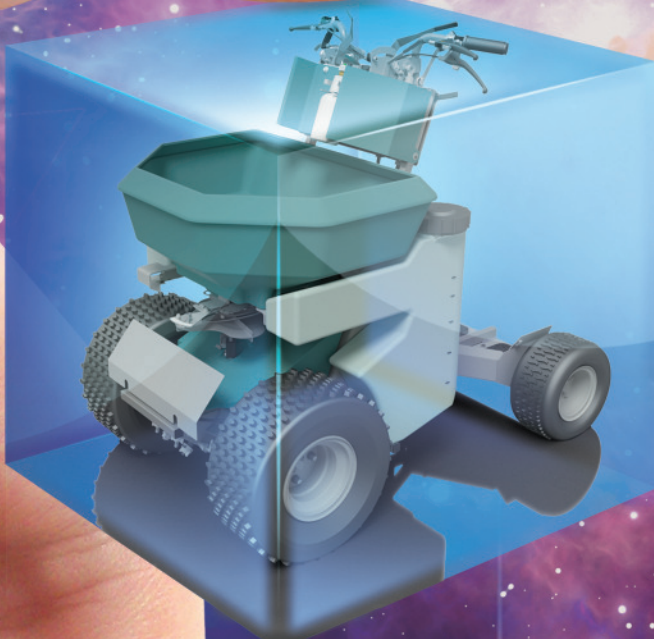


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A tire-buying tip

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Scott Burk,
president/CEO
of Scott's
Landscaping,
Centre Hall, Pa.

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ON THE COVER: PHOTO BY ALLEN MOWERY, ALLENMOWERY.COM

HIGHLIGHTS FROM THE 2016 GIE+EXPO



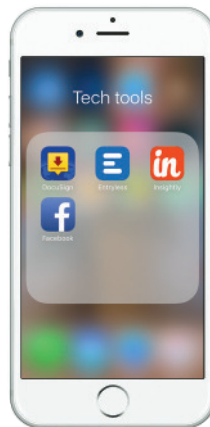
➔ With more than 750 exhibits and 19 acres of outdoor demo area, GIE+EXPO and Hardscape North America are the premier national events in the green industry. From Oct. 19-21, Louisville, Ky., was abuzz with the largest GIE+EXPO in history. If you couldn't make it this year, don't worry. *LM* has you covered with highlights from the National Association of Landscape Professionals' Landscapes conference sessions, videos from the show floor and new product releases for all parts of your business. Experience (or relive) the 2016 GIE+EXPO at

LandscapeManagement.net/live-from-gieexpo-2016.



WEB PICKS

During a talk at the NALP's Landscapes conference, author, small business owner and trend-spotter Gene Marks shared the following "hot tech tools" to help landscape companies grow.



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A billpay automation service, Entryless is billed as a solution to "eliminate the burden associated with bills." It integrates with QuickBooks and other accounting software.

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Insightly

Insightly is a customer relationship management software that integrates project management. With Google or Exchange calendar sync, meetings from your external calendars are linked to all related Insightly contacts, allowing events and due dates to live in the calendar you already use. It also integrates with MailChimp for email marketing ease. **Free-\$99 per user per month**

DocuSign

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Facebook Live

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EDITOR'S NOTE

MARISA PALMIERI
EDITOR

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Louisville quotables

The landscape industry's largest trade show, GIE+EXPO, got even larger this year. There were 230 new exhibitors—a good sign assuming they all have done their research and have deemed the landscape market to be a promising one.

While the LM team and I were running between the show floor and conference sessions like crazy people, as we do every year, I jotted down more than a few notes. Here are two quotes that got me thinking.

"I think (Olympic swimmer) Michael Phelps breaks records because he looks at his competition as he's moving down the lane. I like to look down the lane."
—Frank Mariani, CEO, Mariani Landscape

During "Inside the C-Suite—Insights Shared by Industry Legends," green industry consultant Judy Guido led a panel discussion with Pat Covey, president/COO, Davey Tree; Ken Hutcheson, president, U.S. Lawns; Tim Portland, CEO, Yellowstone Landscape; and Mariani. The execs discussed a variety of topics: how they spend their time, the M&A environment and the competitive environment, among other things.

When asked about how they size up their competition, Mariani responded with the quote above. You commonly hear business owners say, "We don't look at our competition; we focus on ourselves and the client." That's all well and good, but I appreciate his honesty in acknowledging that he does consider his competition, resulting in a policy of the company touching base with clients a minimum of one time per month—netting a 95 percent renewal rate. "One thing I think we do better than our competitors is relationships," he says.

"We just don't have enough higher up women (in the landscape industry), so we can say, 'If she can do it, I can do it.'"—Jennifer Lemcke, COO, Weed Man USA.

In her talk, "Women in Landscaping: Harnessing our Strength for a Greater Industry," Lemcke, who discussed her own struggles to find work/life balance, shared data from a 2012 *Harvard Business Review* report about why despite being half the workforce (and despite research showing women are just as effective as male leaders), women don't often make it to leadership positions. The reasons the number of women steadily shrinks as you move up the corporate ladder boils down to three things, according to an analysis of the *HBR* study in Business Insider. It's either "I don't want the role," "I cannot succeed in the role" or "I can't have the role."

There are many factors that play into each of these responses—societal, personal and organizational. Lemcke says she understands the struggles first hand. Despite loving her job and having a supportive husband, she couldn't ignore her mother's instinct. "I don't think my husband ever went to work crying because he put the kids on the bus when they had the sniffles," she says.

Still, amid labor and leadership shortages in the landscape industry, companies that can be flexible and find ways to support and promote female employees will succeed. Cross training and systems are a vital component of this strategy, Lemcke says: "We need to build companies so that if someone leaves—male or female—it won't be a catastrophe." 🍷



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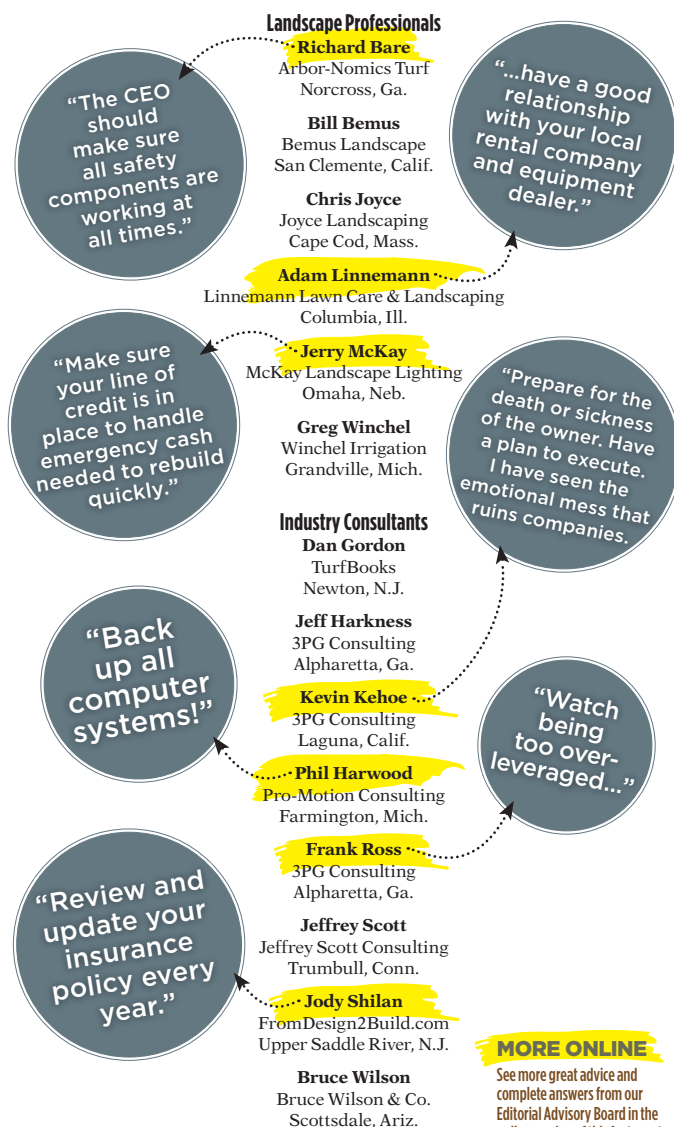
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Q+A

What one thing can landscape companies do now to prepare for a business disaster?



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BIG PICTURE

RIVER RHAPSODY

LOCATION Annapolis, Md.

COMPANY Walnut Hill
Landscape Co.

THE DETAILS The clients wanted a “destination” outdoor living space—complete with pool, spa, grilling station, kitchen/bar, shade structure, cabana with bathroom and storage, fencing, outdoor shower, lighting, irrigation, and plantings to provide year-round interest.

Because of the home’s close proximity to a river, county and state regulations were a concern. The original site was also open and exposed, lacking shade. To comply with regulations, which required a minimum 100-foot setback from the water’s edge, the company built the entertainment area on the side of the home. Centered on a large, oval, vanishing-edge pool, the bluestone patio offers a spacious entertaining area.

Because the clients wanted the project to be completed by Memorial Day, Walnut Hill’s crews began in November and worked through harsh winter conditions, using heated tents to allow masons to work through inclement weather.

This project earned Walnut Hill a Grand Award last year from the National Association of Landscape Professionals’ Awards of Excellence program.

PHOTO A vanishing-edge pool complements the river view.

See more photos from this project at LandscapeManagement.net/BigPicture.

