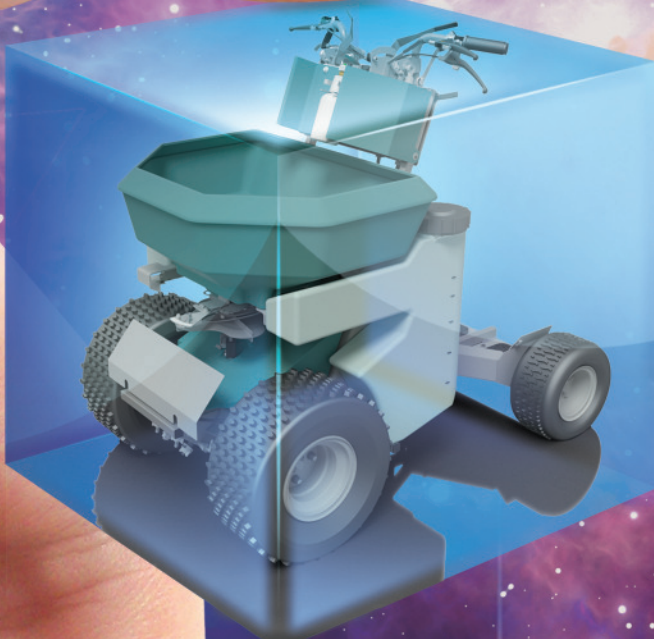


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LANDSCAPE MANAGEMENT

YOUR GUIDE TO GROWTH™

LICENSED TO LANDSCAPE

Should states require landscape contractor licensing? We look at the pros and cons.



JOE LANDSCAPER
Owner

Anytown, Any State 55555
Tel: 555-555-5555

E-mail: joe@XYZLandscape.com
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GIVE PRODUCTIVITY A GROWTH SPURT



ON THE
JOB



1) Class 3-5 pickup-based conventional chassis cab. 2) Standard pickup class. EPA est. 21 city/29 hwy MPG based on EcoDiesel Quad Cab HFE V6 4x2. Pentastar V6 4x2 shown with EPA est. 25 hwy MPG. Actual results may vary.
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JOE LANDSCAPER

Owner

Anytown, Any State 55555

Tel: 555-555-5555

E-mail: joe@XYZLandscape.com

XYZLandscape.com



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BY DILLON STEWART



ON THE COVER: ARTWORK ©ISTOCK.COM/MARKO SKRBIC/ACPRINTS/ROMET6



WEBINARS ON LANDSCAPEMANAGEMENT.NET

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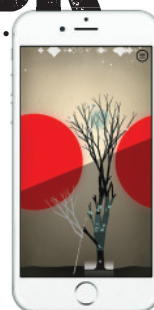


➔ In case you missed them, recorded versions of LM's webinars are available online, including "Season-Long Grub Control" and "Beyond the Busy Season: Year-Round Business Strategies that Yield Consistent Cash Flow." Also, LM webinars allow you to earn 1 CEU towards Landscape Industry Certified recertification per hour of instruction attended. Check them out at LandscapeManagement.net/webinars.

APP PICK

Prune

Trimming tree branches might seem like the wrong way for a landscaper to unwind, but Prune's gorgeous gameplay and soothing soundtrack prove otherwise. Swipe your finger to trim the tree's branches, helping it grow around obstacles and reach sunlight. Each level is as serene as it is challenging. **iOS • \$3.99**



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EDITOR'S NOTE

MARISA PALMIERI
EDITOR

Contact Marisa at 216/706-3764 or
mpalmieri@northcoastmedia.net



Just say it

Atten-
d enough conferences
about the landscape industry
(or write enough stories about
it) and you begin to hear many
pieces of business wisdom
repeated over and over.

Much of it's good and galvanizing
when you hear it the first time. Some
of it, though, starts to sound trite
when you hear it repeatedly. That said,
there's one idea I've heard many times
over that rings true every time: "The
way you treat your employees is the
way they will treat your customers."

When you're the customer, can't
you just *tell* when you're dealing with
a company that lives by this concept
compared to one that doesn't?

As a consumer, I'm satisfied when
I know the person I'm buying from
appreciates my business—when he or
she is thankful I'm there and doesn't
act irritated to assist me.

“The consensus is that
feeling appreciated
on the job is a greater
motivator than money.”

Maybe some workers just have
poor attitudes. But most of the time,
it's a management problem. It's quite
likely the employees are undertrained
and underappreciated, and it shows
through to the customers. No one
takes a vested interest in the team's
growth, and no one tells them "thanks
for what you do." Ultimately, it hurts
the company's brand.

A new book, "The Gratitude Dia-
ries," which was recently excerpted
in *The Wall Street Journal*, outlines
much of the research that's been done

on thankfulness in the workplace. The
consensus is feeling appreciated on the
job is a greater motivator than money.


Even when we know this to be
true, we don't necessarily practice it,
according to a survey of 2,000 Ameri-
cans conducted by the John Templeton
Foundation in 2012.

About 80 percent of respondents
agreed that receiving gratitude makes
them work harder, but only 10 percent
managed to express gratitude to others
every day. And nearly everyone agrees
(94 percent of women and 96 percent
of men) that a grateful boss is more
likely to be successful.

"It is surprising (and unfortunate)
that expressions of gratitude in the
workplace are so limited when they
could have such strong effects," the
survey's report says. "For example,
people were eager to have a boss who
showed appreciation for the work they
did, saying it would make them hap-
pier and more fulfilled."

How does your company stack
up? Have you showed appreciation to
your team lately? And no, giving them
a paycheck every two weeks doesn't
count, the experts say, unless maybe
you hand it to them with a handshake
and a thank you. Gratitude needs to
be personal and genuine.

The nature of the green industry
doesn't provide everyone at every level
with high pay and a Cadillac benefits
plan. But there's a simple, free perk
you can provide employees that your
competitors likely aren't: a sincere
"thank you."

Tell employees you're grateful
for them, and they'll act that way
toward your customers. 



HEADQUARTERS

1360 East 9th St., Suite 1070,
Cleveland, OH 44114

EDITORIAL STAFF

Editor Marisa Palmieri

216/706-3764 | mpalmieri@northcoastmedia.net

Associate Editor Dillon Stewart

216/706-3756 | dstewart@northcoastmedia.net

Art Director Tracie Martinez

216/363-7924 | tmartinez@northcoastmedia.net

Graphic Designer Courtney Townsend

216/363-7931 | ctownsend@northcoastmedia.net

Digital Media Content Producer Allison Barwacz

216/706-3796 | abarwacz@northcoastmedia.net

ADVERTISING STAFF

Publisher Bill Roddy

216/706-3758 | broddy@northcoastmedia.net

North American Sales Manager Craig MacGregor

216/706-3787 | cmacgregor@northcoastmedia.net

Account Manager Jake Goodman

216/363-7923 | jgoodman@northcoastmedia.net

Account Executive Classifieds Kelli Velasquez

216/706-3767 | kvelasquez@northcoastmedia.net

BUSINESS STAFF

Vice President, Sales Patrick Roberts

216/706-3736 | proberts@northcoastmedia.net

Administrative Coordinator Petra Turko

216/706-3768 | pturko@northcoastmedia.net

Manager, Meetings and Events Ryan Bockmuller

216/706-3772 | rbockmuller@northcoastmedia.net

Marketing Manager Scott Gebler

216/363-7932 | sgebler@northcoastmedia.net

Manager, Production Services Terri Johnstone

216/978-9622 | tjohnstone@northcoastmedia.net

Senior Audience Development Manager

Antoinette Sanchez-Perkins

216/706-3750 | asanchez-perkins@northcoastmedia.net

Digital Operations Manager Bethany Chambers

216/706-3771 | bchambers@northcoastmedia.net

Web Developer Jesse Malmacher

216/363-7925 | jmalcmacher@northcoastmedia.net

MARKETING/MAGAZINE SERVICES

Reprints & Permissions Brett Petillo

877/652-5295 | bpetillo@wrightsmedia.com

Circulation List Rental Antoinette Sanchez-Perkins

216/706-3750 | asanchez-perkins@northcoastmedia.net

Subscriber, Customer Service 847/763-4942

For current single copy or back issues



CORPORATE OFFICERS

President & CEO Kevin Stoltman

216/706-3740 | kstoltman@northcoastmedia.net

VP, Finance & Operations Steve Galperin

216/706-3705 | sgalperin@northcoastmedia.net

VP, Graphic Design & Production Pete Seltzer

216/706-3737 | pseltzer@northcoastmedia.net

Editorial Director Marty Whitford

216/706-3766 | mwhitford@northcoastmedia.net

EDITORIAL ADVISORY BOARD

Q+A

Licensing in the landscape industry: Are you for or against?

MORE ONLINE

See more great advice and complete answers from our Editorial Advisory Board in the online version of this feature at LandscapeManagement.net.

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"I would lean in favor of licensing because it might eliminate or prevent poor operators from entering our industry. I do hate the idea of more government in our lives, but this would be a good move."

"It brings credibility and professionalism to the industry, so I am for it."

"I'm against licensing because there will not be any agency to enforce the code."

"It adds no value while introducing government into the segment, which can only add cost and hassle without value."

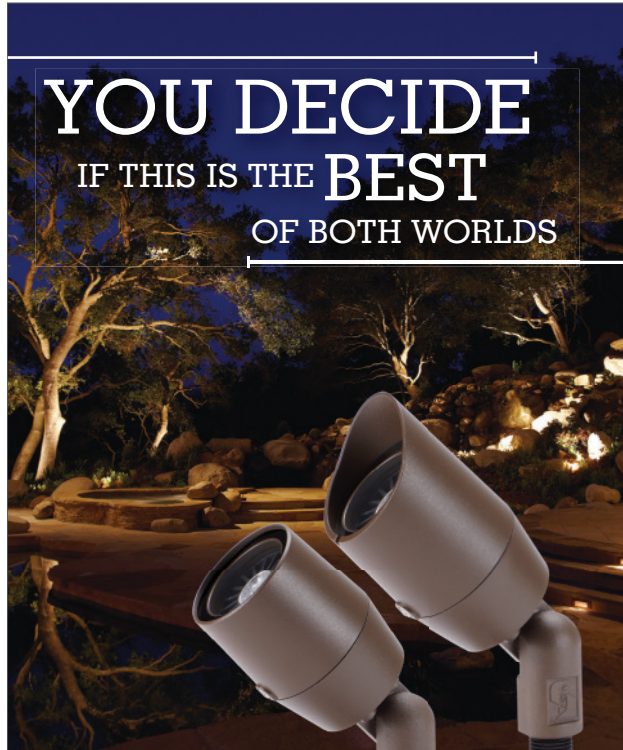
"Licensing creates regulation and adds cost without adding value. Viability is best determined by free market forces."

"I'm 100% for it. You can't complain about uninsured, unregistered companies undercutting you and also complain about landscape licensing."



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BIG PICTURE

SWEET DREAMS

LOCATION Lake Forest, Ill.

COMPANY James Martin Associates, Vernon Hills, Ill.

THE DETAILS “We refer to this as the ‘Dream Project’ because of the scale and attention to detail the team and homeowner had during the development of the project,” says James Martin Associates designer Brian Jordison.

It started as a clean slate—an empty, landlocked 5-acre lot only accessible by a 12-foot-wide driveway easement 200 feet from the street. During the house construction, most vehicles used the open lawn for parking. The installation of nearly 1,000 feet of granite curbing and the restoration of the front lawn meant construction parking became limited. Careful delivery staging was required.

Having worked together twice before, the homeowner trusted the design team.

Jordison concludes: “Whenever you can work with clients who are open-minded and trusting of your ideas, the end result will be something that will create fond memories.”

PHOTO Lawn rugs furnished with irrigation misters were designed into the pool patio to create a cool spot for hot feet.

See more photos from this project, which earned a National Landscape Awards of Excellence Grand Award from the National Association of Landscape Professionals, at LandscapeManagement.net/BigPicture.

PHOTO: JAMES MARTIN ASSOCIATES



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RECOMMENDER

ISSUE BRIEF

STEP BY STEP

NEW STUFF

SAFETYWATCH

ALL IN ONE

To maximize the efficiency of each lawn care technician, Jonathan Rigsbee, president and CEO of GrowinGreen in Kernersville, N.C., reconfigured his trucks to offer multiple treatments. Each new truck is designed to carry five different mixes, as well as a granular product, to treat lawns, trees, shrubs and pests.

Rigsbee said it took some additional training to ensure each technician could properly perform each service, but the effort has paid off. Through this redesign, the average GrowinGreen technician went from producing \$150,000 to \$175,000 per truck annually to \$225,000 to \$250,000 per truck per year.

"Now instead of just doing a lawn care application, they can also spray trees and shrubs and perform pest control all in one stop, because they have the capacity and the mixes," Rigsbee said. "It has allowed our guys to be much more efficient, and we can offer more bundling programs for our customers."

Learn more about GrowinGreen on page 20.



BROUGHT TO YOU BY



JOHN DEERE

RECOMMENDER

What drip irrigation products do you prefer?

In the wake of drought and increased landscape irrigation scrutiny, contractors look to drip irrigation to get water to the right place.



JASON STEELE
OWNER, STEELE'S LANDSCAPES
WICHITA, KAN.

"Rain Bird, Antelco and Maxijet. We use these brands because of great performance, reliability and consistent quality. The pricing is competitive to other brands. We continue to explore other brands, as our own research and development is ongoing."



BOB WINDSOR
PROPRIETOR, WINDSOR GARDENCARE
FOUNTAIN VALLEY, CALIF.

"I use DIG drip products for a variety of applications and reliable access everywhere I work. The reliable supply and performance have earned my trust."

ISSUE >>> BRIEF



BY MISSY HENRIKSEN

The author is VP of public affairs, National Association of Landscape Professionals.


