



- There is no other franchise opportunity backed by a stronger, more powerful company. ValleyCrest Companies, one of the nation's oldest, largest and most-well established landscape management companies, has sales in excess of \$600 million annually.
- Business operating systems, complete marketing support and purchasing power put you, the owner-operator, in the best possible position ... entrepreneurial freedom with the power of a well-established organization behind you.
- The distinctive U.S. Lawns logo is receiving everincreasing exposure as U.S. Lawns follows its growth plans to expand into many key markets in the United States.
- The training and support you will receive from U.S. Lawns provides access to a staff of experts in all areas of the landscape maintenance business, including technical training and support, sales training and support, administrative training and support and more. This means you won't have to hire an inhouse team or consultants to advise you. You'll have the resources, without the payroll.

The U.S. Lawns corporate team combines the hands-on philosophy of a small business with large corporate-style organization and technical resources to provide complete personalized support. For more information on becoming a U.S. Lawns franchisee, contact Scott Finn, Director of Franchise Development, at 407-246-1630 or e-mail sfinn@uslawns.com.



## RESOURCE PROFILES

[2006]

Robert Vermeer Chairman and CEO

Mary Andringa President and CEO

#### **MISSION STATEMENT**

Dedication to quality.
Vermeer designs,
manufactures, and
supports its products to
provide a level of quality
and value that not only
meets or exceeds
reasonable customer
expectations, but stands
out as an industry leader
in this effort.

### **Vermeer**°

Vermeer Manufacturing Company 1210 Vermeer Road East Pella, IA 50219

Phone: 888-VERMEER (888-837-6337) Fax: 641-621-7734 Web: www.vermeer.com E-mail: salesinfo@vermeermfg.com

## Vermeer Manufacturing Co.

#### **Product focus:**

Vermeer believes in "Taking care of customers worldwide with better solutions." And for more than five decades, Vermeer has been successfully manufacturing equipment and providing solutions that enable customers on job sites around the world to work more efficiently. Vermeer offers products for the underground, environmental, excavation and agricultural industries.

#### Manufacturing facilities:

Vermeer products are designed and manufactured at the company's factories in Pella, Iowa.

#### Technical Support, Sales, Training and Customer Service:

Vermeer offers worldwide sales, support, service and parts through an independent, authorized dealer network. The Vermeer dealers are on the front line, gathering input from customers before and after the sale, standing by customers for the long haul. The Vermeer way is to understand that when customers are successful, the company is successful. Service, training, certified parts and exceptional warranty programs are just a few of the resources Vermeer



offers once a customer takes delivery of a machine. For more information, please call 888-VERMEER (837-6337) or visit www.vermeer.com.

#### Major product lines:

Vermeer is a proven leader in innovative, high-performance lines of construction equipment for earthmoving and utility installation, including compact skid steer loaders and compact excavators.

The Vermeer S600TX and S600 compact skid steers are versatile machines designed for landscaping, utility or do-it-yourself home projects. The Vermeer S600TX and S600 ride-on compact skid steers offers multifunctional controls, enabling the operator to operate the machine with both hands holding onto the handlebars.



Vermeer compact excavators are designed for high output in confined worksites and are ideal for equipment rental stores, landscapers and utility contractors. The Vermeer line of compact excavators can be equipped with various attachments to provide versatility on the job. Vermeer offers seven models of compact excavators including the CX216, CX218, CX219Z, CX224, CX229, CX234 and CX254.



Roger Mongeon CEO

#### **MISSION STATEMENT**

**Promises Kept!** 

### Weed Man

Weed Man 11 Grand Marshall Drive Scarborough, Ontario M1B 5N6, Canada

Phone: 888-321-9333 Fax: 416-269-8233 Web site: www.weed-man.com E-mail: turfholdings@aol.com

## Weed Man

#### Company focus:

The Weed Man franchise system provides homeowners everywhere with reasonably priced, fully guaranteed lawn care services. These services include regular applications of a high quality, slow-release, granular fertilizer that is specially formulated for Weed Man franchisees.

Other services include seasonal applications of weed and crabgrass control, custom applications of insect control, liming/sulphur and mechanical core aeration.

There are significant advantages to being your own boss. You want the rewards and satisfaction that can be realized only through ownership and management of a successful and profitable business. A Weed Man franchise offers you this opportunity.