PHOTO: WALNUT HILL LANDSCAPE CO.

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NEWS HOW-TO'S

LANDSCAPE
INDUSTRY
TRENDS,
VIEWS
AND TIPS

RECOMMENDER

ISSUE BRIEF

STEP BY STEP

NEW STUFF

SAFETYWATCH

FLAT-FREE TIRES



Waiting four hours for a service technician to change a flat skid-steer tire costs Oakridge Landscape Contractors more than \$600 when you factor in a crew's wages at \$150 per hour and equipment time.

That's simply unacceptable, says Herman Ciardullo, president of the Hamilton, Ontario-based company.

“We can't afford flats. It's not smart business.”

“We can't afford flats—that's the bottom line,” Ciardullo says. “With wages for four or five crew on a job, waiting

four hours with a machine that's down for a tire repair or a plug, it's not smart business.”

For Ciardullo, the solution was moving away from pneumatic tires and equipping the company's 14 skid-steers with Camso SKS 793S solid rubber tires, which don't experience flats and are designed for traction on all surfaces.

The solid rubber tires have a higher up-front cost, but the company touts financial savings—from both direct costs, like replacing bent rims or fixing blowouts, and indirect costs, like paying wages during downtime—of up to 40 percent by the second year due to the tire's less frequent maintenance issues.

“You're better off spending a couple hundred bucks for a tire that's not going to get flats,” says Ciardullo.



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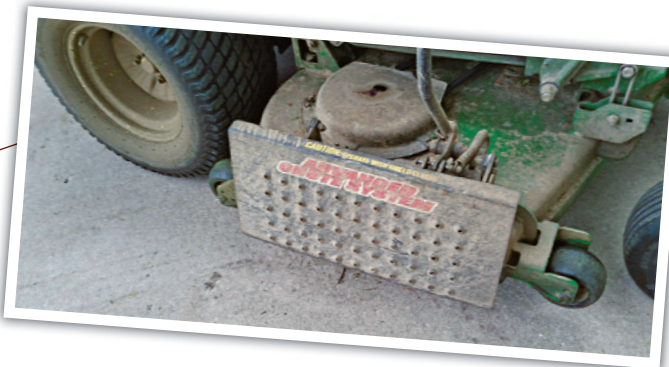


JOHN DEERE

RECOMMENDER

What aftermarket mower products do you prefer and why?

Linnemann Lawn Care & Landscaping touts variable control chute accessories for its zero-turn mowers.



MARK WEHMAN
OWNER,
BBC PROPERTY
MAINTENANCE
COLCHESTER, VT.

"We use Oregon lawn mower blades because they are good quality blades that last and are very economical. The mulching blades are great for the baggers."



MATT HALL
PRESIDENT,
DEEP ROOTS
LANDSCAPE
CONTRACTING
MERRITT ISLAND, FLA.

"We use Sta-Bil Ethanol Treatment for our small engines. We do Florida Department of Environmental Protection-approved projects with tight deadlines, so we can't have machinery fail. Ethanol treatment helps prevent malfunction and ensures our guys are cutting trees much more than fixing equipment."



ADAM LINNEMANN
OWNER,
LINNEMANN LAWN
CARE &
LANDSCAPING
COLUMBIA, ILL.

"Qwikchute or the Advanced Chute System—they keep the clippings out of beds and are safer for mowing near cars, homes and people."

ISSUE BRIEF



BY MISSY HENRIKSEN


The author is vp of public affairs, National Association of Landscape Professionals (NALP).

WHY THE INDUSTRY'S LOBBYING EFFORTS NEED SUPPORT

Whether it's the halls of Congress, our state capitals or on the community level, our industry is being targeted frequently. Now more than ever, it's important for industry members be proactive on the advocacy front. Effective advocacy is about building relationships, and Political Action Committees (PACs), are perhaps the most vital tools we have to accomplish that goal.

PACs so important because associations like the National Association of Landscape Professionals (NALP) are prohibited by federal law from making political contributions to candidates for elective office. Not a dime of membership dues or the operational budget can support officials or candidates. To offset that limitation, federal law allows for the formation of PACs, but there are strict rules. For example, PACs must be completely funded by individual, voluntary contributions.

PACs help provide a cohesive and unified message of what our businesses do and how we impact society as an industry. In other words, a PAC serves as an important way to unify landscape professionals and speak in a singular voice on vital public policy matters.

An organized effort representing the combined interests of an association of many like-minded professionals, such as what is offered by NALP-PAC and other industry PACs, gives us a much better chance to be heard and respected. In other words, decisions are more likely to be made with us, and not for us, so I encourage you to support the NALP-PAC or another industry PAC and get involved in the decision-making process. 

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STEP BY STEP

How to identify turf

To properly manage a lawn or turf area, it's important to know what type of turfgrass you're working with. This knowledge helps determine proper mowing height and frequency, as well as water, fertilizer and pesticide needs. Unfortunately, identifying turf can be like solving a puzzle, and no single characteristic or feature can be solely relied upon to determine a turfgrass species.

It's good practice to identify several samples from the same turf area because most lawns comprise a mixture of turf types. For example, many contractors choose to plant a utility sun/shade seed mixture to accommodate the different environments throughout a lawn. It's also important to note there can be hundreds of different cultivars within a turfgrass species, each with unique leaf color, texture and density. When selecting grasses for identification, choose the healthiest plants possible, as mature, actively-growing grasses will be easier to identify than wilted, dried or damaged plants.

The first step in the identification process is to confirm that the plant in question is indeed a grass, not a sedge or a rush, which are considered weeds. Grasses have their leaves arranged in ranks of two and a ligule is often present. By contrast, sedges and rushes have leaves arranged in ranks of three, and the ligule is poorly developed or absent. Another distinctive characteristic of a sedge is its triangular-shaped stem.

Follow the steps here, then enter your results into NC State University's grass identification tool at turfid.ncsu.edu. 

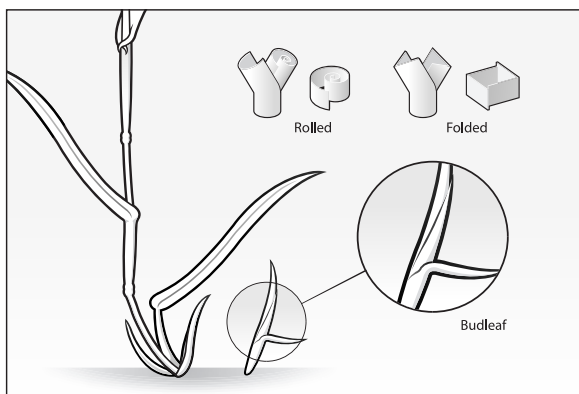
SOURCE: Purdue University Department of Horticulture and Landscape Architecture, University of Georgia College of Agricultural and Environmental Sciences

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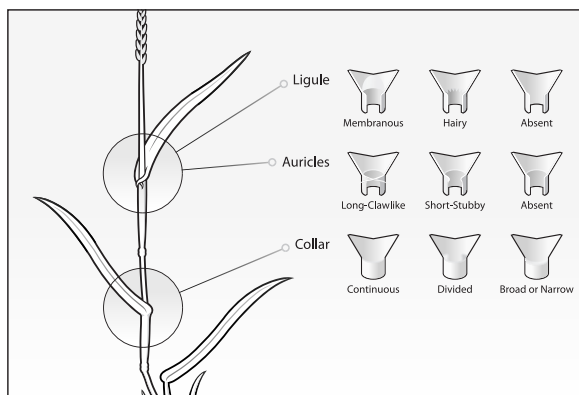
STEP 1

Determine the grass's vernation by observing the arrangement of young leaves in a budleaf before it opens. For most turfgrasses, the vernation will either be rolled or folded.



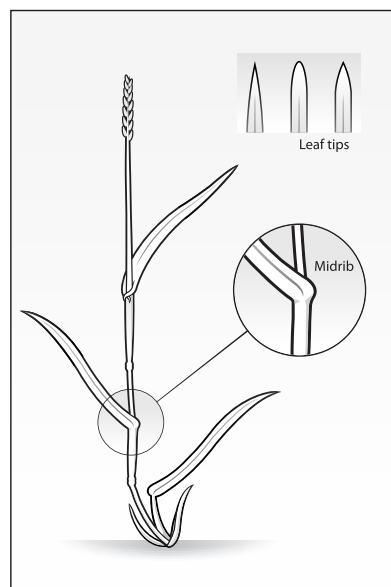
STEP 2

Observe the leaf blade. There are four very important features located where the leaf blade and the leaf sheath join: the ligule, the auricles, the collar (the most variable and least reliable identifying characteristic) and the sheath. The sheath may be split-open, split with overlapping margins or completely closed.



STEP 3

Observe the leaf blade and leaf tips. Leaf tips may be pointed, rounded or boat-shaped. Often the leaf tips of grasses from the same species are similar—for example, a boat-shaped leaf tip generally indicates a type of bluegrass. The mid-rib may be present and the leaf blade may be glossy, shiny or dull.



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NEW STUFF



1



3

**1. LANDSTAR LS48V****COMPANY:** American Landmaster**URL:** AmericanLandmaster.com

Made in the U.S., this electric-powered UTV tows 1,100 lbs. with a 2-in. rear receiver hitch and carries 400 lbs. in a 9.25 cu. ft. bed. Its 48-v motor reaches speeds up to 22 mph. It lasts about 38 miles on one charge, and the regenerative braking system decelerates the motor to recharge the batteries. The 16265 CrewMate tool rack attachment helps you carry more than six extra tools with full use of the bed.