ATTACKS ON MANAGED LANDSCAPES GAIN TRACTION

Historically, our industry has come under attack on various issues, including our equipment's noise or carbon output; the inputs we use, which are EPA regulated and approved; our water use; and the use of turf, itself.

The West's drought exposed the industry to even more attacks. Water for landscapes is cited as the single biggest use of household water in California. Particularly, turfgrass is being vilified. Water districts are offering rebates for turf removal, which is seen as a quick and easy fix.

Media coverage and reporters' rhetoric on this issue has heightened outside of California. East Coast articles urge people to remove their "water-guzzling lawns." A new sense of "lawn-shaming" in the media ignores the environmental benefits of turfgrass, including oxygen creation, noise reduction, cooling effects, and carbon and run-off sequestration.

Albuquerque, N.M., is a cautionary tale. It recognizes the heat island effect created in its own city because it doesn't have enough trees and turf. Officials are trying to change city codes to incentivize tree planting. Other locations need to be aware of run-off problems, heat islands and fire hazards brought on by removing landscaping.

Everyone in the industry can make a difference. Pay attention to negative media stories and respond with letters to the editor. Promote the benefits of lawns and managed landscapes. Advocate for a balanced approach to landscaping instead of an all-or-nothing approach that vilifies it. 

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STEP BY STEP

Wear proper PPE for mowing

When you or your crews are mowing lawns, there are hazards and safety concerns on every property. It's vital you and your team stay safe by wearing the right personal protective equipment (PPE).

Each job is different and will require its own set of PPE. So, don't forget to do a job site assessment beforehand to see what's needed.

For mowing jobs, wear close-fitting clothes and no jewelry. Pull back long hair. These items can catch in the equipment's moving parts and cause injuries.

To protect your legs and feet from brush or objects thrown from the mower, wear long pants and sturdy, non-slip boots. Do not wear tennis shoes, since they can be easily severed if they get caught under the mower deck. Also, always wear safety glasses to keep debris out of your eyes.

The Occupational Safety & Health Administration (OSHA) requires you to wear hearing protection when sound levels exceed certain limits, generally a daily average of 85 to 90 decibels. Check the mower operator's manual to see what type of hearing protection you need. Two common types are muffs and plugs. Make sure you can wear your hearing and eye protection together comfortably.

All PPE should be maintained and cleaned regularly to keep it in proper working order. If something breaks or is damaged, replace or repair it before wearing it again.

And don't forget to conduct regular safety meetings to discuss what type of PPE crews should wear and how to properly wear it on different jobs—for their safety and to make sure they are OSHA compliant. All PPE should fit crew members properly, not too loose or tight. Make sure all PPE fits together and is compatible.

While PPE is meant to help prevent accidents, operators also need to teach and follow safe practices on the job site. 

SOURCE: Occupational Safety & Health Administration

DOWNLOAD IT

Visit LandscapeManagement.net/StepbyStep to download a PDF of this page to use as a training tool for your team.

STEPS 1-3

Wear sturdy boots, long pants, safety glasses and ear protection when mowing. All PPE should be compatible and properly fit together. Make sure your clothing fits snugly, and do not wear jewelry. If you have long hair, pull it back. Maintain PPE, repairing or replacing it as needed.

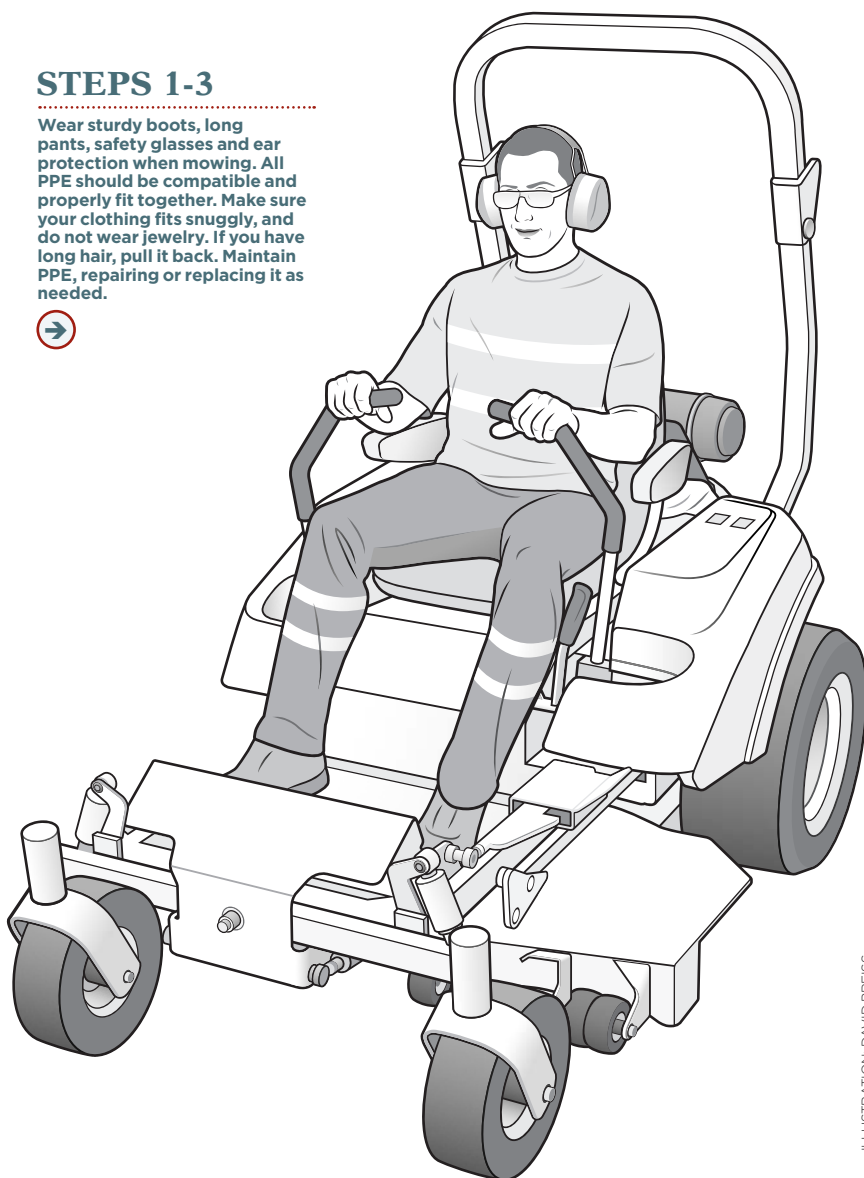


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NEW STUFF



1. LED LANDSCAPE PATH LIGHT TRIO

COMPANY: Super Bright LEDs

URL: SuperBrightLEDs.com

This line of stake-mounted LED landscape pathway lights comes in 2 and 4 watts, each with a 360-degree beam angle. The Nichia LED light bulbs provide 40 to 129 lumens. Designed to withstand the elements, its conformal-coated circuit boards are moisture resistant, and its black powder-coated aluminum housings are rust resistant with clear or frosted glass lenses. The lights are designed for a 12-volt landscape lighting system but come with four adapter trays, included to fit multiple power wire gauges.

2. SALTDogg SPREADER STANDS

COMPANY: Buyers Products

URL: BuyersProducts.com

The full-size, hydraulic SaltDogg spreader stands come in six sizes from 10 ft. to 15 ft., each with adjustable legs. The stands are designed to accommodate spreaders with prewet tanks. They also come with built-in rollers on the rear and sides to make on and off loading of a dump body easier. The spreader stands come in black powder-coated or hot-dipped galvanized finishes.

3. X7 BRUSH CHIPPER

COMPANY: Boxer

URL: BoxerEquipment.com

Boxer released a 7-in.-capacity brush chipper designed for renters and small contractors. It features a 32-in. diameter, 1.25-in. thick chipper disc designed to power through tough material. The reverse pivot in-feed with internal drive applies 1,118 lbs. of clamp load to the material, while the 24 CID feed wheel motor provides more than 1,700 lb.-ft. pulling force. The machine features a Kohler 25-hp EFI gasoline engine and a 10.63-in. diameter, 9.5-in. wide single top feed wheel with ripper teeth end caps and horizontal knife bars.



CHECK OUT MORE NEW STUFF ONLINE

To stay up to date on all the latest landscape industry products and services, visit LandscapeManagement.net/tag/product-news.

4. ALUMINUM LANDSCAPE DUMP BODY

COMPANY: Crysteel

URL: Crysteel.com

The 12-ft. Aluminum Landscape dump body features a 50-in. side door, a pull-action latch mechanism, two-piece barn door and a unibody design. The standard Lo-Boy 510 hoist includes a full-length sub frame designed for strength and a factory-installed body prop designed for safety. Options include full cab shield, bolt-on pull-out ladder kit, pull tarp and plastic fenders.

5. SUSPENDED OPERATOR LAZER Z MOWER PLATFORM

COMPANY: Exmark

URL: Exmark.com

A factory-installed upgrade available on 2015 Lazer Z E-Series and Lazer Z X-Series machines, the suspended operator platform uses coil-over hydraulic dampers to reduce the impact of bumps and vibration. The design provides 3.6-in. of travel in vertical and fore-aft directions, with trailing arms to limit lateral travel and increase operator stability. The suspended operator platform includes a new seat with the company's Iso-Mount isolation system, which provides a controlled 0.75-in. of lateral and 0.5-in. of vertical isolation.

6. BR 450 C-EF BACKPACK BLOWERS

COMPANY: Stihl

URL: StihlUSA.com

The BR 450 C-EF backpack blower is Stihl's first professional blower equipped with an instant electric start. The electric start technology removes idling between jobs by allowing professionals to start and stop the unit while wearing it. An on-board battery charges while the unit is running. The machine features Stihl Easy2Start, a starting procedure and semi-automatic choke designed to reduce chances of flooding.

SAFETYWATCH

➔ This photo was staged to show several safety hazards or dangerous work habits. How many can you identify? Flip to page 51 for a list of potential hazards.

DOWNLOAD IT

Visit LandscapeManagement.net/SafetyWatch to print a PDF of this page. Post it at your facility and encourage your employees to challenge their hazard-spotting skills.

Ed. Note: Thanks to Schill Grounds Management in North Ridgeville, Ohio, for participating in our SafetyWatch photo shoots. Schill and Landscape Management do not practice or condone the unsafe methods demonstrated during photo staging.



PHOTO: LAURA WATLO BLAKE

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GET 'EM EARLY

Plant material shortages mean contractors should analyze their plant-buying processes.

▶ PAGE 26

LEADING THE WAY, IN MORE WAYS THAN ONE

INTERVIEW WITH TROY CLOGG

As one of the largest and most successful landscaping and snow removal firms in Michigan, Troy Clogg Landscape Associates has a wealth of knowledge and experience when it comes to running a business with efficiency.

Here, several members of the TCLA team, including Troy Clogg, his wife Linda, and Ron Tucker share their insight, vision and remarks on the successful journey the company has taken thus far, and how technology is contributing to the company's success and changing the business as a whole:

If you could summarize your management style, what would it be? In what ways have these tactics contributed to your company's success over the last 30 years?

Our management style is best described as one based on love and trust. The three words that are in the walls of our office and run consistently through our culture are: fun, healthy and loving. We don't believe in threatening or controlling people with fear. Especially fear of failure. We believe the faster you fail, the sooner you succeed: so just keep moving!

We create a 3 to 5 year plan for the company and share it on our website for all to see – we call this, “our painted picture.” This is the basis for all the individual expectations that we set. From this point, it is a lot like most successful teams, where we do our best to make public rewards and praise, and private reprimands. “Tough love” is how we look at it, and so far it has reaped with great rewards.

As one of the largest and most successful firms in Michigan, which past project are you most proud of?

The landscape projects that feel the best and result in feeling proud are when we are able to exceed the clients' expectations, while simultaneously learning, growing, doing things we have never done before, and of course, making profit.

When it comes to our snow management business segment, some of the larger projects (which take a cohesive team of players, working together in a blizzard to exceed expectations), leads to the greatest feelings of pride. We have some sites that require 20 to 50 or more team members working together; whether they are in a loader, driving a salt truck or on the sidewalk crew.

Your company has a strong social media presence. What tactics have you used to grow this presence and maintain such a loyal and steady following?

Yes, we do! We use social media as a way to stay connected with our customers and offer value added content. We monitor all of the responses that we receive and quite honestly, this gives us additional insight to what people are interested in receiving from us and what type of services they are looking for.

The focus of all of our social media efforts is to stay connected with our clients, staff and community. This is built on a foundation of “helping”; we work to ensure that the majority of the information we share is simply helpful to those staying in our lives through our social media channels.

In your opinion, how will the future of social media and real-time technology change your industry, for the better?

Social media and real-time technology will simply allow us to offer our clients the best possible service. In every aspect of our business (for our snow-related services especially), we envision providing LMN's

JobsiteWatch, a personalized online portal for our customers where they will be able to login and see “real time”. This will involve them seeing exactly what is happening on their site during an event. Real time technology also offers us an additional way to stay connected with our team too!

Furthermore, in this world of risk mitigation and “instant” gratification, real-time technology will not only ensure that we are covered in case of a lawsuit, but it will also provide the answers that our clients are searching for during a storm.

How have online tools and software have changed your business?

Using the LMN Time and the LMN QuickBooks payroll integration sync tool has saved our company many hours of effort preparing payroll every week. What used to take the better part of two days now can be completed in less time and with far better detail. The reporting we get from the job sites also streamlines our ability to generate invoicing for the customer, which in return, greatly improves our cash flow.

Any success stories using technology at TCLA you want to share with us?

We have many success stories! Simply put: the ability to sit in weekly sales and production meetings and sharing our progress in “real time” vs “projected” using LMN, simply leads to better site management, sales and estimating, and education/enlightenment of all parties involved.



Using LMN Estimating has improved the accuracy of the information that gets passed down from the sales/estimating team to the field/implementation team...