In recent years there has been considerable consolidation in the lawn care industry, and the opportunity for the owner-operated lawn



care company has never been better. Our history has proven Weed Man to be recession-proof. Combine this with a busier and aging population of homeowners, and the outlook for our industry is incredible over the next 20 years.

Weed Man has achieved success through its selection of qualified individuals who show a strong desire to own their own businesses and build secure futures for themselves and their families.

## Technical support, sales, training and customer service:

Weed Man offers a two week in-house training for all new franchisees in sales/marketing, business planning, financial management, technical, administration and proprietary computer training.

Once the initial training is complete, franchisees are supported locally by a group of sub-franchisors, already successful in the U.S. lawn care industry, and who bring local knowledge, contacts and presence throughout the United States.



# BUSINESS NOTES [2006]

COMPANIES TO CALL:	WEB SITES TO VISIT:
CHARLEMERE (OPTIONAL)	
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# BUSINESS PLANNER [2006]

## PLANNER INDEX

This page is your direct pipeline to solutions for all of your business planning needs. Use these pages to index the companies that are advertising in this planner. For more information, these companies have agreed to respond to your questions.

Simply fill in your contact information, check the companies you're interested in and describe your biggest business planning challenge. Then fax to Landscape Management and we'll do the rest!

### FAX: 440/891-2675

YOUR NAME	TITLE
COMPANY	
STREET ADDRESS	CITY, STATE, ZIP
PHONE	FAX
EMAIL	

ADVERTISER	CIRCLE NUMBER	AD PAGE	PROFILE PAGE
□ ASIC		145	
☐ Ace Hardware Co.	121	39	100
☐ Advan LLC	120	35	174
☐ Alturnamats Inc	108	10	
□ Aquatrols			176
☐ Arysta LifeScience	123	42-43	177
☐ Ball Horticultural Co.	110	11	179
☐ Bayer Corp	112, 113, 129	(reg)15, 66-67	180
☐ Becker Underwood	139	91	181
☐ Bell Labs	122	41	182
☐ Bobcat Co	115	21	183
☐ Briggs & Stratton	156	129	184
C & S Turf Care	148	111	185
□ CPI	145, 159,	106, 142,	186
	167, 174	149, 232	
☐ Caterpillar Inc.	137	83	187
☐ Chemical Container	160	142	
☐ Chemilizer Prod	132, 144	77, 109	188

DESCRIBE YOUR BUSINESS PLANNING CHALLENGE HERE (OPTIONAL)				

ADVERTISER	CIRCLE NUMBER	AD PAGE	PROFILE
☐ CLIP Sensible	119	32	189
☐ Compass Systems	107	8-9	190
☐ Dig Corp.	140	93	191
☐ Dixie Chopper	102	cv3	192
☐ Dixon Ind	117	26	100
☐ Dow Agrosciences		25, 27	193
☐ Drafix	135	48	
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☐ Envista	138	87	195
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☐ Ford Motor Co		30-31	
GMC Truck		50-51	Marin P
☐ Grasshopper Co	124	47	199
☐ Honda	134	79	200
☐ Horizon	152	123	201

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### FAX: 440/891-2675

YOUR NAME		TITLE
COMPANY		
STREET ADDRESS		CITY, STATE, ZIP
PHONE	FAX	
EMAIL		

ADVERTISER	CIRCLE NUMBER	AD PAGE	PROFILE PAGE
☐ Hudson Ink	169	152	
☐ Hunter Ind		75.19114	202
☐ Hustler Turf Equip		69	203
☐ John Deere Co	105	7	204
☐ John Deere Const	103	cv4	205
☐ Kut Kwick	158	133	206
☐ Little Giant	143	103	207
☐ M F P Insurance	166	143	208
☐ Magna Matic Corp	175	232	
☐ Mid Am	105	5	209
☐ Modeco Systems	147	107	210
☐ Nelson Irrigation	133	78	
☐ Nemetschek System	165	139	212
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☐ North American Green	116	23	213
☐ Novozymes	162	137	214
☐ Nufarm Turf & Specialty	101	cv2	215
☐ Ohio Turfgrass	170	171	Control of the last

DESCRIBE YOUR BUSINESS PLANNING CHALLENGE HERE (OPTIONAL)			