2. KINETIC LOG SPLITTER**COMPANY:** Oregon Products**URL:** OregonProducts.com

Oregon released its new Kinetic Log Splitter. The product allows operators to split wood faster and with less effort, Oregon says. The new design eliminates hydraulics by using two precision-balanced, 70-lb. flywheels spinning at 325 rpm to create and store kinetic energy. A pinion gear system applies that stored energy from the flywheels and drives the log through the wedge in roughly two to three seconds with minimal kickback, according to the company.

3. VECTORWORKS 2017**COMPANY:** Vectorworks**URL:** Vectorworks.net

Global design and BIM software developer Vectorworks released its 2017 product line, including Vectorworks Architect, Landmark, Spotlight, Designer and Fundamentals. The latest version features a new resource manager, new irrigation tools, 3-D virtual reality models and more than 100 other new updates. The English version is out now with 10 additional language options forthcoming.



4. QT DOWN LIGHT FIXTURE

COMPANY: FX Luminaire

URL: FXL.com

The smallest option in the company's directional down light category, the fixture houses only one LED board, adding a soft light with minimal footprint. Various mounts, wall plates and other FX Luminaire accessories offer numerous installation options, and three color filters are available for color temperature customization. The die-cast aluminum fixture has nine available finish options.



5. PRO-TURN 400 SERIES ZERO-TURN MOWERS

COMPANY: Gravely

URL: Gravely.com

The Pro-Turn 400 Series zero-turn mowers are built with a welded 7-gauge steel X-Factor II Deck, ranging from 52 in. to 72 in. The Air-Ride Suspension System makes for a smoother ride, while the Constant Belt Tension System and EZ Lift Deck System with 19 cutting positions ensure a consistent and efficient cut. The Pro-Turn 400 series also comes with the option of the Yamaha MX825 V-Twin EFI 33-hp engine, part of the engine manufacturer's first line designed for the landscape market.

6. 6- AND 12-IN. MEASURING WHEELS

COMPANY: Milwaukee Tool

URL: MilwaukeeTool.com

Constructed from reinforced aluminum frames and folding joints, Milwaukee's new measuring wheels feature pistol grip handles, a reinforced locking pivot point, a top brake function that locks the wheel and a kickstand. The 12-in. wheel is designed with a debris-cleaning wheel flap that clears away contamination.

CHECK OUT MORE NEW STUFF ONLINE

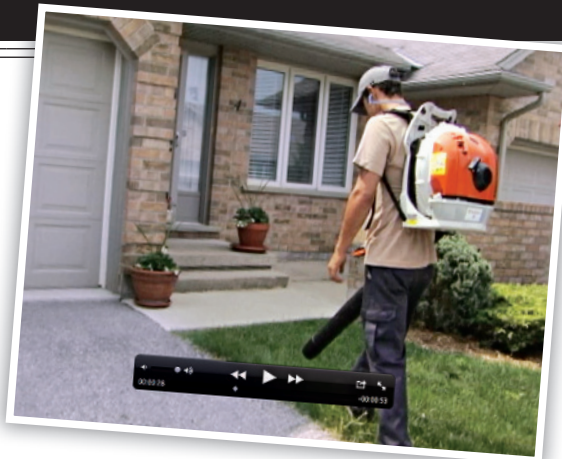
To stay up to date on all the latest landscape industry products and services, visit LandscapeManagement.net/tag/product-news.

SAFETYWATCH

LEAF BLOWER TIPS

Before you use a leaf blower, consider these guidelines.

- Be considerate of bystanders and adjoining property owners—never blow in the direction of people, pets, roads, vehicles and buildings. And never blow at open doors or windows.
- When people approach, stop working until they pass.
- Be aware of who and what is around you at all times. It is easy to trip, bump or walk into something, including traffic.
- Know and observe your local laws and regulations regarding power equipment. Your supervisor will explain the guidelines you have to follow.
- Be aware that you may not hear an approaching car.
- Use only as much throttle power as necessary to do the job.
- Blowers rarely need to be used at full throttle in residential areas, except when moving large volumes of leaves.



- If you create dust, don't allow it to settle upon any nearby people or properties. Pay close attention to cars. Blow dust off when done.
- Be sure to blow lightly. It doesn't take much power to blow dust off objects.
- Blow with the prevailing wind, if possible. If you have no choice but to blow into the wind, do so cautiously, keeping in mind that you might be making a mess.

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BUY WISELY



When it comes to sourcing irrigation and lighting products, contractors say it's all about the vendor relationships.

BY LINDSEY GETZ

Like so many other things in life, smart lighting and irrigation product purchases all come back to who you know. Or, more specifically, which local distributors and vendors you've built relationships with. We spoke to three different businesses that all echoed similar sentiments—it's all about a working relationship. We also asked them to share some other advice when it comes to product selections and working with suppliers.

Loyalty + frugality = savings and service

Pinnacle Irrigation & Nightlighting

Haddonfield, N.J.

A sale on products can go a long way toward saving your company money, says Marty DeNinno, owner of Pinnacle Irrigation & Nightlighting in Haddonfield, N.J. While DeNinno is loyal to his local supplier, Barton Supply, in Cherry Hill, N.J., he says waiting for a special sale or promotion helps his company spend wisely.

Prior to launching Pinnacle with his wife, Liz, DeNinno had worked for his father's family-owned landscape business. DeNinno says his father had a very different philosophy on buying product. His theory was "buy only what you need." But DeNinno says he takes a different approach in running Pinnacle, which brings in \$850,000 in annual revenue. He will buy in bulk to receive a discount that helps put more dollars in his pocket in the long run. For example, at press time, DeNinno had just found out about a fall savings promotion where those who spend \$2,000 on lighting products would receive a \$100 prepaid gift card. DeNinno says incentives like that—as well as a "15 percent of all products" sale that's usually offered toward the end of the season—are valuable to him.

"I think some people overlook promos, but we're always on the lookout for them," DeNinno says. "Saving a dollar a sprinkler head doesn't sound like much, but when you're buying thousands, that adds up to big savings."

DeNinno says his distributor also allows him to store product that he can't fit in his shop at its warehouse. This perk allows him to purchase in larger quantities even though he doesn't have room for it all at once.



Marty DeNinno



Although deals are important to Marty DeNinno when buying irrigation and lighting products, he says brand preference is No. 1.

“Some businesses may shy away from buying in bulk because they don’t have room to store it, but it’s worth asking if you can purchase it and have them store it until you need it,” DeNinno says. “That arrangement works very well for us.”

While savings are important to DeNinno in running a profitable business, he says he would never sacrifice quality for frugality. He adds he is loyal when it comes to the brands he prefers in both the irrigation (which makes up about 60 percent of his business) and landscape lighting (40 percent) areas of his business.

“I would never jump on a sale for a product I don’t trust,” DeNinno says. “Product reliability is incredibly important to us since it contributes to our reputation.”

DeNinno is also loyal to his distributor and says the company knows he “won’t jump ship just for a cost savings.”

“Nowadays, the internet opens up a whole new world for shopping but my supplier knows I’m loyal,” he says. “And that pays off for me, too. If a company tells me they can beat the prices I’m getting, I have a strong enough relationship that I can take that information to my supplier and ask for a price break. I’d rather keep that relationship than try to shop around.”

Building strong relationships

Landscape Lighting & Design

Fort Worth, Texas

Tim Doogs, owner of Landscape Lighting & Design, a lighting-focused business in Fort Worth, Texas, says loyalty is everything when it comes to getting good pricing and—more importantly—getting good customer service. In fact, he’s willing to spend a little more money to get that top-notch service that, in turn, lets him offer his clients good service.

In a day and age where businesses will shop around to save a dollar, Doogs says he believes long-held business relationships are more important. While there have been times he could save money buying a product direct rather than through distribution, there is value in upholding a relationship with a local vendor, he says. He’s equally loyal to the three main lighting brands he uses. Doogs says that each company has products that are a little bit different and utilizing all three allows him to meet the needs of all of his clients with the perfect product for the job.

“We think it’s important to be loyal—but also to have choices,” says Doogs, whose company is getting close to its \$1 million annual revenue goal.

While he prefers to buy through his local vendor, Doogs says he will occasionally make purchases directly from a manufacturer.

“We want a distributor who really steps up to the plate,” he says. “They have to offer good service, knowledge and assistance when we have a problem. We want a distributor who will come out to the job site if we really need them for something unusual.”

Because he believes relationship building is so important, Doogs says his best advice to other landscape contractors would be to get to all the seminars you can. He says it’s a great opportunity when manufacturers and distributors offer training.

“Even if you think you’ve got a great handle on landscape lighting, you will be surprised by something new that you learn,” Doogs says. “I still go to them and make new contacts and learn new information. You will always find someone who is doing things differently than you, and you will learn from it.”



Landscape pros like Andrew Key seek irrigation and lighting suppliers who can advise them on the latest technology.

A two-way street

Heads Up Landscape Contractors

Albuquerque, N.M.

Being somewhat isolated in Albuquerque, N.M., Andrew Key, president of Heads Up Landscape Contractors, says maintaining strong relationships with the few suppliers he works with for both irrigation and lighting products is critical. It's a two-way street—he treats his vendors well and in return, he says he gets good service and support.

“In the market we're in, it's not like we can just go to a different supplier down the street if we get tired of the one we're working with,” Key says. “There are a limited number of suppliers, so it's really important that we build and maintain strong working relationships with the ones we have. We treat them well and try to give them all the foreknowledge we have, so in return they can help us succeed.”