Using LMN Estimating has also improved the accuracy of the information that gets passed down from the sales/estimating team, to the field/implementation team; thus allowing us to increase our efficiency on job sites and maximize the quality of the end-product. This also allows us to maximize our profitability!

Are there any challenges that TCLA your company has recently faced?

Improving the level of communication between the various departments that it takes to design, sell, implement and close out a project has always been a challenge - not only for our company, but likely any company in our industry. LMN has been a key tool in our efforts to improve communication across the board and has been a great success for TCLA.



"Using the LMN Time and the LMN QuickBooks payroll integration sync tool has saved our company many hours of effort preparing payroll every week."

What do you see down the pipeline for TCLA?

We have some exciting news to share: and it involves our new upcoming facility. We have purchased a building and property (we have been in the same facility since 1993), and we are working towards creating an environment that supports all portions of our business, and provides department leaders with their own space to organize and care for and be recognized for their successes.

The facility will also provide very large storage capacity for bulk salt, bagged Hot Pink Deicer and a training facility for our team and our clients. We are working towards an exterior that will set a precedent in our community for industrial properties. We hope to succeed in having elements of green roof, solar panels, wind mills and permeable paver lots. Wish us luck! The team has set the bar high and as a group we will do all we can to stretch it higher.

Troy Clogg Landscape Associates, LLC is one of the largest and most successful firms in Michigan, providing landscape design and construction, complete site maintenance with fertilization, irrigation design and service, and snow removal to a full range of commercial and residential clients. They are known for award-winning designs, dependability, and quality service. With state-of-the-art equipment, cutting-edge products, and a dedicated team of professionals, TCLA has the capability to meet your every landscape and snow removal need. www.troyclogg.com

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TURF+ORNAMENTAL CARE

Tightening up

Despite hardships, Jonathan Rigsbee's North Carolina lawn care business continues to grow. BY EMILY SCHAPPACHER

SECOND TIME AROUND

Jonathan Rigsbee founded GrowinGreen in 1999 after spinning off from a former partnership that wasn't working out.



Jonathan Rigsbee knows how to make the best out of a bad situation. Throughout his green industry career, the president and CEO of GrowinGreen, a Kernersville, N.C.-based lawn care company, has experienced ups, downs and everything in between.

Perseverance and innovation have helped the company thrive in ways Rigsbee never expected. With tried-and-true business practices and a loyal team by his side, he continues to grow his \$2.2 million company, learning lessons and embracing change along the way.



Jonathan Rigsbee

"If it hadn't been for being very proactive, we could have lost everything," Rigsbee says. "It was a team effort, and it took changing the whole way we did business. We had to work with the resources we had, pull advice from others and push forward."

Rigsbee began his green industry career in 1988. His first venture into owning his own lawn care business came in 1995 when he and a partner started a company called Turf Appeal.



After three years, Rigsbee and his partner "couldn't stand each other," so Rigsbee took 10 percent of Turf Appeal's customer base, equaling about \$40,000 in revenue, and started GrowinGreen in 1999. Thanks to Rigsbee's industry contacts, GrowinGreen did \$200,000 the first year and grew from there. Over the years, in addition to acquiring more residential customers, GrowinGreen subcontracted commercial work for two other companies, comprising about 25 percent of its revenue at the time.

NEARLY A DEATH BLOW

Business was good, until the com-

pany faced a major setback in 2010 when GrowinGreen began using the herbicide Imreliis, manufactured by DuPont. In June 2011, Rigsbee began to get calls about curling, gnarled and dying trees. Within a few months, more than 215 GrowinGreen customers had trees that were killed or damaged by the herbicide, and the U.S. Environmental Protection Agency issued a stop-sale order for Imreliis. Rigsbee had to create a special internal division to deal with customer claims. For seven months the company's sales team was dedicated to

Continued on page 22

PHOTO: GROWINGREEN

NEWSPEED

JDL REBRANDS

John Deere Landscapes unveiled its new name and logo as SiteOne Landscape Supply.



The change will become effective

Oct. 19. In mid-August, SiteOne filed for a \$100 million initial public stock offering.

PRIMERATURF GROWS

The Cleveland Heights, Ohio-based cooperative added five new

owner-distributors: Ewing Irrigation, High Tech Irrigation, KBW Supply, Zimpro Supply Co. and Carlin Horticultural Supplies.

EPA GETS TOUGH

The Environmental

Protection Agency is proposing stronger standards for pesticide applicators who apply "restricted-use" pesticide. The agency is now accepting public comments at its website.

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TURF+ORNAMENTAL CARE

Continued from page 20

seeking out the damage and working with affected customers.

"It could have been a death blow to our business if not for the team we had pulling together, proactively looking for damage and being upfront with our customers about what happened," Rigsbee says.

Fortunately, most of GrowinGreen's customers remained loyal. Through it all, the company lost only one residential customer. But the situation prompted the firms for which GrowinGreen subcontracted commercial work to bring their spraying in-house. These moves were a big hit to GrowinGreen during an already difficult time. The loss of three key employees; the rising costs of fuel, fertilizer and health insurance; and Rigsbee's personal battle with a reoccurring illness only added to the hardship.

"We already had a plan in place to replace the commercial business—we knew they were too big a part of our revenue—we had just intended to spread it out over time instead of losing them both at the same time," Rigsbee says.

"We decided to shift our focus from 'growth, growth, growth' to more personal customer service, customer retention and more training with the guys we had," he added. "We began working with what we had a little more because things were drying up."

NECESSARY CHANGES

With the future of GrowinGreen in limbo, Rigsbee knew he had to make some changes. His first move was to restructure his team. He hired a general manager to oversee the day-to-day operations and promoted three senior employees to field managers, responsible for sales, training, customer service and technician support. Each field manager oversees one to four technicians. Rigsbee also created an in-house research facility and hired a full-time agronomist to thoroughly test all new products

before use on customer properties.

The loss of the commercial contracts hurt GrowinGreen's cash flow, so Rigsbee worked with his bank to restructure the company's debt. He also developed a new payment structure for his customers to promote cash flow year-round. Instead of paying for each service as it's completed, customers have the option to pay for the entire year's services in 12 equal monthly installments. Depending on the number of services they receive and whether they prepay, customers can earn a 5 percent to 17 percent discount.

"If we do everything for \$100 a month, it takes away the pressure of a \$500 bill for seeding in the fall because it's already figured in," Rigsbee says. "This eliminates people from making emotional decisions about services, and has allowed us to sell more services and have more flexibility in the timing of them."

Technology also played an important role in GrowinGreen's survival. Rigsbee installed an in-house computerized fueling and filling station and assigned one employee to mix chemical products and fuel trucks. The system eliminates the need for technicians to calculate and mix their own product each day, and allows one employee to fill 3,000 gallons worth of mix in an hour—enough for 10 to 12 trucks a day. This task used to take about 12 man-hours. The process guarantees exact measurements and also helps eliminate product waste. Rigsbee also reconfigured his trucks to carry up to five different mixes and offer multiple services. (See Efficiency Tip on page 9.)


Each GrowinGreen technician also has a smartphone or tablet equipped with Real Green Systems' Mobile Live software, giving them access to real-time customer data throughout the



day. The software helps determine the most efficient driving routes, offers GPS tracking and monitors a vehicle's speed.

Rigsbee says all these efforts have "paid off tremendously." In 2010, before the Imprelis incident, GrowinGreen was a \$1.3 million company. Revenue took a hit in 2011, but the company rebounded in 2012 and has grown each year since. Today, GrowinGreen's customer base is 85 percent residential, 10 percent commercial and 5 percent athletic fields. About half of the company's revenue comes from its recurring turf and ornamental treatment program. The other half comes from a variety of additional services, such as aeration, mosquito control, seeding and vegetation management. While Rigsbee says he still has customers who have problems caused by Imprelis, he continues to make things right with every one of them, as he looks forward to things to come.

"It's still out there and still a thorn in our side," Rigsbee says. "But we made a commitment to see our customers through it, and that's what we're doing."

"We had no choice but to dig in and fight through," he added. "We took the team that we had remaining, pulled them together, and tightened up what we were good at." 

IMPRELIS PROBLEMS

GrowinGreen lost only one residential customer due to Imprelis damage, but the company lost all its commercial work—about a quarter of its revenue.



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Lessee vs. Buyer

When it comes to your mower fleet, which option is a good fit for you?

BY DILLON STEWART

ANATOMY OF A LESSEE

A lessee enjoys low monthly payments—often much lower than those associated with buying. Lower payments help preserve cash flow for things like expansion to new places or market segments.

With a short-term contract or project that requires specific equipment, a lessee benefits from easily unloading machines down the line.

In some cases, having assets can be more beneficial than preserving cash flow, like in the case of an owner preparing to sell his or her business. Owning equipment creates these assets.

Every second a mower is down, the business is losing money. Leasing is a good option for those without an on-staff mechanic and those who would like to rely on the dealer for repairs and loaners.

Old equipment can lead to fatigue, employee burnout and unproductivity. Plus, older engines are typically less environmentally friendly and fuel-efficient. Lessees enjoy having the latest, most efficient technology.

A buyer often has a reliable mechanic on-staff or on-call. It's important, however, to ensure the costs of repairs don't outweigh the cost of monthly leasing payments.

A buyer books equipment as an asset or liability. As the equipment depreciates, the owner can take a depreciation tax deduction.

ANATOMY OF A BUYER

Leasing overusage fees can be costly. Those who put a lot of wear and tear on their machines may be better off buying—as long as they have a mechanic handy.



9 QUESTIONS TO ASK YOURSELF WHEN DECIDING TO LEASE OR BUY

- 1** Which method of purchasing will enable the lowest overall cost per hour to operate the equipment?
- 2** What are your business plans for the next two to three years? Is cash needed for other growth areas?
- 3** Will you need to borrow to grow your business and want to reduce assets and liabilities to enable that?
- 4** Do you need to reduce income with expense deductions?
- 5** Which choice will enable growth and a better financial return, according to your accountant/tax advisor/financial advisor or CFO?
- 6** Can your dealer quote you both an installment note and a lease?
- 7** What are your repair costs on equipment that you buy and keep? Could you lease newer equipment and lower your overall costs?
- 8** Do you have a mechanic? Does he spend his time on repairs or preventive maintenance?
- 9** How many hours will you use the machine per year? What will the equipment value be at the end of the lease?

Source: Dan Gundacker, product marketing manager, John Deere Financial

NEWSFEED

CARETAKER EXPANDS

Caretaker Landscape & Tree Management, headquartered in Gilbert, Ariz., expanded to Tucson, Ariz., and Denver. The company, with about \$25 million in annual revenue, offers construction and maintenance work to commercial clients in those areas.

MOWER RAFFLE

Contractors can earn a chance to win in an Exmark Lazer Z X-Series mower by purchasing a ticket for the Project EverGreen Great Mower Giveaway Raffle. Proceeds support the nonprofit's "Healthy Turf. Healthy Kids." initiative. Tickets are \$10 each or six for \$50. Purchase them at ProjectEverGreen.org.



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DESIGN/BUILD+INSTALLATION

Growing concern

How landscape contractors can combat plant shortages.

BY LAUREN DOWDLE

After years of struggling during the economic downturn, the landscape industry has gradually made a comeback. But, not every aspect has returned to its prerecession level.

Plant shortages in the past few years have affected companies across the country. They've caused landscapers to spend more time finding, planning and purchasing plants.

SUPPLY AND DEMAND

The industry first began to realize the plant shortages in 2009 to 2010, says Jeff Gibson, landscape business manager at Ball Horticultural Co. Suppliers changed some of their practices to survive the downturn, triggering the shortages.

Before the recession, growers and nursery suppliers would always grow a "buffer" to cover unanticipated orders from contractors, Gibson says.

"When the recession hit, they reduced the spec, guessing the contractors would likely not install and, therefore, buy as much color as they did previously," he says. "The growers had to guess at how much they should reduce by. In 2010 and 2011, growers ran out of staples like begonias. That rarely happened before."

During this time, several suppliers went out of business or cut back on the amount of plants they had in stock. Those that stayed opened held inventory for a year or two, but many discarded the plants after that time and did not replant because of the economic uncertainty.

"The whiplash effect is still with us today, as trees take four to five years to get

to a reasonable selling size," Gibson says. "Shrubs are quicker: two seasons often. That is all coming back now that building has returned, but there is still a lack of smaller caliper (plants), especially street trees."

The tree shortage is something professionals are seeing across the country.

"Several growers had to burn old, big trees because no one was buying them," says Gary Nienhuis, licensing manager at Spring Meadow Nursery in Grand Haven, Mich. "Now, we are trying to figure out how to get big material, and it's just not there."

A purchaser for Ruppert Landscape, Mary Angebrannndt, has experienced trouble finding 3-inch caliper trees.

Ruppert is a full-service landscape firm with 18 branches in Maryland, Virginia, North Carolina and Georgia and \$110 million in annual revenue.

Trees aren't the only plant material facing a shortage.

"Here in the South, sod production is even down about 20 percent," Angebrannndt says.

With a limited supply, landscapers must spend more time tracking down plant material.

"Four years ago, a landscaper could call up one company and almost name his price, tell them what he needed and get it," Nienhuis says. "Now, they are having to make multiple

Continued on page 28



PLAN TO PLANT
Designing and bidding plants with growers' availability lists in mind is one solution to plant shortage problems.



Gary Nienhuis



Mary Angebrannndt

NEWSPEED

INSTALLER COMPETITION

The 2015 Hardscape North America Installer Championship is accepting registrations.

It will be held Oct. 22-23 in Louisville, Ky., during



Hardscape North America, which coincides with GIE+EXPO.

BALL ACQUISITION

Ball Horticultural Co. purchased Conard-Pyle, which specializes

in the genetics and sales of proprietary roses, perennials and woody plants.