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☐ Oregon Tall Fescue	149	113	216
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### **BUSINESS REPLY MAIL**

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PERMIT NO 9335

**BUFFALO NY** 

POSTAGE WILL BE PAID BY ADDRESSEE

## Landscape

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## MANAGEMENT

### OCTOBER 2005



This card is void after December 15, 20

I would like to receive (continue receiving LANDSCAPE MANAGEMENT free each mo O Yes O no

1. My primary business at this location is: (Fill in Of CONTRACTORS/SERVICE COMPANIES 01 C Landscape Contractors (Installation & Maintenance) 02 C Lawn Care Service Companies & Custom Chemical Appl

04 Other Contractors/Service Companies (please specify)

11 O Dealers, Distributors, Formulators & Brokers 12 O Manufacturers

05 O Sports Complexes 06 O Parks 07 O Schools, Colleges & Universities

08 Other Grounds Care Facilities (please specify)

09 C Extension Agents/Consultants for Horticulture 10 C Sod Growers, Turf Seed Growers & Nurseries

03 C Irrigation Contractors & Consultants

SUPPLIERS AND CONSULTANTS

13 O Other (please specify)

LANDSCAPING/GROUNDS CARE FACILITIES

A	FIRM		
05	ADDRESS*		
nth:	*Is this your home address? PHONE () E-MAIL ADDRESS	O Yes	O No
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Signature (required)

SUBSCRIBER NUMBER FROM LABEL

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NAME (please print)

20 C Fertilizers

21 C Fungicides

^	> seminimonin	a C American	4 C 50111		
5.	Which of the	following landscape	products do	you purchase or specify?	(Fill in ALL that apply)
16	Blowers	22 ( Herbicides	28	Omamental/Nursery Produc	ts 33 C Tractors

16	Blowers	22 (	Herbicides
17	Chain Saws	23 (	Insecticides
18	Engines	240	Irrigation Systems

19 C Erosion Control 25 C Landscape Lighting 26 C Line Trimmers

FAX (

- (Hardscape Materials) 35 O Trucks 30 Seed/Sod

29 O Pavers/Masonry/Bricks/Rocks 34 O Truck Trailers/Attachments

31 C Skirl Steers 32 O Spreaders

228

36 O Turfseed 37 O Utility Vehicles 38 O Water Features

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

001 O More than \$4,000,000 003 O \$1,500,000 - \$1,999,999 005 O \$500,000 - \$999,999 002 O \$2,000,000-\$4,000,000 004 O \$1,000,000 - \$1,499,999 006 O Less than \$500,000

Publisher reserves the right to reject incomplete or non-qualified requests.

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n	C Evecutive	Administr	abov - Pracis	dant Owner	Partner Di	ractor Gana	eral Man

- lager, Chairman of the Board, Purchasing Agent, Director of Physical Plant
- 20 Manager/Superintendent Arborist, Architect, Landscape/Grounds Manager, Superintendent, Foreman,
- 30. O Government Official Government Commissioner, Apent, Other Government Official
- 40 Specialist Forester, Consultant, Agronomist, Pilot, Instructor, Researcher, Horticulturist, Certified Specialist
- 50 Other Titled and Non-Titled Personnel (please specify)

15 Paving/Deck/Patio Installation 98 Ofther (please specify)

3. Which of the following services of	does your	company	provide?	(Fill in	ALL t	hat apply)
MAINTENANCE/SERVICES						

MAIN I ENANCE/SERVIC	E9		
D1 Mowing	05 O Turf Fertilization	09 O Tree Care	
02 Turf Insect Control	06 O Turf Aeration	10 O Pond/Lake Care	
03 Turf Weed Control	07 O Irrigation Services	11 O Snow Removal	
04 Turf Disease Control	08 Omamental Care	99 Other (please specify)	
DESIGN/BUILD			
12 C Landscape Design	13 O Landscape	Installation 14 O Irrigation Installation	

Sav	ave TIME and fax it: 416-620-9790											UBLICATION ples reserved.					
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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.