In terms of choosing products, Key says he puts a lot of emphasis on reliability and support. Heads

Up, which has annual revenue of \$20,500,000, has been in business for 43 years and therefore has a good understanding of which companies provide the support the company desires.

“In irrigation, especially, there is a strong technology component, and we want a manufacturer that can provide training on the product and long-term support so we know we're covered if we run into an issue,” Key says.

The right timing is also important when it comes to purchasing products. By working closely with his vendors, and “involving them in the early planning stages of projects,” Key says he can ensure products are ready to go when the job begins.

“We also rely on both the vendors and the manufacturers to keep us in the know about new products, so we're specifying and using the newest products on the market in our projects,” Key says. “There have been a lot of advances in irrigation technology that make everyone's lives easier, such as remote access irrigation control and other smart technology. We want to keep up with what's new.”

He's also seen a sudden surge in landscape lighting projects. While they were once considered an add-on, Key says landscape lighting is now being included in the principal design more often.

“We see a great market opportunity in lighting and want to continue to advance our knowledge just like we've done with irrigation,” says Key, who adds that lighting is currently a small portion of the design/build work the company does, but he sees it growing dramatically in the future. “We think we can accelerate the lighting opportunities by using the same principles we have with our irrigation business—working closely with vendors and building relationships.” 

Getz is a freelance writer based in Philadelphia.



Andrew Key



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The latest addition to the best-selling line of landscape dripline, Netafim's Techline HCVXR is the only landscape dripline that infuses Cupron copper oxide directly into the mold of each emitter to provide a chemical free, long lasting, non-toxic root barrier for subsurface drip irrigation systems. By embedding copper oxide into the material used to create each emitter during the manufacturing process, the dripline's root resistant properties will not wash off or migrate out of the emitter after years of use.

The only dripline with a 15-year warranty against root intrusion, the HCVXR emitters are engineered with a physical root barrier, extra large bath area, continuous self-flushing mechanisms and raised outlets to prevent fine feeder roots or sediment from inhibiting water flow in the dripline.

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Once homeowners are set up for success, Rachio Weather Intelligence continues to save water by adapting to changing weather conditions. The smart controller receives local weather updates using a network of thousands of weather stations nationwide to automatically adjust watering schedules. These forecasted rain skips are proactive rather than reactive, meaning the system doesn't just react to rain — it sees it coming and plans accordingly.

In addition to efficient watering and weather management, customers can get additional control using Rachio's many smart home integrations, such as Nest, Amazon Alexa, IFTTT, Wink and more.

The Rachio mobile app gives landscape professionals immediate access to client watering schedules. Shared remote access means pros can minimize callbacks and maximize time by running zones and changing settings directly from a smartphone, whether at home or on the road.



The most-requested, highest-rated Wi-Fi smart sprinkler controller on the market, Rachio makes managing clients easier and more efficient while providing excellent customer satisfaction. Check with your local irrigation distributor for 8- and 16-zone Pro Edition controllers, available with a 4-year extended warranty.

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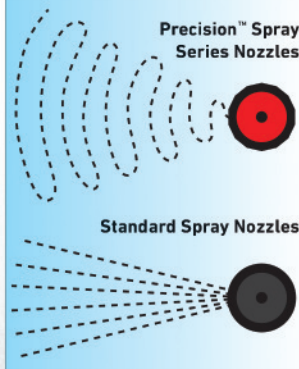
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➤ PAGE 36

Growing pains

Plant growth regulators can be useful tools for landscape contractors and lawn care operators, but experts say they aren't prevalent in the industry.

BY EMILY SCHAPPACHER

Plant growth regulators (PGRs) can provide a number of benefits to landscape contractors and lawn care operators. PGRs have been proven to save contractors time and money by decreasing the frequency of mowings, reducing the need to prune shrubs and trees, and minimizing the effects of certain diseases and pest infestations. But experts say they're underused, niche tools that haven't found their place in an industry with increased chemical restrictions and skeptical consumers.

"From my view, the development pipeline regarding PGRs is virtually dry with

minimal development effort being focused in this area, particularly for ornamental growth regulation," says Rick Fletcher, technical services manager at Nufarm America in Morrisville, N.C. "It is this specialization and the extensive cost of development and registration that limit the introduction of new PGR products for the LCO and landscape ornamental markets, followed by the lack of adoption as a standard use practice in these markets."



Rick Fletcher



SLOW GROW

Plant growth regulators slow the growth of turf, trees and shrubs, reducing the need to mow, trim and prune.

Plant growth regulators are chemical substances that are used to regulate the growth of plants. For contractors, PGRs can reduce the need to trim, mow and prune by slowing the growth of turf, trees and shrubs. For LCOs, regular use of PGRs can improve overall plant and turf health, resulting in the need for less water and pesticides.

While there have been few recent advancements in the PGR market, one development is PGR combination products designed to enhance turf management across a wider range of climates and turf species. Some formulators have looked at premixes of dif-

ferent PGRs and older active ingredients used in the agricultural market. Last year, Nufarm introduced the active ingredient prohexadione calcium with its PGR Anuew, which is in the early adoption phase in the golf market.

Recent research in the golf industry used growing degree-day modeling (a measure of heat accumulation used by horticulturists to predict plant development rates) to evaluate different PGR active ingredients and determine their in-plant activity periods for several turf species.

Fletcher says this information will be useful for turf managers who use PGRs to maintain a consistent response at the use site.

NEWSFEED

NUFARM'S NEW HERBICIDE

Nufarm Americas added a new herbicide to its postemergent portfolio. Celero is

applicable on a variety of cool- and warm-season turf types, including residential and commercial turf, golf

courses, athletic fields, schools and sod farms. Its active ingredient, imazosulfuron, translocates to the roots for control of yellow, purple and annual sedges and Kyllinga.

TAKING ROOT

Arborjet awarded \$1,000 scholarships to 10 graduating high school seniors pursuing green industry-related subjects at an accredited two- or

four-year college. The scholarships are part of the company's Taking Root Scholarship Program, which has awarded \$30,000 since it began three years ago.



Dean Mosdell

"Although PGRs offer great benefits for managing turf, it is often difficult for lawn care operators to convince their customers it is worth the additional cost," says Dean Mosdell, Syngenta's field technical manager for the western U.S. "So the market potential for PGRs, at least at this point, is considered much smaller."

Lee Kral, lawn service manager for Mountain High Tree, Lawn & Landscape Co. in Lakewood, Colo., agrees there is a lack of new products, information and training available for PGRs, which makes it difficult to sell them to customers. In Colorado, which is considered an environmentally conscious state, he's found many homeowners have a negative connotation toward additional chemicals like PGRs. Mountain



Lee Kral

High Tree, Lawn & Landscape Co. offers lawn care services to an 85-percent residential, 15-percent commercial clientele and tree and shrub care services to a 65-percent residential, 35-percent commercial clientele.

"More information and a public push from chemical companies would help expand the market," Kral says. "But now there just isn't that much interest and there are so many questions. I think there needs to be more public information available because people don't understand PGRs, and there is some fear because of the chemical side of it."

TREE USE IS THE TICKET

Kral says Mountain High Tree, Lawn & Landscape Co. used to offer PGRs for turf, but now primarily uses them on trees and shrubs. The company has had success using PGRs to fight fire blight on crab apple trees. Kral says PGRs also can help new trees become established and are useful to slow the growth of long lines of shrubs and hedges that would be time consuming to prune. He says PGR use on trees is "an easier sell" because there are more available data and tangible ways to show the benefits PGRs can have on trees. Kral says he can show custom-

ers before-and-after photos of trees that have been treated with PGRs, and he can quantify the savings of fewer trimmings and less pesticide usage.

"Trees are a bigger investment for most people—they don't want to lose a tree that will be \$1,500 to remove," Kral says. "People see a tree and feel like they aren't spraying the PGR on everything, unlike a lawn."

Steve Geist, senior consulting arborist for Swingle Lawn, Tree & Landscape Care in Denver, Colo., says his company also uses PGRs on a limited basis.

The company primarily uses PGRs as soil drench applications to increase root growth and canopy development on trees with damaged roots. It does not use them on shrubs or turf. Geist says Swingle has started to work with PGRs to "mask" symptoms of fire blight and is looking in to using them to control other insects and diseases, where changes in plant cellular structure may reduce the severity. Swingle Lawn, Tree & Landscape Care services a 67-percent residential, 33-percent commercial clientele.

"We've used some PGRs in working with iron chlorosis; however, our results have been inconsistent," he says. "In Colorado, we are primarily trying to get trees to grow, so plant growth regulation is not a big-ticket item."

Geist says PGRs are easy and economical to use, and soil-applied drenches can be a good add-on service in the off-season. But they also can cause unintended injury to adjacent plants,



Steve Geist

such as perennials planted at the base of a tree. Proper applications require experienced technicians to closely follow the label instructions.

"I would encourage folks to start slow and get experience first," Geist says. "As you build your knowledge, then increase your use of PGRs."

Kral agrees that increased education is the first step toward promoting more mainstream use of PGRs. He believes it would help contractors and lawn care operators choose the best PGR for their businesses. When choosing a PGR, he says, it's important for contractors to consider their region's climate and weather conditions, growing seasons, the experience of their technicians and the necessary equipment. But regardless of advancements in products or education, Fletcher is doubtful PGRs will ever become a mainstream product in the landscape industry. He believes they will instead be reserved for specific, niche purposes.