HQ EXPANSION

Bobcat Co. and parent organization

Doosan broke ground Aug. 11 on a \$9.5 million company headquarters expansion in West Fargo, N.D. The expansion will double square footage and employee capacity.

PHOTO: RUPPERT LANDSCAPE

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FREIGHTLINER

DESIGN/BUILD+INSTALLATION

Continued from page 26
calls to get one product. For landscapers, trying to fulfill specific jobs or finding larger materials is a lot more work."

Not only are the shortages demanding more time from contractors, they're also making things more difficult on the job site.

"As a whole, it's hurting us because we can't meet clients' and architects' expectations because the material isn't there," Angebrannndt says.

As the shortage continues, plant prices will rise, which poses concerns for contractors who need to set prices for future plant purchases.

"You have to almost look at your crystal ball and think what the price will be in two years," Angebrannndt says. "I think it's scary for all of us. You don't know what the economy is going to do."

NATURAL CAUSES

Other contributors to the shortages have been environmental factors like extreme weather and invasive pests, says Keith Kurian, owner of Green Inspirations Landscaping in Whitemouth, Manitoba. The full-service com-



Keith Kurian

pany has about \$350,000 in annual revenue.

Kurian says he first noticed the shortages in June when he tried to order several junipers from a local nursery for an upcoming project. He ties the shortage to a cold but low-snow winter in his region.

"Without the snow cover, certain plants really suffered," he says.

Kurian also has discovered trees are more stressed than normal, causing them to be more susceptible to diseases and insects—another factor that has played a role in the overall shortages.

Others agree: major pest-related concerns like Emerald

Continued on page 30



WORK TOGETHER

Buy early and collaborate with growers to overcome plant shortages, experts say.

PHOTO: SPRING MEADOW NURSERY

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A person wearing a green hoodie and a black cap is seen from behind, working on a wooden fence. The fence is made of horizontal wooden planks. In the background, there is a large agave plant with blue-green leaves and a red flower. A house with a tiled roof is visible in the distance.

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Continued from page 28

Ash Borer on ash trees and impatiens downy mildew have compounded economy-driven plant shortages.

“Both hit at the peak of the recession and caused a major cutback in staple supply items for landscapes,” Gibson says. “Alternatives for impatiens and street trees have appeared, but it’s taken four to five years for the market to get used to them and start using them in bigger numbers.”

BE WILLING TO CHANGE

To work around the shortages, Nienhuis says landscapers should be willing to try new and different plants

and accept some substitutes when the product isn’t there.

Another way landscapers can ensure plant availability is to purchase early.

For example, Angebrannt says she’s had to take plant deliveries early, just so she wouldn’t lose them. Contractors should build solid relationships with their suppliers to determine a buying schedule will work best, sources say.

“A lot of nurseries want to turn the crop and not hold it for you,” Angebrannt says. “You need to find a balance. See if they will take a deposit and hold it for you.”

When specs call for larger plant material, contractors

may need to buy even earlier.

“If you know you have a job that’s further out that’s going to require bigger crops, you need to get those materials locked down as early as possible,” Nienhuis says.

Landscapers also should design and bid with their growers’ availability listings in mind. “Gone are the days of allowing your clients to pick and choose from magazines to catalog the plants they want for their designs,” Gibson says. “Spending time trying to find obscure or unavailable items is inefficient and usually results in disappointed clients if the item is not found, or costs three times as much.”

TURNAROUND TIME

It will take time for the plant shortages to improve.

Angebrannt predicts the shortage will last another year or two. “Nurseries are gun shy about going overboard with plants,” she says.

Nienhuis foresees the industry making up ground by 2017. For larger trees, he says it may take until 2018 or 2019.

“There’s a lot dependent on the housing market and economy,” Nienhuis says. “It’s at least going to take the next couple of years to get all of the product they’re going to want.”

Dowdle is an Alabama-based freelance writer.



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IRRIGATION+WATER MANAGEMENT

Framing water management

One irrigation pro says selling water management on ROI is not the best approach.

BY KYLE MCNERNEY

When I started my business I thought return on investment (ROI) was the best way to frame water management.

But I quickly learned that's not how it works in the property management world. Why? Bigger numbers sound, look and feel better. These are the same numbers you'd find with ROI, but they're spun differently. Understanding the spin could help other water managers start selling better projects. Here's my approach.

STEP 1

What's the scale of the project? How much water in dollars is being used and how much can you conceivably reduce that number by?

Think in dollars and always think in dollars. Think about plants lost per year (material and labor), an empty building or an angry employee. A property manager once told me I was there so the person in *that* office (whom he pointed at) doesn't call him about the grass. I have a feeling the person in the office made a decent salary and it wasn't in his or her job description to be preoccupied by turf quality. But because water management wasn't

what it needed to be, it was costing the company money.

STEP 2

Remember, think differently because ROI doesn't matter. If you can save \$x,000 this year and water will increase by y% for the next 10 years then you can save \$zz,000 over the next 10 years.

Here's the difference. The ROI argument says, "If you spend \$3,000 with me this year, you will get that back in the first year." A savvy water manager says, "If you spend \$3,000 with me this year, you will save \$40,000 over the next 10 years."

To commercial property managers, that amount of money could be a project they might not otherwise be able to do or a bonus they might not earn. Breaking even means hitting zero. Placing a positive value on your work means much more.

STEP 3


Develop a water savings level you believe is necessary to make your project a success. This is a very subjective piece, but I think in the relative short term and I try to look at what would happen when I start taking more "risk" or when plants are less dependent in years three and



FORWARD-LOOKING

Water managers can more effectively sell their services when they think about what the savings could mean for property managers in the long term.

four. Look three to five years out and see what you could realistically do as far as savings, subtract your management costs, add in some healthier plants and predict what the benefit will be.

As you can see, this concept isn't complicated; it's just a different way of thinking. One property manager client told me he spent more on landscaping last year, and he credited the available money to water savings. He said he decided to plant more flowers at the front entrance because he wasn't worried about them dying. This winter the building's tenant renewed a five-year lease and specifically mentioned this year's flowers. You decide: How much was water management worth? 

McNerney is owner at Smart Water Management based in Hopkinton, Mass.

“Remember, think differently because ROI doesn't matter. Breaking even means hitting zero. Placing a positive value on your work means much more.”

—KYLE MCNERNEY



Kyle McNerney

NEWS-FEED

SHOW TIME

Registration is open for the Irrigation Association's 2015 Irrigation Show & Education Conference, Nov. 11-12 in Long Beach, Calif. Visit irrigation.org to register.



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LICENSED TO LANDSCAPE

Should states require landscape contractor licensing? We look at the pros and cons.

BY MARISA PALMIERI



JOE LANDSCAPER
Owner

Anytown, Any State 55555
Tel: 555-555-5555

E-mail: joe@XYZLandscape.com
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LICENSE #123456789

In a perfect world, Greg Winchel would be all for licensure in the green industry. The owner of Winchel Irrigation based in Grandville, Mich., sees the benefits: increased professionalism, consumer protection, the ability to raise prices and more.

But the world isn't perfect, so he's torn.

"Personally, the less the government is involved in my business, the better," he says. "But on the flip side, if licensing was really monitored and the guys that aren't doing things correctly were penalized and made to do things right, that would ultimately make our industry a better place to be a business owner."

About a decade ago, Winchel was involved with the Michigan Irrigation Association board prior to it merging with the Michigan Nursery & Landscape Association. The board unsuccessfully worked to bring irrigation contractor licensing to the state, which Winchel says probably worked out for the best.

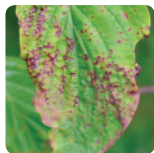
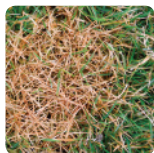
"Does licensing make us a more professional industry? On the surface, it might," he says. "You have a number to

stamp on your truck and your letterhead, but is it really going to achieve the objectives? Probably not."

Winchel is not alone in his uncertainty about licensure in the green industry. Opinions vary by region, the services you're addressing and, no doubt, personal politics.

Few people have problems with requiring licensing for pesticide applicators. When it comes to other areas of the landscape business, though, there's little consensus on what, if anything, should be regulated and at what level. For example, only a handful of states explicitly license landscape contractors, although others may do so under home improvement or other contractor regulations. On the irrigation side of the business, four states require an irrigation contracting license, and five states require a license that isn't solely specific to irrigation (it may be under plumbing or landscape contracting, for example). Florida offers a voluntary license that exempts licensees from local irrigation contracting licenses.

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And where there is licensure, the requirements are all over the map.

The National Association of Landscape Professionals (NALP) supports the continued licensing of pesticide applicators for safety and federal compliance reasons. The Irrigation Association (IA) supports licensing irrigation professionals for health and human safety reasons, but only in regions where the state's irrigation industry embraces licensing, according to John Farner, government and public affairs director for the IA.

"When it comes to licensing in other specialties like irrigation and landscape installation and maintenance, it's more of a mixed bag," says NALP Director of Government Relations Tom Delaney. "NALP is committed to professionalism in the industry through certifications like



Tom Delaney

Landscape Industry Certified where people are required to demonstrate their knowledge, but having a variety of different licensing requirements in different jurisdictions could make it difficult for companies on many levels."

Such burdens—and costs—are typical objections to occupational licensing in general. A 2012 report by the Institute for Justice (IJ) found occupational licenses take nine months to obtain and cost applicants about \$200 on average.

Proponents of occupational licensing cite consumer protection, health and safety as the major pros to licensure. Those in favor of green industry licensure, specifically, also cite the need to raise the industry's professionalism to the level of plumbers, electricians and other licensed tradesmen.

In the landscape industry,

licensure opponents say the regulations add cost without adding value to the companies or the consumer.

The IJ report also points to inconsistency among states as evidence licenses aren't necessary. "If, as licensure proponents often claim, a license is required to protect the public health and safety, one would expect more consistency," the report says.

✓ THOSE IN FAVOR

To understand why contractor licensing is necessary, you just have to watch one episode of Spike TV's reality TV show "Catch a Contractor," says Sandra Giarde, executive director of the California Landscape Contractors Association (CLCA).

The show features funnyman Adam Carolla, a former master carpenter, teaming up with a builder and private investigator to seek retribution for homeowners

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Sandra Giarde

duped by unscrupulous contractors. "All of the episodes show projects that are dangerous situations (for homeowners) because of bad work by various unlicensed contractors," Giarde says. "We support licensing because it benefits the consumer."

In California, the Contractors State License Board licenses contractors and regulates the construction industry. People who perform construction work on a project where the combined cost for labor and materials is \$500 or more must have a contractor's license. The C-27 classification specifically addresses landscape contractors. Mowing, edging, leaf blowing and shrub pruning do not require a construction license.

Licensing is also a boon to employees in the industry, Giarde

says. For example, licensed contractors have to carry workers' compensation insurance, pay taxes and pay unemployment insurance.

"When workers are laid off or injured on the job at an unlicensed contractor, they have nowhere to turn," she says.

In North Carolina, another state that specifically licenses landscape contractors, the law changed on Aug. 1 from a title act to a title and practice act (see "Licensure defined"). The North Carolina Landscape Contractors' Registration Board, established in 1975, became the North Carolina Landscape Contractors' Licensing Board (NCLCLB).

Before the change, the board had little enforcement power when consumer complaints came in about poor workmanship or fraud, says Scott Makey, owner of Old Mill Stream Nursery & Landscaping and chairman of the NCLCLB. After conducting an

LICENSURE DEFINED

LICENSURE: A state restricting a practice or the use of an occupational title that requires a license.

PRACTICE ACT: A type of licensure that requires a professional to obtain a license before legally performing a certain activity.

TITLE ACT: A type of licensure that restricts the use of an occupational title to licensees. Others can perform the activity but are not legally permitted to use a certain title.

PROFESSIONAL BODY OR LICENSING BOARD:

Typically composed of practitioners and stakeholders who oversee the licensure applications and may determine requirements, such as experience, education and examinations.

REGISTRATION: A term that's sometimes synonymous with licensure; it's often associated with title acts.

CERTIFICATION: A term that's sometimes synonymous with licensure but is typically a voluntary qualification and not a legal requirement.

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investigation, the board could revoke a contractor's title, but he or she could continue to operate.

Over the last decade, licensure advocates and industry trade associations pushed for a practice act, and the North Carolina Green Industry Council presented the need for a license to the state general assembly. The process took nearly four years. It was enacted on Aug. 1, 2014, and went into effect this year.

Consumer protection is the primary benefit, Makey says, though the statute has benefits for contractors too.

For starters, it eliminates a conflict with the state's general contractor statute. Before, landscape contractors engaging in projects more than \$30,000 were required to be licensed general contractors.

Makey points out that licenses aren't required for landscape projects less than \$30,000, although he suspects many landscape architects and municipalities will require bidders to be licensed regardless of project value.

The \$30,000 figure is probably too high, Makey says.

"There are a lot of consumers who still have to live by the 'buyer beware' philosophy," he says. "If you hire an unlicensed contractor and your small patio or retaining wall fails, you have no recourse other than an attorney and the Better Business Bureau."



Andrew Stepp is in favor of the licensing legislation. In fact, he believes the public could benefit from a more strenuous process. For example, he'd like to see a license requirement for anyone providing installation, maintenance or irrigation services.

"If you're carrying a business name, in my opinion you should have to have a license," he says. "It would cut down on the Joe Schmo with a lawn mower and a truck coming in and underbidding because they're not well into the business, so they don't have insurance or carry a pesticide license."

He'd also like to see enforcement stepped up and clarified. It's a detail that's remained fuzzy as the licensing board gets off the ground.

Stepp says he hopes enforcement is better than the state's pesticide licensing enforcement.

"There's one pesticide inspector who covers from Raleigh (in the middle of the state) to the end of the state that borders Tennessee," he says. "I've seen him once in the three years I've been in business. It requires way more manpower to enforce the licenses effectively."