#### November

**2-5 Green Industry Expo** / Orlando, FL; sponsored by PLANET / PGMS; 800/458-3466; www.gieonline.com

**2-5** Green Industry Conference / Orlando, FL; sponsored by PLANET; 800/458-3466; www.landcarenetwork.org

**2-4 International Turf, Landscape and Outdoor Equipment Expo** / Beijing, China; sponsored by China National Forestry Machinery Association; 8610/6893-8526; www.turfexpo.com.cn

**2-5 PGMS School of Grounds Management** / Orlando, FL; sponsored by Professional Grounds Management Society; 800/609-7467;

www.pgms.org

**6-10** ASA-CSSA-SSSA Annual Meeting / Salt Lake City, UT; sponsored by American Society of Agronomy / Soil Science Society of America / Crop Science Society of America; 608/273-8080; www.asa-cssa-sssa.org

**6-8 International Irrigation Show** / Phoenix, AZ; sponsored by Irrigation Association; 703/536-7080; www.irrigation.org

**8 TCIA Tree Care Academy Advanced Courses** / Columbus, OH; sponsored by Tree Care Industry Association; 800/733-2622; www.tcia.org

**9-11 TCI Expo 2005** / Columbus, OH; sponsored by Tree Care Industry Association; 800/733-2622; www.treecareindustry.org

9 Southwest Landscape & Nursery Expo / Glendale, AZ; sponsored by Arizona Nursery Association; 480/966-1610; www.azna.org

**14-15** Turf and Ornamental Seminar: Lawn Care / West Lafayette, IN; sponsored by Purdue Turf Program; 765/494-8039; www.agry.purdue.edu/turf

**14-16** Hardscape Expo & Conference / Las Vegas, NV; sponsored by Hardscape Expo LLC; 847/277-0244; www.hardscapeexpo.com

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15-17 Empire State Green Industry Show / Rochester, NY; sponsored by New York State Turf Association / New York State Nursery/Landscape Association / New York State Arborists-ISA Chapter / New York Flower Industries; 800/873-8873; www.nysta.org

15-17 Penn State Golf Turf Conference / State College, PA; sponsored by Pennsylvania Turfgrass Council; 814/238-2402; www.paturf.org

15-16 MRTF Turf & Ornamental Seminar / West Lafavette, IN: sponsored by Midwest Regional Turf Foundation; 765/494-8039; www.agry.purdue.edu/turf

16-17 Turf and Ornamental Seminar: Sports, Golf and Sales / West Lafayette, IN; sponsored by Purdue Turf Program; 765/494-8039; www.agry.purdue.edu/turf

17-18 Focus on Professionalism: Landscape Design/Build Seminar / Columbus, OH; sponsored by Kinman Institute, 614/764-8733; www.kinmaninstitute.com

29 Florida Chapter STMA Meeting and Equipment Demo Day / Oakland Park, FL; sponsored by Florida Chapter of the STMA; 954/341-3115; www.sportsturfmanager.com

### December

5-8 2005 Turfgrass Short Course and Sports Turf Short Course / Blacksburg, VA; sponsored by Virginia Turfgrass Council; 757/464-1004; www.thevtc.org

6-9 Ohio Turfgrass Conference and Show / Columbus, OH; sponsored by Ohio Turfgrass Foundation; 888/683-3445; www.ohioturf-

6-8 RMRTA Turfgrass Conference and Trade Show / Denver, CO; sponsored by Rocky Mountain Regional Turfgrass Association; 303/770-2220; www.rmrta.org

6-8 New Jersey Turfgrass Conference & Show / Atlantic City, NJ; sponsored by New Jersey Turfgrass Association; 215/757-NJTA; www.njturfgrass.org

6-7 Georgia Turfgrass Institute and Trade Show / Duluth, GA; sponsored by Georgia Turfgrass Association; 706/335-6817; www.turfgrass.org

12-14 Texas Turfgrass Conference & Expo / San Antonio, TX; sponsored by Texas Turfgrass Association; 800/830-8873; www.texasturf.com

### January

2-Feb 16 Winter School for Turf Managers / Amherst, MA; sponsored by UMass Extension; 518/892-0382; www.UMassGreenInfo.org 4-6 Minnesota Green Expo / Minneapolis, MN; sponsored by Minnesota Nursery and Landscape Association / Minnesota Turf & Grounds Foundation; 888/886-6652; www.minnesotagreenexpo.com

5-6 Mid-States Horticultural Expo / Louisville, KY; sponsored by Kentucky Nursery & Landscape Association / Tennessee Nursery & Landscape Association / Southern Nursery Association: 770/953-3311; www.sna.org/midstates