"I do not believe the LCO market will ever adopt PGRs as a mainstream tool, particularly for turfgrass, which are typically multispecies stands requiring different rates of PGRs," Fletcher says. "Rather, I believe site managers will save them for specialized applications where they benefit their operations." 

Schappacher is a freelance writer based in Cleveland.

MOWING+LANDSCAPE MAINTENANCE

Beyond 'what the market will bare'

A landscape company exec takes us back to the basics of cost-based estimating. BY MIKE VOORIES

In my two decades in the green industry, I've worked within local landscape companies of various sizes and national operations with multiple locations. I've made a living working in the field; I've done sales and account management; I've been a manager and an owner. I've seen success, and I've also witnessed seemingly good companies go out of business. What I've learned is that landscapers are a dime a dozen, but business professionals in this industry are few and far between.

A good landscaper knows when and where to use a honey locust instead of a red maple, whereas a good business professional knows exactly how much it costs to install a honey locust. A good landscaper knows the going rate for mulch installation in metro-Detroit is \$45 per yard, whereas a good business professional knows exactly what it costs him to install said mulch, and then he charges accordingly after adding the nec-

essary margin to accomplish overhead recovery and desired profit.

Can't a good landscaper also be a good business professional? Of course; however, if sustainable success in business is your goal, let me suggest becoming a great business professional who happens to also be a darn good landscaper.

Sustainable success comes from knowing your numbers. Beautiful landscapes are installed and well maintained by soon to be bankrupt landscapers every single day. Don't be one of those guys.

'KNOW YOUR NUMBERS'

A good business professional must have a clear understanding of his costs. First, his direct costs, then his overhead costs, and, finally, his desired profit. When the topic of "knowing your numbers" comes

up, landscapers are quick to spout-off their price per man-hour or their price per yard of mulch installed. Having a defined price you charge is not the same as knowing your numbers, unless of course the prices you charge have been reached by cost-based calculations.

You might be saying to yourself, "This is common sense." But what's common sense is rarely common practice. Nearly every landscaper knows his prices, but a surprising few have a real understanding of their costs. This is backwards. How can a price be established and given to a client without first knowing the true cost to perform the service? It can't.

I've heard flawed logic such as charging X per man-hour because "it's the going rate in this area" or charging X per yard of mulch installed with no explanation about how they came to the numbers, other than they're "what the market will bare."

Pricing should be based on true costs, not what the client is willing to pay. What the client is willing to pay is not

Continued on page 34



Mike Voories

NEWSPEED

SITEONE, GREENWORKS PARTNER UP

Greenworks Commercial entered into a nationwide distribution

partnership with SiteOne Landscape Supply locations across the U.S. and online.

VANGUARD RELEASES OIL GUARD SYSTEM

Briggs & Stratton released its new Vanguard Oil Guard System for the Vanguard

810 and Big Block engines. It will be integrated into Ferris

commercial models for the 2017 season. The technology lets contractors operate a commercial mower for 500 hours between oil changes—rather than the typical 100 hours.



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Continued from page 32


a mathematical equation we can use to maintain positive cash flow or calculate our return on investment.

Now, I know it's important to understand the market in which you operate, which of course includes competitive price points. If you need to adjust your costs to arrive near a desired price point, so be it. But it's your exact costs that determine the price of a project.

No two companies do their accounting exactly the same, and there are endless ways of doing a cost-based estimate. I've seen landscape construction companies job cost so specifically that each vehicle and piece of equipment is costed to the job by the number of hours it's estimated to be used, in addition to their materials and labor. While this approach is certainly doable, and even

“Having a defined price you charge is not the same as knowing your numbers, unless of course the prices you charge have been reached by cost-based calculations.”

necessary in some cases, it requires knowing vehicle and equipment costs per hour of operation. It can get tricky if you don't know how long a vehicle or piece of equipment will remain in service before being replaced, or how many billable hours will be sold for that vehicle or piece of equipment each year. How detailed you get when preparing your cost-based estimates is a matter of necessity and preference, and it's

company specific. What's important is that we're arriving at our prices based on our actual costs—however specific and detailed those may be. 

Voories is the COO at Brilar, a Detroit-based landscape maintenance and snow removal firm. He can be reached at mvoories@brilar.net.

Simple math

Here's a basic method of cost-based estimating anyone can use. Assume our vehicle, equipment and fuel costs are rolled into overhead. We're going to calculate our direct costs—the costs directly associated with performing our project. Our known overhead for this example is 30 percent (30 percent of all revenue pays for overhead) and our desired net profit is 15 percent, so we must sell work at a 45 percent gross margin.

1. Calculate direct costs.

Material cost:	\$1,500
+ Labor cost:	\$749
+ Disposal cost:	\$50

Total direct cost: \$2,299

2. Test your proposed sale price to see if it achieves an adequate gross margin.

Sale Price: \$4,184.18
- Direct costs: \$2,299

Gross margin: \$1,885.18

3. Convert your gross margin figure into a percentage.

Gross margin: \$1,885.18
÷ Sale price: \$4,184.18

Gross margin percentage: 45%

4. Subtract your overhead recovery from your gross margin percentage to determine net profit.

Gross margin percentage: 45%
- Overhead recovery: 30%

Net profit: 15%

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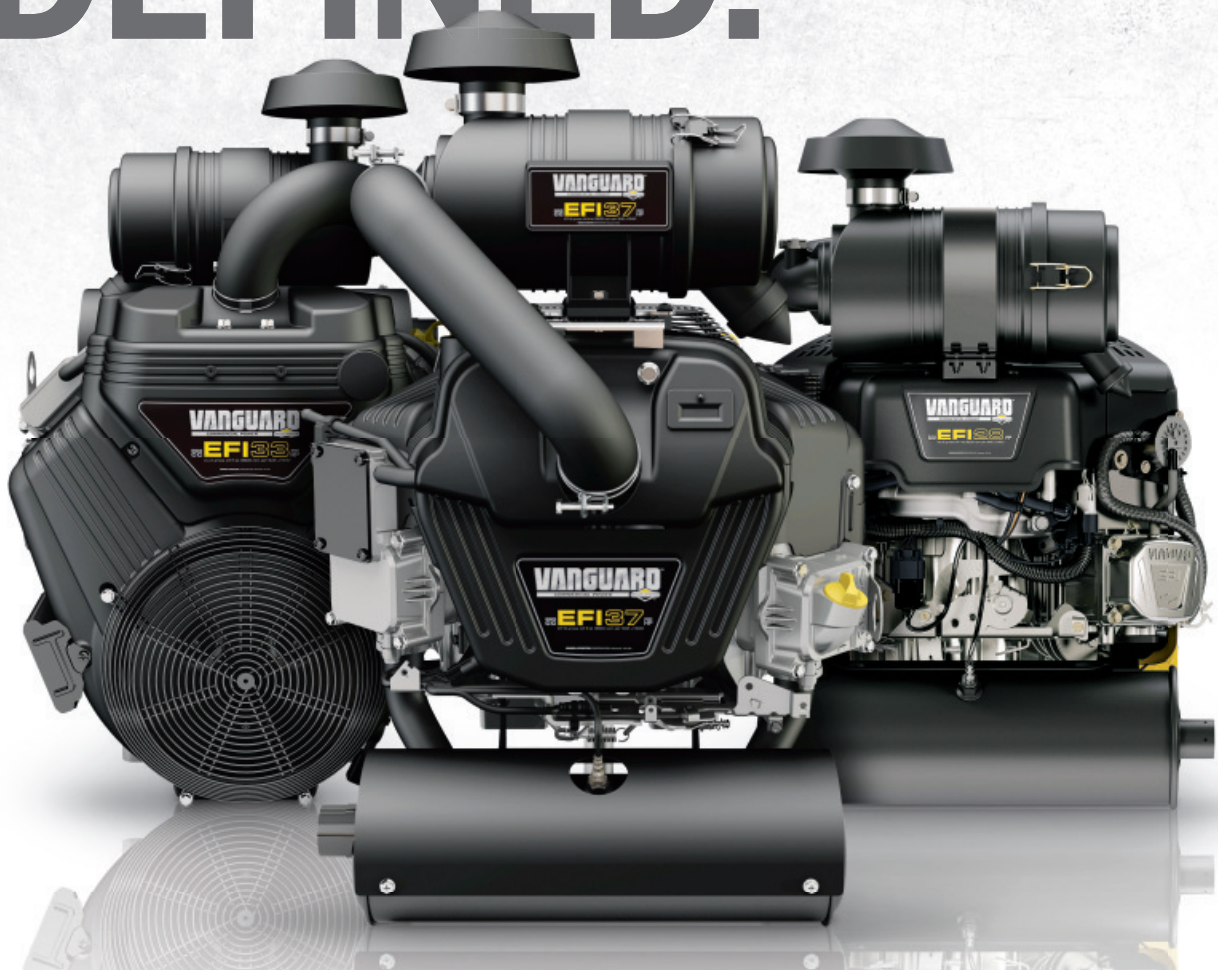
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What's in a name?

A lot, according to Zach Hinkle. He changed the name of his 9-year-old landscaping company to better align with his passion and the company's focus.