He's not the only one who feels this way. In fact, lack of enforcement is one of the main concerns of licensing opponents.



Scott Makey

CALIFORNIA LICENSING BY THE NUMBERS

A look at landscape contractor licensing in the state many consider to be one of the most widely regulated.

C-27

The California State Licensing Board's classification for landscape contractors. One of the board's original classifications, it took effect in 1931.

13,691

The number of C-27 licensees as of Aug. 1. By contrast, there were 14,346 C-27 licensees at the end of 2008.

\$5,000

The penalty for first-time convictions of practicing without a contractor's license in California (known as a BPC §7028 violation). It also may include up to six months in jail. Penalties are more severe with each successive violation.

94

The number of "notices to appear" citations issued in 2014 and through August 2015 by the CSLB to people who offered to bid work at a sting operation that fall under the C-27 classification. These citations require a person to appear in court and enter a plea.

\$600

Approximate cost to obtain a license initially, including a \$300 application fee, \$180 annual fee and approximately \$120 required bond cost.

Sources: California Landscape Contractors Association; California Contractors State License Board



X THOSE OPPOSED

Winchel explains his position, as it relates to a hypothetical irrigation licensing requirement in Michigan.

"How much would the revenue stream be for an irrigation licensing board in the state of Michigan?" he says. "Are they going to hire a dedicated staff to inspect irrigation contractors, making sure there's a licensed contractor doing the work? If they're not, the only thing it's going to do is raise my costs, and I'm going to have to jump through all these hoops. And my competitors who don't run legal businesses aren't going to do it."

Therein lies the problem for most opponents. The people who need the standards the most are skirting the existing laws, they say, so why create more regulations for law-abiding business owners?

Another con, Winchel says, is "inviting the government into your business." Others would say it's a "regulate or be regulated" world, so contractors should get involved in

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promoting licensure as a form of self regulation, since licensing bodies are typically made up of industry practitioners.

“The landscape industry is going to be regulated whether it wants to or not,” the IA’s Farner says, pointing to the public focus on turfgrass and plant material use, water use, chemical inputs and carbon emissions. He’s also the former director of legislative relations for the American Nursery & Landscape Association, the predecessor to the national association AmericanHort. “The industry needs to be out in front; otherwise, it’s going to be done *for* us and *to* us.”



John Farner

That was Winchel’s thought when he was involved with his state irrigation association’s exploration of licensing years ago. But now he questions that logic, saying once there is a law, government officials could arbitrarily change the laws based on special interests.

Paul Opdyke, co-owner and general manager at Serene Surroundings in Plymouth, Mich., is also opposed to landscape contractor licensing. His take is licensing adds cost to business owners, but it doesn’t “add value” for clients.

“I just don’t see clients concerned about it,” he says. “Therefore, why would they want to incur additional costs?”

Keeping up with his company’s pesticide licensing alone takes several days of administrative time over the course of a year, Opdyke says. Adding additional licenses would add more costs that would be passed on to customers.

Although, Opdyke doesn’t have a problem with the regulation of building structures due to safety concerns.

“I’d hope that landscape contractors aren’t out there building front porches, back porches or gravity walls without the proper building license,” he says. “That should absolutely be regulated.”

But he doesn’t see the need to license landscape maintenance activities, building smaller items like patios or irrigation—outside of installing backflow preventers.

“What I feel adds value are certifications from manufacturers or from state and national associations,” he says.

For example, Unilock’s Authorized Contractor program has rigid requirements and verification. Opdyke estimates a Unilock territory manager inspects at least 20 of his company’s jobs throughout the year to ensure they’re built to the manufacturer’s standards.

“The state would absolutely not do that,” he says.

Winchel compares it to a driver’s license.

“Even though you went to driver’s ed and passed the test, is everybody a good driver? No,” he says. “But at least we have police out there watching the roads and ticketing bad drivers.”

WEB EXTRA

For a state-by-state list of landscape contractor licensing requirements, visit the Web Extra section at LandscapeManagement.net.



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With October comes the keen awareness that the end of the year is within reach, and landscape contractors turn their attention to planning for the year ahead. Developing a road map for success involves more than simply looking at year-end numbers and hoping for similar or marginally improved results within the next calendar year, however. Instead, the process begins with a look back at key performance data and indicators to create a realistic strategic and financial plan.

Join us as David Gallagher, LandOpt's director of success, delves into the planning process—preparing for, developing and ultimately utilizing strategic and tactical business plans. Discussion during this 60-minute webinar will include:

- Preparing to plan—understanding what, when, how and why.
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- Structuring the plan.
- Putting the plan to work—what to do with it once it is complete.

PRESENTER: David Gallagher



David Gallagher is the director of success at LandOpt, a licensor of business systems and processes to more than 30 landscape companies across the U.S. In his role, he leads the team of success coaches, who work one-on-one with Powered by LandOpt Contractors, focusing on training, implementation and adherence to the LandOpt System. Gallagher's career spans more than 20 years in the green industry. A Penn State University alumnus with a degree in Agriculture Science, he worked extensively as a consultant to help companies develop scalable and repeatable systems prior to joining LandOpt. He can be reached at David.Gallagher@LandOpt.com.

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PAGE 44

GOOD
JOB!



BY PHIL HARWOOD

The author is president and CEO of Pro-Motion Consulting. Reach him at phil@mypmcteam.com.

The dreaded performance review

Performance reviews present a conundrum for managers for a variety of reasons. However, they are an essential part of employee engagement, satisfaction and retention. In other words, they cannot be ignored or administered poorly without damaging employee relations, reputation as an employer and your ability to attract talent. Organizations desperate to find qualified staff would do well to look at their performance review process, as it relates to the loss of previous staff members and the ability to retain current and future staff members.

“Performance reviews are often tied directly to compensation. That’s a bad idea. It’s a best practice to sever this relationship.”

Performance reviews are often tied directly to compensation. That’s a bad idea. It’s a best practice is to sever this relationship. By doing so, you can deliver performance reviews without the pressure and drama associated with compensation discussions. Then you can put the focus where it should be—on improving performance.

Performance reviews are often conducted with restrictive formats. Another bad idea. The point of the



review is to improve performance by having an honest and productive conversation. It is not to fill out some score sheet that may or may not reflect what needs to be conveyed or discussed.

Performance reviews are often done once per year—if that. That’s yet another bad idea. People need constructive feedback more often than once per year, and they shouldn’t have to beg for it. Nothing feels worse than having to ask to be validated for doing a good job or to not be told that things aren’t going so well.

Additionally, reviews are often strictly backward looking. Even still, another bad idea. People want to know how to improve their performance in the future, not only to be reminded of their past failures. While the past should not be ignored, there’s nothing that can

be done about it. Without focusing on the future, performance reviews miss the mark.

In many cases, managers avoid performance reviews because they’re tied to compensation, they use a bad form, they’re done infrequently and they focus on past failures. It’s no wonder that performance reviews are a conundrum.

It’s time to fix this problem by changing your process. When performance reviews are effectively delivered, they enhance future performance by creating a positive, constructive conversation between a manager and his or her subordinate. This process promotes higher levels of engagement, satisfaction, retention and attractiveness.

WEB EXTRA

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5 Ps of sales management



BY JEFFREY SCOTT

The author is owner of Jeffrey Scott Consulting, which helps landscape companies grow and maximize profits. Reach him at jeff@jeffreyscott.biz.

The tragedy of sales management is that good (sometimes great) salespeople are promoted to sales managers, where they often fail. They're promoted to their level of incompetence. What makes a good salesperson differs from what makes a good sales manager.

Sales management is a role you can't study in school. It's learned on the job. Yet, if you want to grow your business, you need to master this role and be able to manage the person overseeing sales once you have grown beyond doing this job yourself.

A common mistake made by new sales managers is undermanaging their salespeople because they themselves needed no management to succeed. Being a good sales manager is knowing what to manage. Here are the five fundamentals to give you a good footing.

1 Pipeline is the tracking and measurement of activities and results the salesperson is responsible for. It starts with the monthly sales target and then breaks down further into activities per month: number of proposals, face-to-face appointments, property walkthroughs and phone calls. A sales manager's job is to keep the sales backlog full. He or she should never be surprised at what is or isn't in the sales pipeline.

2 Performance pay outlines how salespeople get paid and, thus, what they focus their energies on. The best performance pay plans are simple and have two attributes:

- A commission percentage for sales above a certain gross margin (with perhaps two levels of commissions hitting two levels of margins). It can be based on actuals or estimated, depending on who is doing the estimating.
- An achievement bonus for reaching and exceeding a high level of cumulative sales. This incentive can

be monthly, quarterly or annual. The latter is straightforward and lines up with the budget. For example, a smart contractor I work with in Michigan had three salespeople selling \$600,000 to \$700,000 until he added the achievement bonus at a higher amount. His sales team immediately started selling up towards the million-dollar mark. Salespeople and owners love the achievement bonus. It's win-win.

No matter how you tweak it, it's critical for performance pay to reflect the sales volume and gross (or net) profit you're budgeting to hit.

3 Pricing: Salespeople need consistent pricing systems for two reasons. If they don't have confidence in the pricing mechanics, they won't have confidence in their own performance pay. They need to believe in the system, and it must be relatively straightforward. Secondly, they need the confidence to sell at full price. If they doubt the pricing, it will show in the mark-up they're able to attain and in their tendency to give things away.

Most importantly for the company, if you don't get the pricing right, you could sell yourself out of business. I've seen too many companies sell work that doesn't cover their overhead. When the growth stops, they realize they're out of cash.

4 Profile: The key to sales management success is having salespeople with the right personality and skill set. Get this wrong and no amount of management will help. Too many people are promoted into sales because

they have the technical smarts, a pleasant personality their customers like or because they have the gift of gab (yikes!). These first two traits are nice to have, but the following traits are "must haves":

- A history of successful sales, reflected in a candidate's earnings history;
- Self-confidence, ambition, thick skin, listening skills, social graces, organizational aptitude and a reasonable IQ—all of which can be ascertained in a professional personality profile;
- Experience with the sales cycle of your particular service (someone who can sell a \$99 item will have trouble with a \$25,000 sale and vice versa); and
- A good fit for the type of sales position. For example, an account manager won't make a good business developer and vice versa.

If you're taking over an existing sales team, analyze the profile of your team and develop a strategy to address their strengths and weaknesses.

5 Process: As I've covered in depth in *LM* before, the right sales process is critical to success, where the bad (red light) leads are filtered out, and the good (green light) leads receive the preponderance of the salesperson's time and energy.

This requires a screening process and a clear understanding of who the company's target client is and isn't. (See "Avoid the red lights," December 2014 or LandscapeManagement.net/avoid-the-red-lights.)

If you get all 5 Ps of sales management right, your chances of success are greatly multiplied. But get these wrong and no amount of sales management will save you. (U)



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Reaping rewards

How an Orlando company ramped up employee appreciation. **BY CASEY PAYTON**



A lot of companies say they value their employees, but Heron Home & Outdoor in Orlando, Fla., wants to “walk the talk,” says the company’s Marketing Director Cherissa Vandergriff. That’s why Heron’s leaders invested \$20,000 into its employee appreciation program last year, and they expect to invest \$30,000 by the end of 2015. The program has meant a boost to the morale of the company’s 210 employees and greater success as a whole.

“We can’t measure exactly how much it’s boosted our success as a company, but we know that employees are happier since we’ve begun really investing in more employee recognition,” says Vandergriff. “We wholeheartedly believe that happier employees are better employees.”

Among the opportunities that Heron has invested in is an employee rewards program. It’s based on a points system where employees can earn prizes like gift cards. Employees enjoy working toward four different prize levels, as the value jumps at each one, Vandergriff says. Level one is a coffee mug or glass with the Heron logo. Level two is a \$25 gift card. Level three is a \$100 gift card, and level four is \$200 gift card. After level four, employees continue to earn points toward a grand prize. At the end of the year, the two top employees from each division are invited on a cruise.

“Employees know they’re working toward hopefully earning that grand prize and are motivated along the way

as they hit each level,” Vandergriff says. “The HR team calculates points on a monthly basis and keeps everyone informed of where they stand.”

Employees earn points a variety of ways, including being to work on time, hitting a sales objective or generating leads. The points-earning opportunities are all based on the division and position, so they differ across the company.

“We’ve found that it’s created a spirit of friendly competition that keeps employees motivated about coming to work each day,” she says.

MORE THAN GIFT CARDS

While the employee rewards program is a great motivator, it’s not the only employee endeavor the company has invested in. Heron also runs a safety program in which the number of mishaps is tracked by branch. Those with the best track record have opportunities to earn gift cards. Similarly, an employee retention program gives managers the opportunity to gain bonuses for keeping their employees at their branches. Employees also earn recruiting bonuses up to \$300 for referring new hires.

Perhaps most exciting is the company’s car giveaway. Heron maintains a large fleet of vehicles. The company used to trade in old cars, but its leaders decided to use retired cars for employee giveaways instead.

“We remove the wrap and have the cars detailed before using them for employee contests,” Vandergriff says. “Last year we ran a contest where

employees could earn raffle entries each time they sold a pest or termite treatment. After three months we drew a winner. It just so happened that the individual who won was in need of a car for his wife.”


Instead of trading in used vehicles, Heron awards them to employees as part of its appreciation program.

COMMUNITY OUTREACH

The company has decided to expand car giveaways to those in need, in addition to its employees, Vandergriff says. Heron recently donated a car to a community member who was experiencing some hardships.

“We could make some money on trading the cars back in, but this has been such a wonderful alternative,” Vandergriff says. “The value we get out of it far exceeds any monetary value we would have gotten by bringing it back to the dealer.”

And that’s really what these opportunities are about, Vandergriff says.

“We strongly believe in employee recognition,” she continues. “We want to be able to give back to our employees for all the hard work they do.” 