8-10 WESTERN 2006 / Overland Park, KS: sponsored by Western Nursery and Landscape Association; 816/233-1481; www.wnla.org

8-15 Design Build Symposium at Sea / Port Canaveral, FL; sponsored by Kinman Institute; 614/764-8733; www.kinmaninstitute.com

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Certified Landscape Professional, ISA Certified Arborist, Arizona Pest Control Applicator possessing both turf and ornamental status and weed control (E and F), Completion of Extension

Turf Grass Certification from University of Georgia, Michigan State, or Purdue University, or Nationally Certified Sports Turf Manager. Must have efficient PC skills and the ability to personify leadership and establish good working relationships with coworkers, supervisors, youth and adult organizations and the general public is demanded in this high profile position.

The recruitment is open October 10-28, 2005. More information and the required job application is available on the City's website at

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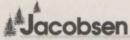
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Requires a bachelor's degree in Agronomy, Horticulture, Botany or a minimum of 5 years supervisory experience in a lead professional landscape role.

Must possess the ability to understand major league baseball field geometry and major league rules for bases and mound construction.

Complete understanding of infield mixes, clay products, fertilizer types and application rates, herbicide certification, seasonal turf grasses, nutrient/mowing practices and irrigation systems are essential. Efficient PC skills and the ability to personify leadership and establish good working relationships with coworkers, supervisors, professional organizations and the general public is demanded in this high profile position.

The recruitment is open October 10-28, 2005. More information and the required job application is available on the City's website at

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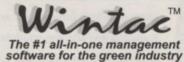
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#### **RATING HIGH-PERFORMANCE CAPABILITIES**

The following nine capabilities are critical to an operation's high performance. In a recent study executives rated their performance in these areas.



% rating their performance in this area as very important % rating their performance in this area as very well <

Developing effective leadership	65%	8%
Creating an organization and culture that adapt effectively to change	49%	8%
Sensing shifts in business and economic environment before competitors	44%	14%
Engaging and aligning multiple stakeholders behind the organization's strategy	43%	14%
Generating insights into how environmental shifts affect the business	37%	11%
Managing large-scale change	34%	10%
Emphasizing workforces directly related to the organization's core competence	30%	11%
Giving employees authority and ability to execute and act on business insights	28%	9%
Encouraging and facilitating experimentation and innovation	27%	8%

SOURCE: "QUICK BITES," BY SAM GEIST 800/567-1861 WWW.SAMGEIST.COM

### FEWER COMPANIES OFFER HEALTH INSURANCE

Three in five businesses offered health insurance to their workers in 2005, accord-

ing to a recent survey.

This is down significantly

from 69% in 2000
and 66% in 2003.
The drop stems
almost entirely from
fewer small businesses offering health benefits, as nearly (98%) with
200 or more employees offer

such benefits. Cost was cited as a key factor in not offering health insurance by 73% of those answering the survey.

SOURCE: "THE 2005 EMPLOYER HEALTH BENEFITS SURVEY,"
BY THE KAISER FAMILY FOUNDATION WWW.KFF.ORG

### **DRUG USE AMONG HIGH SCHOOL SENIORS, 2002**

In spite of years of fighting the war on drugs, the illegal drug trade greatly exacerbates social ills like absenteeism, accidents and crime. The problem starts early, with our youth.

DRUG	EVER USED	PAST YEAR	PAST MONTH
Amphetamines	16.8%	11.1%	5.5%
Crack	3.8%	2.3%	1.2%
Hallucinogens	12%	6.6%	2.3%
Heroin	1.7%	1.0%	0.5%
Inhalants	11.7%	4.5%	1.5%
Marijuana/hashish	47.8%	36.2%	21.5%
MDMA (ecstasy)	10.5%	7.4%	2.4%
Methamphetamine	6.7%	3.6%	1.7%
PCP	3.1%	1.1%	0.4%
Steroids	4.0%	2.5%	1.4%

SOURCE: MONITORING THE FUTURE STUDY

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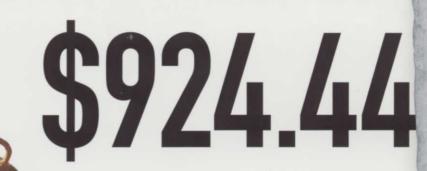
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