BY EMILY SCHAPPACHER

It's been one year since Zach Hinkle changed the name of his company, formerly K.C. Lawn & Landscaping, to Hinkle Hardscapes. Since rebranding, refocusing and implementing new processes and procedures, business has never been better. Revenue is up; his designers, crews and account representatives are happier and more efficient; and the company is attracting the right customers. For Hinkle, changing the name of his Riverside, Mo.-based company, which has served more than 3,500 clients throughout the Kansas City area, was certainly a risk, but as it turns out, it was a risk worth taking.

"I was a bit fearful because I had built something that people were accustomed to knowing," says Hinkle, owner and

project manager of the \$2.5-million company. "But we are more focused now. We know who our clients are, and we are doing what we're good at. When you put all that together, good business will come out of it."

The evolution of Hinkle Hardscapes was a few years in the making. Hinkle started K.C. Lawn & Landscaping in 2007 by providing landscape design and lawn maintenance services to mostly residential customers. In 2009, he decided to stop offering maintenance services and focus on hardscape and large-scale landscape installations. By 2010, Hinkle realized his true passion was creating outdoor living environments families could enjoy for years to come. With that epiphany, the company began to phase out its landscape installation services to become a true hardscaping firm. Hinkle Hardscapes now constructs outdoor living spaces, fire pits, retaining walls, patios and other hardscape features for a 95-percent residential, 5-percent commercial clientele. The company only offers landscaping services as part of hardscaping projects.

"I haven't mowed a yard since 2009," Hinkle says. "Our guys are concrete and stone guys—there are better people out there to put in your plants."

But offering hardscape services under the name K.C. Lawn & Landscaping created confusion and frustration for everyone involved. Customers would call wanting maintenance or landscaping, only to find out the company no longer offered those services. Employees spent too much time on dead-end leads and explaining the company's new direction. For Hinkle, changing the company's name was the only way to truly represent its new identity as a hardscaping firm. After 90 days of communicating the name change through press releases, social media and on its website, K.C. Lawn & Landscaping began doing business as Hinkle Hardscapes in November 2015. The company retains K.C. Lawn & Landscaping as its corporate name for tax purposes and for its standing with the Better Business Bureau.

"When we changed our name we could start marketing to people who

Continued on page 38



CRYSTAL CLEAR

The only way Hinkle Hardscapes owner Zach Hinkle knew he could eliminate confusion was to rebrand.

NEWSPEED

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Hardscape North America recognized 15 projects for this year's HNA Hardscape Project

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Group, Monello Landscape Industries, ReCreate Cos., Dreamscapes, Paver Designs, Hain Enterprises, Surfaces Group, C.R. Schmidt, Outdoor Enterprise and more.

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PHOTO: HINKLE HARDSCAPES

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DESIGN/BUILD+INSTALLATION

Continued from page 36

were looking for what we have to offer, and there was no confusion,” Hinkle says. “We began to only get calls and leads for hardscapes. We didn’t have to explain what we do anymore.”

Hinkle says the rebranding process was “pretty seamless.” It began with internal brainstorming sessions about what the team wanted to accomplish by changing its name. The process included revised mission and vision statements, a new logo, a website redesign and a new web address. Hinkle also increased his marketing efforts through outlets such as Google AdWords, Facebook, Instagram and Pinterest and put a high priority on search engine optimization. He has an active blog on the Hinkle Hardscapes website, and he also recently

wrote an e-book on how to construct outdoor living environments, which is now available on Amazon. While Hinkle says the company now receives fewer leads than it used to, all of these efforts help Hinkle Hardscapes connect with the right people at the right times.

“We are ultra-focused on bringing in the right candidates for our salespeople,” Hinkle says. “We are now hearing from customers we are a good fit for, and it’s helped increase the quality of the leads.”

STREAMLINING SALES

Aside from the new name, the biggest change at Hinkle Hardscapes was the implementation of Infusionsoft, a customer relationship management (CRM) software system that has streamlined nearly every aspect of the

company’s day-to-day operations. Operating as a “white-collar business within a blue-collar industry,”

Hinkle says the system automates every process and interaction from the moment a potential client makes contact with the company. He spent most of 2014 creating different customized campaigns within the system—including lead generation, appointment confirmation, online scheduling and quote generation. Once a client has chosen to move forward with a project, an automated system orders supplies and clients can make payments online. Hinkle says company revenue is up

Continued on page 40



Zach Hinkle



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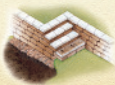
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DESIGN/BUILD+INSTALLATION

Continued from page 38

60 percent since he started using the CRM system in March 2014.

"The automation factors make sure that all of our clients get treated the same way every time," Hinkle says. "It's allowed us to refocus employees in the office to do other things because those everyday mundane tasks are now automated."


With the automation of the company's operational systems, Hinkle says it has reduced the possibility of human error and freed up more time for staff to pursue tasks more pertinent to the growth of the business. The system has been so effective for Hinkle Hardscapes that Hinkle recently became a certified partner with Infusionsoft so he can share the campaigns he's created with owners of other hardscape and landscape companies.

Through his newest venture, Hinkle Small Business, which he's currently launching, he will work as a consultant to help other contractors streamline their marketing, sales and production efforts and grow their businesses. Hinkle Hardscapes' marketing department also will help these clients grow their social media presences and learn to use marketing tools such as Google AdWords.

"We want to help other contractors simplify their businesses and be able to spend more time with their families while still getting the reports they need to run their businesses," Hinkle says.

For contractors wondering if rebranding is the right move, Hinkle advises them to go ahead and take the risk. After

all, he says, it's never bad business to make sure you're marketing to the right people, and that you're offering profitable services you're truly passionate about.

"If you are ever wondering if it needs to happen, I would say go for it," Hinkle says of rebranding. "We did it, and it's been great ever since." 

Schappacher is a freelance writer based in Cleveland.

BUILD IT
The company is pleased with its investment in a CRM system with automated features.



PHOTO: HINKLE HARDSCAPES

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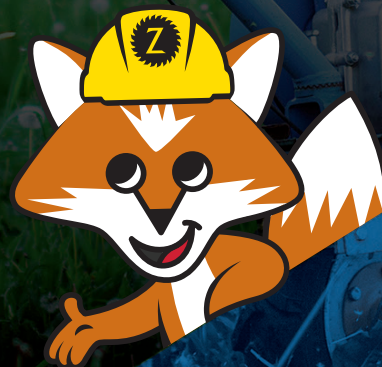
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Deep-rooted equation

How to identify and adjust key irrigation parameters for efficiency.

BY LAUREN DOWDLE

Finding the right balance between lowering a site's water usage and maintaining a large plant palette isn't a one-and-done job.

Gone are the days of the "set it and forget it" mindset when it comes to landscape water management—especially with water for urban landscapes becoming more limited. Instead, take an active approach by using irrigation monitoring systems, communicating with those walking the sites and establishing practices. But how can you go deeper and actually refine your landscape irrigation method?

In an Oct. 21 webinar with the Irrigation Association (IA), "Refining the Landscape Watering Coefficients for Your Sites," Mark Crookston, irrigation management department manager for Northern Water in Berthoud, Colo., shared this equation to calculate soil water depletion (see key for definitions) so you can make appropriate adjustments to your watering strategy:

$$ET=ET_o \times (KvK_dK_s+Ke) \times K_{mc}$$

Here are the six components (in the order of the equation) of determining a landscape's evapotranspiration (ET) that you need to verify and refine so you can improve efficiency.

1. REFERENCE ET (ET_o)

Use the best available data source, whether it's from a nearby weather station, on-site air temperature sensor or the internet. Just remember there is lag time between what

happens and the response, Crookston says: The data are normally good when averaged during a five- to seven-day period.

If you rely on a local weather station, make sure it's in an open area over well-watered vegetation that's away from buildings and pavement. An on-site air temperature sensor can include a sunlight sensor and smart irrigation controllers. Figures you will find on the internet aren't site specific; they are typically an average for a large area.



Mark Crookston

2. FACTOR FOR VEGETATION TYPE (K_v)

Vegetation categories include trees, shrubs, ground cover, annuals, mixture (trees, shrubs and ground covers), cool-season turfgrass and warm-season turfgrass.

You can choose the K_v for high performance, acceptable appearance or low maintenance, depending on the client's expectations. Trees, for example, are 0.90 to 0.95 for high performance, 0.70 to 0.75 for acceptable performance and 0.45 to 0.50 for low maintenance. (See the IA's "Irrigation, Sixth Edition" for all plant categories and performance levels.)

3. FACTOR FOR PLANT DENSITY (K_d)

Consider the collective leaf area of the plant's covering or

NEWSFEED

CIT: IRRIGREEN SAVES WATER

The Center for Irrigation Technology (CIT), an independent tester and evaluator of irriga-

tion equipment, found IrriGreen's Genius Irrigation System used 40 percent fewer gallons of water while increas-

ing soil moisture by an amount equivalent to its competitors.

AMERICA, THE BEAUTIFUL

Rain Bird is participating in a renovation effort at the National

Mall in Washington, D.C., which experiences damage from 3,000 permitted events and 33 million visitors each year. Rain Bird products—including the company's

Smart Pump, Rain Watch, IC System with Stratus II control software and Smart Weather products—have been integrated into the 18-acre restoration.

the shading area of the ground. The value, which can be measured directly, will range from 0 to 1, with 1 being when 70 to 80 percent or more of the ground is shaded at midday.

4. FACTOR FOR PLANT WATER STRESS (K_s)

This component is determined by the amount of soil moisture depletion, so you'll need to determine the root zone depth, plant available water per inch depth and the fraction of water that can be extracted without plant stress (p). The p variable ranges slightly from 0.4 (annuals and cool-season turfgrass) to 0.6 (trees and shrubs).