BUSINESS BREAKDOWN

COMPANY: Heron Home & Outdoor

EMPLOYEES: 210

SERVICE MIX: 64% lawn; 20% pest/termite; 12% irrigation; 4% insulation

CLIENTELE: 99% residential

2014 REVENUE: \$15.75 million

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& LYNDSAY HENKIN

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FUNGICIDES



HEADWAY G

COMPANY: Syngenta
URL: GreenCastOnline.com/HeadwayG
This fungicide provides the effectiveness of a spray with the convenience of a granular due to a highly soluble carrier, Syngenta says. Headway G is absorbed through roots as well as the leaf. Because the carrier dissolves quickly, it does not stick to the leaf and is not picked up with clippings, the manufacturer says. The two modes of action control more than 20 diseases for up to 28 days.



PROPIZOL

COMPANY: Arborjet
URL: Arborjet.com
Propizol, a systemic 14.3 percent propiconazole fungicide, is approved for use in all U.S. growing zones as an injection in trees and as a foliar spray on shrubs, flowers and turfgrass. Available in 1-liter and 1-gal. sizes, Propizol can be tank-mixed with other fungicides for broad-spectrum control. It's also compatible with several herbicides and insecticides.



AZOXY 2SC SELECT

COMPANY: Prime Source
URL: Prime-SourceLLC.com
Azoxystrobin is an equivalent liquid formulation to WDG Azoxystrobin products. The systemic fungicide provides continuous protection to the whole plant for up to 28 days. Its suspended concentrate formulation allows for easier tank mixing and application, Prime Source says. Protection is achieved through a combination of foliar and root absorption.



STROBE 2L

COMPANY: Quali-Pro
URL: Quali-Pro.com/products/strobe-2L
Strobe 2L is a liquid azoxystrobin fungicide that contains 2 lbs. of active ingredient per gallon. Strobe 2L is a broad spectrum fungicide with protectant, curative, eradicant and systemic properties, Quali-Pro says. It's formulated for use on golf courses, commercial and residential lawn and landscape areas, parks, recreation areas and athletic fields. Quali-Pro says it's a candidate for fungicide resistance management program rotations.



SEGWAY FUNGICIDE SC

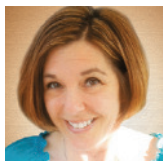
COMPANY: PBI-Gordon Corp.
URL: GordonsProfessional.com
University and real-world trials demonstrate that Segway controls *Pythium* root dysfunction, blight and damping-off in professionally managed turf areas, including sod and seed farms, cemeteries and sports fields, according to PBI-Gordon. It has no known cross-resistance with existing fungicides.



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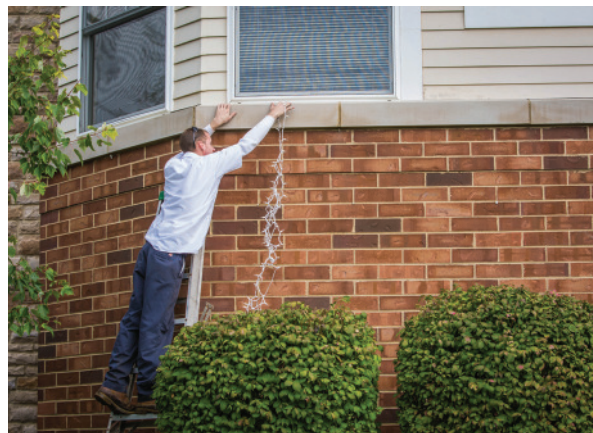
RESOURCES

[from page 16]

SafetyWatch list of hazards

The list of hazards in this photo includes but is not limited to:

- Reaching;
- Lights not rated for outdoor use; and
- Dangling lights post a risk.



What did we miss?

We invite you—as employers and workers in the landscape industry—to share your expertise. Email your responses to LM Editor Marisa Palmieri (mpalmieri@northcoastmedia.net). We'll publish your responses with the online version of this story.

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INTERVIEW BY DILLON STEWART



Gina Zirkle

**SCIENTIST, ENVIRONMENTAL AFFAIRS
THE SCOTTS MIRACLE-GRO CO.
MARYSVILLE, OHIO**



Zirkle's 3-year-old daughter, Teagen, holding her brother, Layne, who was born at the end of July.

"Being a member of Future Farmers of America and working at the local golf course made me want to go to college for agriculture."



"My husband, Ashley, actually works at Scotts too. We met in college because we had some classes together."

"I worked for the turfgrass pathology lab, looking at diseases of turfgrasses, researching new products and their active ingredients and seeing what golf courses could use when they got diseases on their grasses."



**2015
President
Ohio Lawn Care Association**

On being the first female president of OLCA: "It can be challenging to be a female in the industry. I think it's important to be supportive of the other women in the industry and know that you can do the same thing as men are doing."

"Science is important but doesn't always influence people, especially in the political world. I had to learn to stop being so technical and get the main points across."

"The best part of my job is working across the U.S. on the different nationwide (environmental) priorities, which change depending on where you are. I'm always tackling something new."

EDUCATION

Canal Winchester High School
Canal Winchester, Ohio
Class of 2000

The Ohio State University
Columbus, Ohio
Class of 2004, B.S., Agriculture
2008-2010, M.S., Environment and
Natural Resources

WORK EXPERIENCE

1996-2000

Maintenance Department
Canal Winchester Golf Course
Canal Winchester, Ohio

2006-2008

Research Specialist, R&D
The Scotts Miracle-Gro Co.
Marysville, Ohio

2008-2010

Senior Research Specialist, R&D

2010-2012

Scientist,
Environmental Stewardship

2012-2013

Marketing,
Science & Technology Scientist

2013-Present

Scientist,
Environmental Affairs

WORDS OF WISDOM On a career in science: "It helps to boil it down to one thing you're interested in. I loved working at the golf course, but I knew that wasn't what I wanted to do for the rest of my life. I was passionate about research." • "When it comes to regulations, legislation and some of the tougher issues going on, I think it's important that everyone sticks together. We're all part of this green industry, even though we all represent different segments, so everybody should support each other rather than point fingers at anybody."

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WEDNESDAY, OCTOBER 21

GRAND FUNK RAILROAD, 9 PM
OPENING ACT: FROM PARIS, 8 PM

One of the 1970s' most successful hard rock bands, Grand Funk Railroad helped rule the rock world in the first part of the decade. Their hits include We're an American Band, Some Kind of Wonderful and I'm Your Captain (Closer to Home).

From Paris is a supergroup that performs songs from all genres. Attendees are likely to hear covers ranging from Black Eyed Peas to Frank Sinatra.



THURSDAY, OCTOBER 22

KELLIE PICKLER, 8 PM
AFTER-PARTY: THE CRASHERS, 9:30 PM

This spunky, charismatic singer/songwriter who got her big break on American Idol, remains rooted to the country tradition she grew up loving. Her chart toppers include Best Days of Your Life, Little Bit Gypsy, I Wonder and Red High Heels.

The Crashers have performed all over the country, leaving crowds wanting more, from pre-game at Super Bowl XLVI to rockin' it out as the backing band for national artists like Luke Bryan and Kid Rock.



FRIDAY, OCTOBER 23

THE RIGBYS, 9 PM
OPENING ACT: LYNDSAY HENKEN, 8 PM

One of the premier Beatles celebration bands in the Midwest, The Rigbys have carefully honed their craft, delivering stunningly accurate recreations of music recognized the world over.

Lyndsey Henken is a talented young vocalist who began performing at the age of 4. Her style ranges from country to pop to rock & roll.



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Canycom USA.....7631D
Case Construction Equipment.....7546D

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OUTDOOR BOOTH 7524D • INDOOR BOOTH 10142

Boxer Equipment, manufactured by Winn, Mich.-based Morbark, Inc., develops a wide range of lightweight yet heavy-duty machines that generate an impressive amount of hydraulic power to lift more, move more and dig faster than any other product on the market. The choice of contractors and rental organizations, the Boxer is one of the most versatile, reliable and productive traction units in the world.

The Boxer compact utility loader is an innovative machine that reduces the costs of performing key tasks and the process of improving the environments in which people live and work. Developed to replace hand labor, the Boxer provides a cost-effective, terrain-friendly solution for landscapers, irrigation contractors, plumbers, electricians, and property owners as they dig, trench, till, auger, demo, place materials, and perform a multitude of other tasks.

Boxer Equipment has five model series available: the new X7 chipper, the 100 series dedicated trencher and the 300, 500 and now 900 series compact utility loaders, built to handle a full complement of more than 50 universal attachments. The Boxer's standard quick-attach system



enables the user to quickly and easily switch from a bucket to forks to auger or other tools for optimum on-the-job flexibility and bottom-line performance.

Visit Boxer Equipment at GIE+EXPO (booth 7524D outdoors or 10142 indoors) to see the latest models, including the new X7 Chipper.

Designed primarily for the rental market, as well as small independent contractors, the 7" (18 cm) capacity Boxer X7 is engineered to be easy to use, easy to tow and easy to maintain.

The X7's "easy 1-2-3 operation" allows an operator—after becoming familiar with the safety features and requirements of the machine—to



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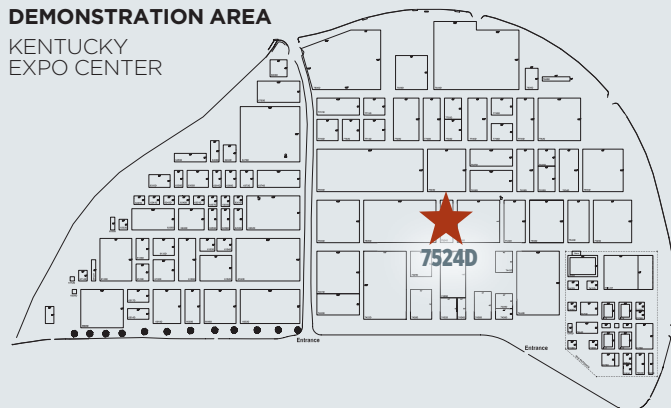
simply start the engine, engage the throttle to full RPM and engage the feed control bar to chip.

The simplified design of this chipper in no way reduces its productivity. The X7 is a powerful, aggressive chipper. It features a larger diameter chipping disc and greater material pulling and clamping force than others on the market to quickly and easily power through material.

With limited moving parts, bearings and hoses, as well as other maintenance-friendly feature, the X7 chipper makes maintenance simple, for faster turnaround times and greater productivity. The X7's compact and lightweight design makes towing a breeze, while the machine's wide stance promotes visibility on the road.

In addition to the four-position control bar and dual safety pull cables, the X7 is compatible with Morbark's award-winning ChipSafe® Operator Safety Shield.

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OUTDOOR BOOTH 6470D • INDOOR BOOTH 5052

Step on the brand new SRS™ Z2 mower and you may not want to get off. That's because the SRS Z2 mower has raised the bar with its patent-pending operator platform featuring suspension technology for optimal operator comfort and unparalleled productivity.

Expanding on its zero turn line-up of commercial mowers, the SRS Z2 mower delivers the kind of heightened productivity that has become synonymous with the Ferris brand. Precision-engineered for superior maneuverability and balanced stability and traction, the ergonomically designed SRS Z2 mower is loaded with innovative features that live up to Ferris' commitment to quality.

Out-front you can choose between a Vanguard™ 810cc EFI engine or a Kawasaki® FX801V. Both deliver big power for big performance and both are backed by a 3-year limited manufacturer's warranty*.

Of course, with fuel economy becoming more and more relevant, the Vanguard 810cc EFI engine boasts optimum power with industry-leading fuel efficiency. We're talking a reduction of fuel consumption by up to 25% while unleashing 28 gross hp** (810cc).



With an up-to 10 mph ground speed, the SRS™ Z2 covers more turf in less time. The easy-locking 3-position ground speed control ensures smooth operation in tight and wide-open spaces. There is also a fan-cooled commercial Hydro-Gear® ZT-3400* transaxle to assure rugged performance. And the unit offers a great cut thanks to the Ferris iCD™ Cutting System with professional striping kit. The SRS Z2 comes with your choice of 52" and 61" wide decks equipped with Marbain® steel blades.

Additionally, the SRS Z2 mower's patent-pending operator platform, with its adjustable suspension technology, delivers a more comfortable ride by reducing stress on the operator's body. Pair that with integrated

forward and reverse levers and ergonomic thigh pads for superior rider comfort.

Rounding out the impressive list of features are an automatic PTO, 23" drive tires for superior traction, and a hand-operated deck lift system for hassle-free trailer loading. Plus, the SRS Z2 is backed by Ferris' 2+2 year limited warranty*.

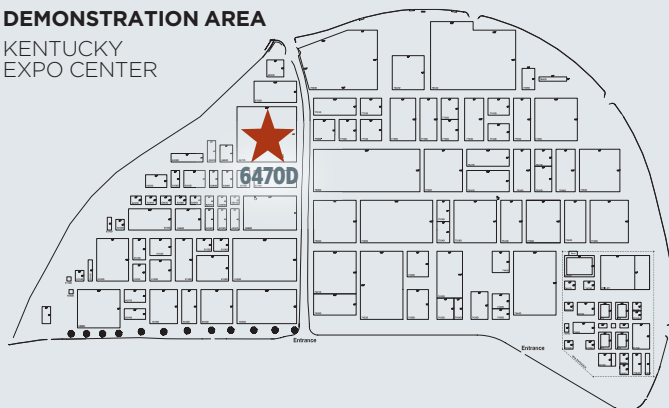
So step on to the SRS Z2 mower and step up to an altogether different mowing experience. Landscape contractors and commercial cutters who test drive the SRS-ZT at Outdoor Booth (#6470D) will receive a Ferris hat (while supplies last).

*See your dealer for warranty details

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Dixie Chopper

OUTDOOR BOOTH 7500D • INDOOR BOOTH 1134

Dixie Chopper wants you to join the “Chopper Army” at the GIE+EXPO this year! The Dixie Chopper outdoor booth will feature a military theme, showcasing the mowing weapons added to the company’s arsenal. The “Chopper Army” theme represents Dixie Chopper’s renewed competitive power as part of the Jacobsen and Textron global businesses.

Dixie Chopper’s outdoor space will include:

- Feel the speed and power of a Dixie Chopper by taking a test drive in the **large demo track**. At the demo track, you can test drive Dixie Chopper’s line-up of zero-turns ranging from residential,

commercial, and industrial sizes, and the Pursuit walk-behind, and the Stryker stand-on.

- In line with the “Chopper Army” theme, the Dixie Chopper booth will feature a large operating **tank from WWII**. Attendees will have the opportunity to get their picture taken beside the tank and learn about its history.
- Stop by to join the “Chopper Army” and receive a **Dixie Chopper branded dog tag**. Dixie Chopper will also have other giveaways at the indoor and outdoor booth.
- Dixie Chopper won’t just have lawn mowers in their booth. The outdoor exhibit will also feature the well known **Orange County Choppers’ customized Dixie Chopper motorcycle**. In 2005, the Orange County Choppers team built a Dixie Chopper bike using a 1000cc Generac lawn mower engine. Show goers can get sit on the bike and get their picture taken.

Now backed by Textron, a multi-industry company, the Dixie Chopper outdoor exhibit will also show other Textron business units, including E-Z-GO Golf Cars and Bad Boy Buggies.

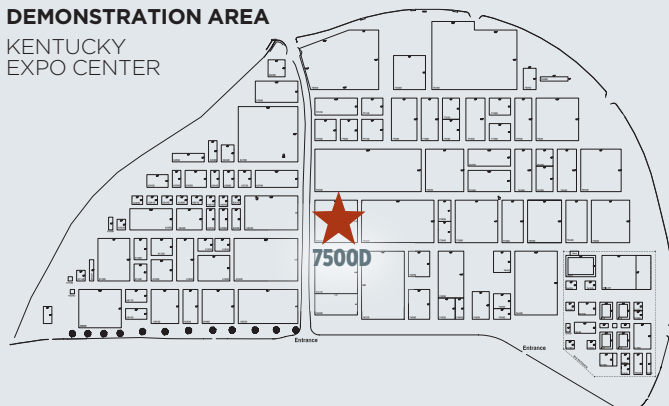


Dixie Chopper has been handcrafting the fastest and toughest zero-turns in the heartland of America for over 35 years. All Dixie Choppers are proudly made in the USA and always will be. Known as “The World’s Fastest Lawn Mower,” all Dixie Choppers are built with the highest quality and have the speed, power, and performance to tackle any job.

Visit the Dixie Chopper booth at the GIE+EXPO to demo a Dixie Chopper and join the “Chopper Army.” To learn more about Dixie Chopper and to find a dealer near you, go to www.dixiechopper.com.



GIE+EXPO 2015
DEMONSTRATION AREA
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DIXIE CHOPPER

6302 E. County Rd. 100 N
Coatesville, IN 46121

Phone: 765-246-7737

Website: DixieChopper.com

[Facebook.com/DixieChopperMowers](https://www.facebook.com/DixieChopperMowers)

[Twitter.com/DixieChopperMow](https://twitter.com/DixieChopperMow)

[YouTube.com/user/DixieChopperMower](https://www.youtube.com/user/DixieChopperMower)

ECHO/Shindaiwa

OUTDOOR BOOTH 6120D • INDOOR BOOTH 5112

ECHO and Shindaiwa Fleet Discount Program: The best Fleet Discount Program dedicated to Landscapers! The ECHO and Shindaiwa Landscaper Fleet Discount Program is open to any green industry professional including landscapers, parks and recs, municipalities, and school grounds management. The program rewards your commitment



to ECHO and Shindaiwa quality with deep product discounts and “no-hassle” financing on ECHO and Shindaiwa units, attachments and accessories. Save on future purchases with two levels of discount - starting at 16% - with a low qualifying purchase (only \$2,500) and even higher discounts with a \$5,000 initial purchase. Discounts apply for 12 months from initial

shindaiwa®

date of purchase. Simple and quick financing gets you the equipment you need quickly and painlessly. Why not save money on equipment purchases you're making already? Stop by the ECHO/Shindaiwa booth (#5112) to learn more.

ECHO and Shindaiwa's equipment line-up includes Chain Saws, Power Pruners®, Grass Trimmers, Leaf Blowers, Hedge Trimmers, Edgers, Sprayers, and Spreaders as well as complementary accessories and parts. All ECHO and Shindaiwa equipment is backed by a 2-year commercial warranty (except for chain saws which carry a 1-year commercial warranty).

WHAT'S HAPPENING IN OUR OUTDOOR BOOTH?

Be sure to stop by ECHO/Shindaiwa's outdoor booth (#6120D) and be the first to try some brand new product offerings from Shindaiwa including Lithium-Ion battery-powered cordless and chain saws! Of course you can try



other ECHO and Shindaiwa products including blowers, trimmers and hedge trimmers as well as ECHO Bear Cat chippers and chipper/shredders.

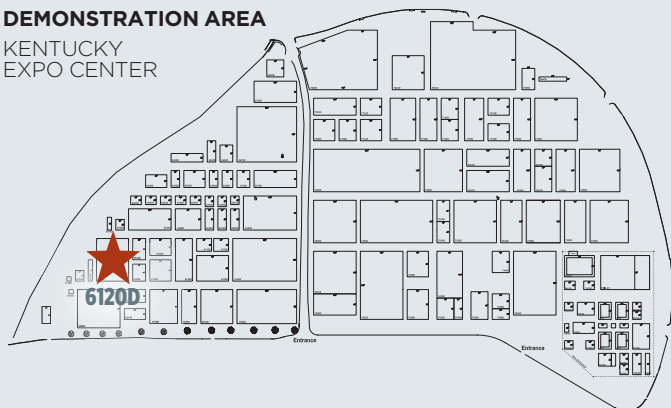
WIN A SCULPTURE AND PLAY A GAME!

Watch world-renowned and ECHO-sponsored chain saw carver Bob King wield his chain saws to create an incredible piece of sculpture from a non-descript log. Try an ECHO or Shindaiwa chain saw and you will be entered in a raffle to win one of the sculptures.

Put your corn-hole/bean bag toss skills to the test and get a chance to win an ECHO CS-590 Timber Wolf Chain Saw—a \$399.99 value!

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ECHO INCORPORATED

400 Oakwood Road
Lake Zurich, IL 60047-1564

Phone: 800-432-ECHO and 877-9-TORQUE

Website: Echo-USA.com and Shindaiwa-USA.com

 [Facebook.com/ECHOUSA](https://www.facebook.com/ECHOUSA)
[Facebook.com/ShindaiwaUSA](https://www.facebook.com/ShindaiwaUSA)

Husqvarna

OUTDOOR BOOTH 7800D • INDOOR BOOTH 9094

HUSQVARNA 436LIB

This battery-blower is light, quiet and easy to use. Just tap on the control panel, the machine starts to work immediately. The cruise control maintains a constant power control. With the additional booster power mode you achieve greater efficiency, removing foliage, leaves and dirt quickly and easily. In addition to the ergonomic handle designed for greater comfort and safety, the Li-ion battery provides long, static force and first class performance.



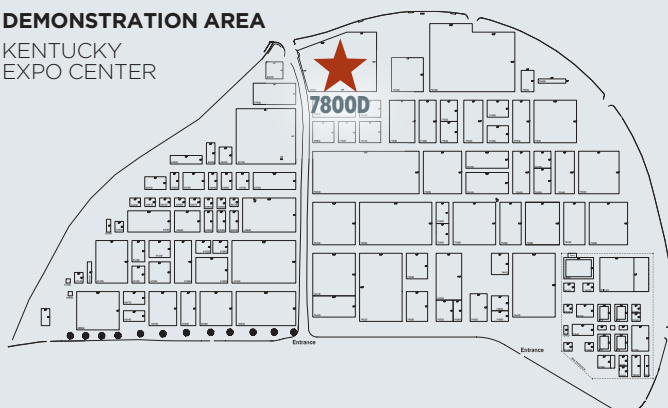
HUSQVARNA 525LK

The Husqvarna 525LK is a light-weight trimmer for commercial use. The machine is equipped with Husqvarna's X-TORQ engine. The 525LK is a combination machine, developed for many different types of tasks. Its detachable shaft makes for easy transport and storage, and its efficient air filter provides less cost for service and less engine wear.



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HUSQVARNA

9335 Harris Corners Parkway Suite 500
Charlotte, NC 28269

Phone: 704-597-5000

Website: Husqvarna.com/us/home

[Twitter.com/HusqvarnaUSA](https://twitter.com/HusqvarnaUSA)

[Instagram.com/HusqvarnaUSA](https://www.instagram.com/HusqvarnaUSA)

PERFORMANCE

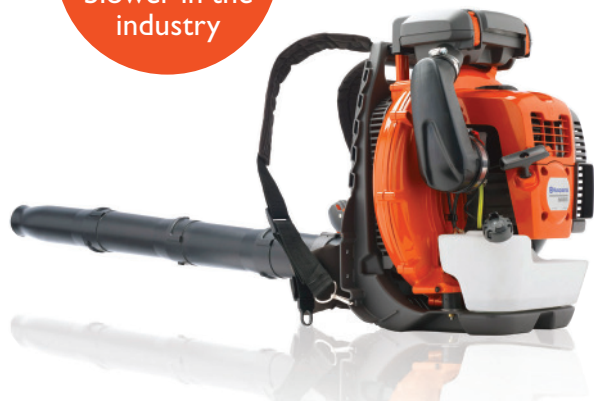


VERSATILITY

Take cutting and clearing to the highest level with Husqvarna's commercial-grade 500 Series handheld products. Our latest innovations, advanced X-Torq® engine and an ergonomic design provide operator comfort and superior performance. Built for the toughest jobs and the most demanding professionals, this lineup delivers the power and durability you need to finish the job right.

For more information visit husqvarna.com

The most powerful backpack blower in the industry



HUSQVARNA 580BTs BLOWER

The Husqvarna 580BTs is the most powerful commercial backpack blower in the industry, delivering large air flow and high air speed from its efficient fan design and powerful X-Torq® engine. It also features a highly maneuverable ergonomic design, commercial grade air filter and harness with wide shoulder straps, so you can enjoy comfort and performance at the highest level.

75.6 cc | 908 cfm | 206 mph | 26.9 lbs

Kubota Turf Equipment

OUTDOOR BOOTH 7401D • INDOOR BOOTH 5094



KUBOTA UTILITY VEHICLES

A Kubota utility vehicle is ideal for getting you, your crew and your equipment around on jobsites large and small.

Kubota's RTV-X1100C comes prepared to help you beat the heat and fight off the cold with a standard Premium Grand Cab. The hydraulic dumping cargo box makes unloading heavy materials as easy as pulling a lever. Plus, a variety of available performance-matched attachments allow your RTV to scrape, plow, sweep, spread, tow, throw and much more. It's quite possibly the most versatile machine you could add to your team.

RTV-X1100C Features:

- 24.8 HP
- High Torque, Kubota Diesel Engine
- Rugged Variable Hydro Transmission (VHT-X)
- Premium Grand Cab, Temperature-Controlled with AC/HEAT/Fogging

GET TO KNOW KUBOTA

With more than 1,100 dealerships nationwide, learning more about Kubota is simple. Visit kubota.com to find a dealer near you and be sure to stop by a Kubota booth at the show!

Kubota Tractor Corporation stands out in the turf industry with a complete line of tractors, compact and utility-class construction equipment, rugged utility vehicles, residential and commercial zero-turn mowers, and pendulum spreaders—each precisely engineered to help you get more done.

KUBOTA ZERO-TURN MOWERS

Kubota's Z100 Kommander and Z700 Series commercial-grade, zero-turn mowers run circles around the competition.

Comfort and convenience meet rugged, top-grade quality making quick work of even the toughest jobs. With trusted engine performance and deep welded mower decks,

Kubota Z Series mowers are the perfect addition to any professional turf care or landscaping crew.

Z Series

Features:

- 21.0 – 25.5 HP



- Gasoline, Air-Cooled V-Twin Engine
- 42", 48", 54" and 60" Mowing Widths

KUBOTA SKID STEERS

This year, Kubota introduced an all-new line of high-quality skid steers to the market. With a wide variety of standard features and options, these machines are hard on work and perfect for your landscaping needs.

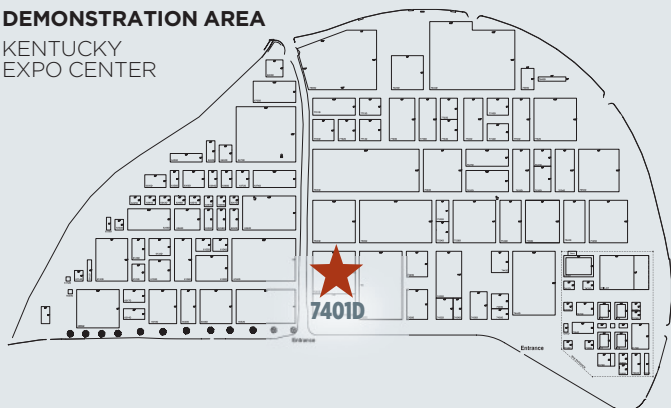
A few competitive advantages include standard two-speed travel, something the competition still only offers as optional. Additionally, you'll find greater value in the available high-flow hydraulics, as well as the impressive lift capacity. They're ready to tackle the toughest landscape tasks.

SSV65 & SSV75 Features:

- 64/2700 – 74.3/2600 (HP/RPM)
- Tier 4 Final, Turbocharged Engine
- Dust-Resistant, Pressurized Cabin with Climate Control System
- Optional Multi-Functional Lever Allows Fingertip Control of All Major Vehicle and Attachment Operations
- Ideal for Auger Drilling or Grapple Bucket Work



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KUBOTA TRACTOR CORP.