Here's how to determine K_s :

TAW (total available water) - depletion root zone


$$(1-p) \times \text{TAW}$$

5. FACTOR FOR EVAPORATION (K_e)

This number can jump to 1.35 following wetting events (both rain and irrigation). Roots typically grow during the spring, so don't short them of water during that season. Adjust the watering amounts slowly so the roots don't get stressed.

Also, don't just increase irrigation runtimes and frequencies to fix problems. That approach can increase evaporation from wet surfaces and make more gallons necessary to avoid stress. Instead, you need to identify and implement the correct solution for the specific landscape. Remember: Whatever level you water to will become your new root zone.

6. FACTOR FOR MICROCLIMATE (K_{mc})

It will increase during harsh conditions like direct sunlight near pavement, reflective windows and windy conditions. Shade, being shielded from wind and areas away from hot or dry surfaces will decrease this factor. This factor needs to be adjusted to match the site's conditions. 

Dowdle is a freelance writer based in Nashville.

KEY

ET: Evapotranspiration

ET_o: Reference ET for a short crop (usually clipped grass)

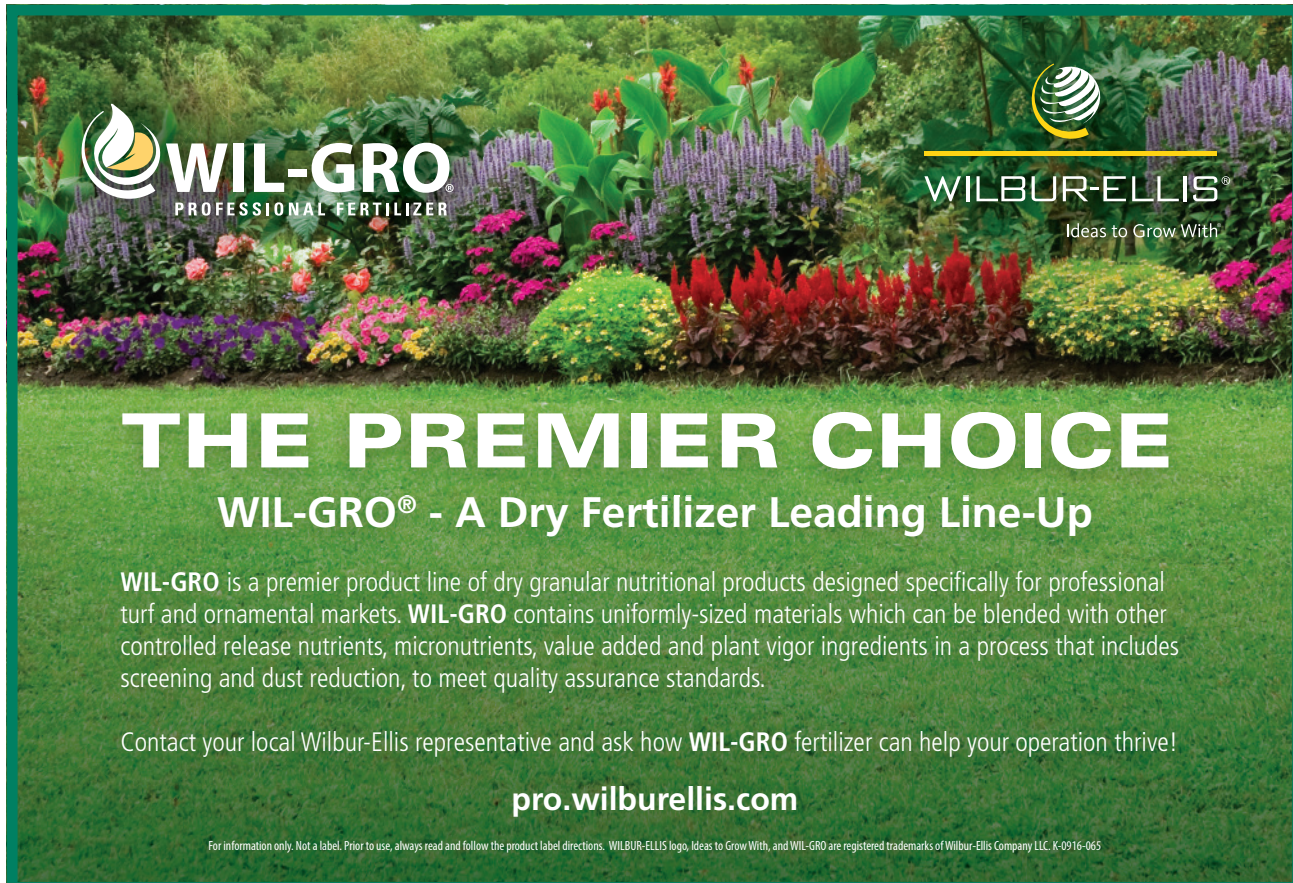
K_v: Factor for vegetation type

K_d: Factor for plant density

K_s: Factor for plant water stress

K_e: Factor for evaporation from wet surfaces (both soil and plant)

K_{mc}: Factor for microclimate



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Scott Burk,
president/CEO
of Scott's
Landscaping,
Centre Hall, Pa.

PHOTO: ALLEN MOWERY

STRONGER THAN EVER

Scott's Landscaping recovered —and grew—after a fire three years ago. Could you?

BY DILLON STEWART

You are sitting at a Sunday dinner with your wife and friends when you get a notification from your security provider. The smoke detectors at the headquarters of your landscape business are ringing. You think it's probably a false alarm, so you don't worry. This wouldn't be the first time the alarm has gone off, especially on a windy day. *I'll check it out after dinner*, you think.

Then, you get a call. Three smoke and heat detectors have been triggered and alarms are sounding at your business. ADT is wondering if you'd like them to call the authorities. If all three detectors are going off, you know it's not a false alarm. "Yes," you say. "Call the fire department."

You leave the dinner and drive to your office, three miles down the road. When you arrive, smoke is billowing out of the windows. You're smart enough not to go in. You make a difficult call to your wife. "It's real," you say. You feel helpless as you wait for the fire trucks to arrive and watch the orange glow of flames grow in the night.

Don't think this could happen to you? Until Nov. 10, 2013, neither did

Scott Burk, president and CEO of Scott's Landscaping in Centre Hall, Pa., five miles from State College.

"At that point, there was never a thought of giving up, but I didn't know what the future held," Burk says. "Will we be half the size? Is our company going fail?"

Scott's Landscaping could've been one of the 40 percent of businesses that

shutter in the wake of a fire, according to the Federal Emergency Management Agency. Instead, it grew by 20 percent the year of the blaze. This year, the company—which draws 40 percent of its revenue from construction, 30 percent from erosion control, 20 percent from maintenance and 10 percent from its nursery and serves a 60 percent commercial, 40 percent



DISASTER Multiple fire companies, with 13 tankers and aerial support, fought the fire at Scott's Landscaping for more than six hours before it was manageable.



residential clientele—is on track to do more than \$9 million, a \$3 million bump in revenue since the fire.

The road to recovery was not easy, but Burk did have some luck on his side.

“We were somewhat prepared on the IT side—we had our data backed up—but a lot of it was luck,” Burk says. “I never sat down and had meetings and thought about what we were going to do if something like this happens. I was thinking about growing the company.”

Scott’s Landscaping’s survival is the exception to the rule. Companies without some sort of plan in place often

fire, a flood or something devastating to happen,” says Burk. “If you walk out of your office today, lock the door and can never walk into that building again, what’s your backup plan? Because that’s what happened (to me).”

Assessing the damage

In the small town, word of the fire got around as it burned. About 20 employees showed up that night to offer support. Windy conditions fanned the flames, and multiple fire companies with 13 tankers and aerial support struggled to put it out. The 8,500-square-foot wood structure

remove other equipment and a few water-logged file cabinets.

Melany Tapia, owner of Tapia Technology Consulting, the IT company that handles Scott’s Landscaping’s data, remembers getting a call from Burk at 3:00 a.m. the night of the fire. She began implementing a recovery strategy immediately.

Recovering the company’s files and data was Burk’s No. 1 concern—and rightfully so. According to a report from technology research firm the Gartner Group, 43 percent of companies closed immediately after a major loss of computer records. Another 51 percent permanently closed their doors within two years—leaving a mere 6 percent survival rate.

The company’s server was operating as the responders fought the fire, but the water from the hoses shorted the system. While the server was destroyed, the hard drives within it were recoverable. The company used a mirrored tape drive backup, an offline 6-terabyte storage system that copies and stores the entirety of a server. The drive held the company’s files, customer data, payroll information, emails and every other shred of vital information. Tapia always kept one copy off-site, so it would be unharmed in situations like this. The duplicate drive was up-to-date within

“IF YOU WALK OUT OF YOUR OFFICE TODAY, LOCK THE DOOR AND CAN NEVER WALK INTO THAT BUILDING AGAIN, WHAT’S YOUR BACKUP PLAN? BECAUSE THAT’S WHAT HAPPENED (TO ME).”

end up failing after a disaster like a hurricane, flood or fire, says Scott Teel, vice president of marketing at Agility Recovery, a post-disaster recovery services provider.

If a disaster afflicts your business, do you have a plan to fall back on?