3401 Del Amo Blvd.
Torrance, CA 90503

Phone: 1-888-4-Kubota

Website: Kubota.com

 [Facebook.com/KubotaTractor](https://www.facebook.com/KubotaTractor)

STOP BY
AND SEE US IN
BOOTH 7428D



THE POWER OF ORANGE

Since 1921, Jacobsen turf equipment has been trusted to maintain municipal parks and green spaces, schools, airports, cemeteries, sports fields and golf courses. The bright orange color of our quality equipment has become synonymous with superior reliability, durability and performance. We've built a colorful legacy in the turf industry by manufacturing equipment that is easy to operate, service and maintain. Every Jacobsen machine is built to the highest standard, ready to provide years of trouble-free service day in and day out. Your investment in Jacobsen equipment is maximized by our national network of dedicated dealers, training programs and technical support personnel. See what the Power of Orange can do for you. Stop by and see us in booth #7428D.



THE PROFESSIONAL CHOICE

JACOBSEN®

1.888.922.TURF | www.jacobsen.com

MultiOne USA

OUTDOOR BOOTH 7735D • INDOOR BOOTH 496

MultiOne is a high quality multifunctional compact mini-loader distributed all over the world and manufactured in Italy. MultiOne has established itself as the European leader in this sector and are proud to introduce this innovative machine to the US market.

Thousands of MultiOne mini loaders work every day throughout the world under the most adverse conditions, gaining the best reliability in the market. With 30 years of valued experience we offer the latest technical solutions for ease of use in a variety of applications. Over 180 specifically engineered attachments can be



MULTI ONE

quickly changed on the machine with the multiconnector.

Parts and service will be available in each geographic part of the US. Our machine and parts distribution are centrally located in Springfield, MO.

Engine sizes are available from 20hp and 25hp with Kubota engines to the larger sizes which include 30hp, 40hp, 50hp and 60hp Yanmar engines. MultiOne is the only machine equipped with a double H telescopic boom, which conveys extreme resistance allowing great lifting capacity. The S500 features a full-time 2 pump hydraulic system and the S600 and larger units is powered by 3 pumps. The transmission is 4 wheel direct drive and features a Dynamic block system (DBS) which makes the machine ideal for working on delicate ground.

MACHINE SOLUTIONS

• Snow Removal

MultiOne snow removal attachments provide four solutions for tackling winter. The machine efficiency can handle the large volume



or a smaller unit can maneuver in tight places such as sidewalks.

• Landscaping and Nursery

MultiOne offers countless solutions and is the most versatile machine in its class for the landscaping market. One machine paired with numerous attachment choices will increase productivity and streamline unique capabilities for their business.

• Municipalities / Maintenance

Possibilities include grounds, streets, parking lots, alleys, drive-ways and ditches.

• Property Management

With MultiOne your investment of a single machine to do the work of many will reduce your capital overhead costs. The efficiency of changing attachments is fast and simple that will reduce labor costs.

• Farming / Horse Industry

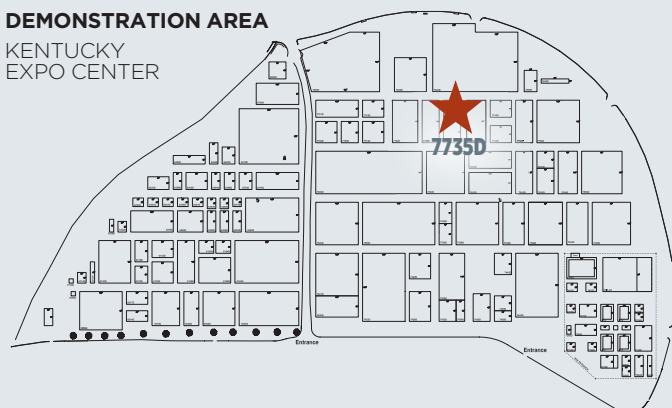
MultiOne is a great asset around the farm with the multiple attachments and low operating costs, but powerful enough for the tough jobs.

Please join us for a demonstration.

We'll show you the power, efficiency and the ease of changing attachments. A special 15% off show special if you purchase at the show!

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MULTIONE USA

3737 E Evergreen St.

Springfield, MO 65803

Phone: 855-968-5841

Website: MultiOneUSA.com

 [Facebook.com/MultiOneUSA](https://www.facebook.com/MultiOneUSA)

Walker has spent 3 years trying to determine the most productive mower in the industry . . .



Stop by and let us show you why the Walker is 25-30% more productive than the competition.

Outside Booth #7756D



WALKER
out front mowing

walkermowers.com

PermaGreen Supreme

OUTDOOR BOOTH 7436D • INDOOR BOOTH 1030

WE DON'T JUST SELL A MACHINE, WE SELL A CONCEPT

PermaGreens come closest to the money-making goal of one machine, all properties, every day. The average turf care company doesn't have enough large-acreage accounts to justify the bigger and so-called "faster" spreader sprayers on the market, which means your hard-earned dollars would be wasted away sitting on the truck half the week. PermaGreens work perfectly on small 1,000 ft² postage stamps, as well as, sprawling multi-acre complexes.

With fixed speeds and spread and spray patterns, PermaGreens take the guesswork out of the job. Your customers will be happier with more-accurate applications and less service calls, and your employees will be happier with less fatigue and better job security.

WE DON'T JUST SELL A CONCEPT, WE SELL A DREAM

The point of life isn't to work, but to do well at your job so you can spend time with family, friends and doing the things that matter to you most. Using a PermaGreen increases your productivity exponentially and gives you that time. Plus, higher productivity

permagreen

and lower product wastage means you'll have a fatter pocket! Adding a PermaGreen to your operation enables you to dream bigger and achieve your goals faster.

WE DON'T JUST SELL A DREAM, WE SELL A PERMAGREEN

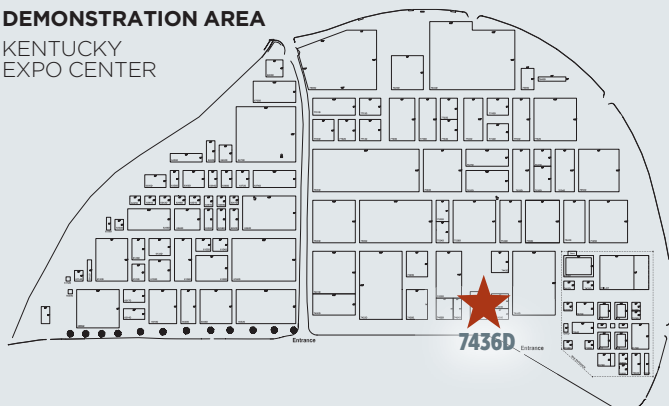
PermaGreens are backed by a 60-day, 100% money-back guarantee and a 15-month warranty, plus 24 months on the frame against corrosion.

Stop by our booth to enter the hourly drawing for \$100 cash, plus enter the 2016 Triumph Giveaway.



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PERMAGREEN SUPREME

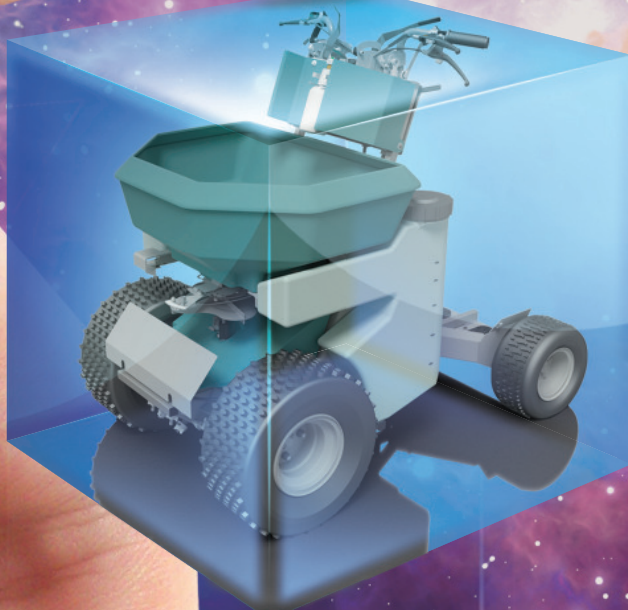
5609 Murvihill Road
Valparaiso, IN 46383-6315

Phone: 800-346-2001

Website: PermaGreen.com

Twitter: [Twitter.com/GoPermaGreen](https://twitter.com/GoPermaGreen)

It's your future. Look closely. Choose wisely.



Before you bet \$10,000 on the myth that a bigger and "faster" machine will put more money in your pocket... ***you owe it to yourself to get all the facts.***

Take 60 days to try the Triumph and see that it is the most practical and productive spreader sprayer - in the universe, or we'll buy it back*.

Visit permagreen.com your chance to win a 2015 Triumph!

permagreen™

800.346.2001 permagreen.com

*Visit permagreen.com for details and limitations of our 60-day Buyback Guarantee. © 2015 PermaGreen™ Supreme, Inc. U.S. Patents 6,366,600 & 7,954,573. PermaGreen™ is a registered trademark of PermaGreen™ Supreme, Inc. All rights reserved.

TURFCO

OUTDOOR BOOTH 6152D • INDOOR BOOTH 7040

At the 2015 GIE+EXPO, TURFCO will be showcasing the T3100, the most productive spreader & sprayer in its lineup. A culmination of more than seven years of research and in-field customer experiences, the T3100 is an uncluttered, intuitive spreader & sprayer that offers the most sophisticated speed control and consistent application on the market. The T3100



features an industry-leading spray system, larger capacity tank, hands-free speed control and the industry's most accurate hard trim. With up to 33-gallon spray capacity and the ability to fit through a 36-inch gate, the T3100 is ideal for both residential and commercial properties.

The combination of the T3100's main tank and the optional 3-in-1 Tank provides operators with up to 33 gallons of spray capacity, the highest capacity of any riding applicator that can fit through a 36-inch gate. The 3-in-1 Tank acts as an auxiliary tank, increasing the spray quantity of the spreader & sprayer, and enabling operators to spray two separate liquids without switching equipment. It also increases spray area from 72,000 to 132,000 square feet. The spray wand is also new and offers landscape professionals more control and better calibration to eliminate over-application. TURFCO's state-of-the-art, hands-free speed control gives operators unprecedented command of spreading and



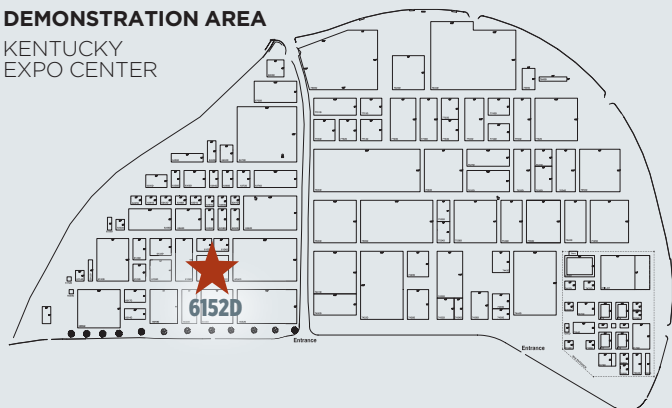
spraying, ultimately increasing efficiency and productivity.

The T3100's improved deflector provides the most accurate granular trim in the industry. Operators can skip the hassle of cleaning up off-target pearls, getting them to the next property in less time. TURFCO's time-tested all mechanical drive eliminates the need to worry about electronics. Rugged axles, added guards, long-lasting wheel bearings and an improved pump all contribute to the T3100's long-lasting performance and reliability. The T3100 Spreader & Sprayer features TURFCO's one-year warranty.

TURFCO will also feature the new TurnAer XT5. The XT5 is designed to turn and reverse during aeration, increasing productivity by 50 percent over traditional aerators. Combined with EasyChange tines, covered drive chains and a uni-body frame, the XT5 is as durable as it is maneuverable.

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TURFCO

1655 101st Avenue NE
Minneapolis, MN 55449

Phone: 800-679-8201

Website: turfco.com

Tick-Tock, Tick-Tock **CHA-CHING.**

LEARN MORE AT OUR GIE BOOTHS:

- ▶ **INDOOR: #7040**
- ▶ **OUTDOOR: #6152D**



THE NEW T3100™ SPREADER/SPRAYER APPLICATOR

Time is money. With this machine you will use less of one and make a lot more of the other.

IT'S TIME:

- To grow your business with the most productive, profitable riding applicator on the market.
- To maximize operator performance and comfort with hands-free speed control and a low, hill-holding center of gravity.
- To get the one machine that fits through a 36" gate and can spray up to 132,000 sq. ft. in one fill.
- To cut your callbacks by staying on target with the only high velocity, large droplet spray and our unique granular hard trim.
- To reduce downtime with our time-tested all mechanical drive, no electronics and rugged, easy-to-service design.
- To get your crew up to speed faster than any other spreader/sprayer out there with simplified controls and an exclusive steering wheel design.



▲ Fits through a 36" gate and sprays up to 132,000 sq. ft. in one fill.



▲ Smooth, steady, confident ride on hills and rough terrain.

WIN A **T3100**

Sign-Up NOW at
TURFCO.COM

Call **800-679-8201** for more information or visit **WWW.TURFCO.COM** to see the T3100 in action.

THE PRECISION TO CAREFULLY LIFT YOUR JAW UP OFF THE FLOOR.



Meet the new Kubota SSV75. Built with the precision engineering you've come to expect from Kubota, it features a smooth-running 74.3 HP Kubota diesel engine, vertical loader lift arms, a tilt-up cab and more. The SSV is pure Kubota, and delivers the kind of performance that raises eyebrows. And drops jaws. Locate your dealer today at Kubota.com/Construction.



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Kubota