“People plan for growth or retirement, but almost nobody plans for a

burned uncontrollably for six hours. The employees pulled equipment parked outside away from the blaze, but there wasn’t much else they could do. A fireman drove a hydroseeder, covered in flames, through a garage door to safety, and the machine was salvaged. Once the fire became more manageable, employees were able to



SEPARATION Scott Burk says keeping his equipment in different areas on the property helped avoid an even more devastating loss.

a week, which is probably enough for most landscape businesses, Tapia says. A bank, on the other hand, with large amounts of data changing by the second, might need a minute-to-minute backup.

"You have to look at your business and decide how much data you can stand to lose," she says.

Within 48 hours, Tapia would have Scott's Landscaping's network back up and running. Its email was functional within a few hours. The company was even able to bill clients and process payroll that Friday, five days later. In the aftermath of the fire, Burk says it was comforting to know the company's data were safe.

"First and foremost, protect your data and have it off-site," he says, when asked how businesses can prepare for similar situations. "Knowing I wouldn't lose more than maybe 10 days was some peace of mind. Melany (Tapia) was instrumental in getting us back up and running. We're so lucky we had a great IT person."

Rebuilding, stronger than ever

Burk left the scene at 3 a.m., as the fire died down. Knowing his data and file recovery efforts were in good hands, Burk's focus would soon turn to getting operational again. He returned to

the scene after just two hours of sleep and was greeted by a pleasant surprise.

"The guys were there the next morning and said, 'Hey, we're going to work,'" Burk says. "I don't think I ever had to convince our people that we

were going to recover. It was enlightening to see how our guys responded."

The fire was concentrated in the administrative office and repair shop, which were consumed down to the concrete slab. Most employees went to work sifting through the ashes, salvaging equipment, documents or anything else valuable and intact. Some pieces, like the hydroseeder, a main component of the business's service offerings, survived the fire. Luckily, the majority of Burk's equipment was parked away from the office and shop. This included its trucks with enclosed trailers, which stored most of its tools. The separation left them mostly unaffected by the fire. With what it had, Scott's Landscaping sent out three of 20 crews on service runs less than 24 hours after the fire. On day two, 15 crews went out for jobs. Sure, the fire took some smaller tools, which the company leaned on a rental house to replace, and a few trucks,

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Back it up

If you're not backing up your files and hard drives, stop reading this article now and go do it. It's vital to survival, stresses Melany Tapia, owner of Tapia Technology Consulting. IT support is vital to any business with more than a few computers, but even companies with one or two are better off safe than sorry, she says. Unlike a chemical applicator or irrigation professional, IT specialists are not required to have a license, so do your homework by talking to some of a prospective hire's other clients.

But for those of us who can't take good advice, here are a few things you can do to make sure you're protected:

- **Cloud-based backup:** Online, cloud-based services charge monthly and perform nightly system backups, saving your files and data to the cloud. These are good options, but Tapia says the backbones of the networks often aren't fast enough to do an online backup. If you have a fiber optic internet connection, an online backup is probably OK, but if you're using a DSL modem, for example, your connection isn't strong enough to back up everything you have.

- **External hard drives:** An external drive is your other option. Buy two external hard drives the same size or bigger than the hard drive you're attempting to back up. Swap them out once a week, and keep one off-site. Services like Windows Backup and Restore will help you run a total backup of your hard drive.

- **Vital information:** If you're using an online backup on a poor internet connection, focus on backing up vital information, such as QuickBooks or other financial data, and purchase an external hard drive to back up everything else.

- **Remember to test:** No matter what you're using, it's important to run tests. Tapia has worked with companies that had backup systems in place, only to realize once a test was run that something had gone wrong and the system hadn't backed up anything for years. Attempt to recover a file from whatever backup system you're using at least once a month to test the system.



which the company made do without until it could buy new ones, but the meat and potatoes of the company's production capabilities remained. By the end of the week, Scott's was fully operational.

"We could still do the work," Burk says. "We had our tools. We had our trucks. Our guys knew what to do. We just didn't have an office or a shop. If anything, that was the part of this story that was lucky. We didn't plan that."

Not everyone who experiences a disaster is that lucky, says Teel. While he didn't work with Burk, he works with many companies before and after disasters. Teel says Burk quickly responded to two vital post-disaster questions: "What are my critical business functions?" and "How do I protect the biggest sources of revenue?" By salvaging equipment and sending crews out immediately, he was able to cater to his most valuable accounts. Some companies affected by disaster take massive equipment losses that aren't easily replaced.

Think about how you would replace the equipment you use on a daily basis, Teel says. Talk to your equipment vendors and discuss the hypothetical situation. Find out if they have the ability to deliver new or used equipment in a moment's notice. In some cases, they might not know, and it could spark a similar conversation between the dealer and the manufacturer. Teel suggests putting a plan in place with your dealer to set up a short-

term lease agreement should disaster strike. It also helps to develop formal relationships with a rental company to replace incidentals quickly.

Another strategy is to lean on nearby landscape companies—maybe fellow members of state or regional associations you belong to or even a rival company—to hire as a subcontractor or to borrow equipment from. To place a customer in the hands of a competitor may go against a business owner's competitive nature, but serving clients should be your main priority.

"You can't just call your customers and say, 'Hey guys, sorry we can't be there for a couple months,'" Teel says. "The bottom line is you have to find a way to keep on keepin' on."

Within two weeks of the fire at Scott's, news reports spread through the community and the state. Businesses across Pennsylvania, including competitors, reached out to the company to offer support. Since Scott's Landscaping's biggest woes were in the office, not in the field, the company didn't accept much help. But that doesn't mean Burk didn't appreciate the offers.

"It was kind of humbling to see fellow landscapers say 'Hey, can we loan you equipment or help you with projects?'" says Burk. "On Friday, we were all competitors, hopefully friendly, but we were competing for jobs. Then this happens and they're saying, 'What can we do to help and support you?'"

Scott's Landscaping's new building, located on the same footprint, has double the office space.



Customers also heard the news. The company received numerous calls and emails asking if it was still in business. While going out of business never crossed Burk's mind, clients had questions. Burk knew the company needed to launch an outreach strategy to reassure its client base. It launched a marketing campaign: "Rebuilding stronger than ever." For the next year, the company's newspaper ads and radio spots featured the tagline.

"The public knew about the fire and knew it was devastating," he says. "The community really reached out and was very generous. There was a tremendous outpouring of support."

A new normal

Once the crews were operational and the administrative crisis was averted, finding permanent residence for Scott's Landscaping was the owner's heaviest task.

The operation was split up for a month after the fire. Even though the building was gone, the external components of the business—like plant material, topsoil, mulch and equipment—were still at that site. Production crews reported to that site, while administrative employees worked from home or in a temporary building Burk rented, many miles away.

Finally, Burk had a modular office—a custom, prefabricated temporary office building—brought on-site. It had to be equipped with brand new cubicles, desks, comput-

ers, file cabinets, copiers and more, which took time. Power, internet and heat weren't up and running immediately either. By mid-January, two and a half months after the fire, the temporary office was finally running at full capacity. Still, it was pretty close quarters. Three designers shared one office and Burk worked out of the kitchen—hardly the definition

of comfort. In all, including set-up prices and a year of monthly fees, the temporary office cost the company about \$50,000.

"It was much less comfortable than we were used to, but at least everyone was back together," Burk says.

Almost immediately after the fire, Burk began meeting with an architect to start designs for the new

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Maximize your claim

It typically takes about 30 days to file an insurance claim and another 30 to receive payments, says Loretta Worters, vice president of communications for the Insurance Information Institute. If you're ever in this situation, take the following steps to maximize your insurance claim:

• **Make temporary repairs**—Board up blown out windows to make sure rainwater stays out, put tarps over sensitive equipment and take other steps to prevent additional damage.

• **Take pictures**—It's an important step, Worters says. Be sure to take detailed photographs of structural, equipment and any other damage. The more detailed, the better.

• **Gather as much documentation as possible**—The insurance agency is going to want to see everything. Collect tax records, receipts and any telling information about the event. For example, Scott's Landscaping's IT consultant was able to show the exact moment the fire hit by tracking the servers, which was helpful during the investigation. This information will be valuable to show proof of loss when the agency conducts its inspection.

structure the company would build. He hung each updated blueprint on the wall in the modular office, instilling hope in his team. They started from ground zero. Not even the concrete slab from the original building was savable.

Burk had a commercial business insurance policy, which covered the structure, contents and more against fire and other threats. He also had an inland marine policy, which protected his equipment. Pretty quickly, his insurance company, the Hartman Agency, told him he'd receive full benefits. The building was a total loss, so there weren't any disputes, Burk says. He was well covered, especially since the building insurance had been evaluated and updated the year before.

Still, he wishes he paid closer attention to certain aspects of his policy, such as the contents insurance.

certain aspects of your insurance, but it can be vital to survival.

As the claim money came in, Burk saw an opportunity for a facilities upgrade. Insurance matched what he lost, and he used those funds as a springboard to expand. He also secured loans from various banks.

"At first we thought about building the same building, but we were a different company," Burk says. "We were a \$2 million dollar company when we built it. At that point, we'd grown to \$6.5 million. So we built a better, larger building."

In January 2015, the company moved into the newly constructed 9,500-square-foot building on the footprint of the former Scott's Landscaping headquarters. Understandably, Burk was afraid of another wood structure. So, he built

what caused the fire. The best guess is the wind downed a power line, and the back surge damaged an electrical wire and sparked a fire, Burk says, but he admits he'll probably never know.

He also can't really put a number on what was lost. If he could, it likely wouldn't be accurate, he says. There are certain things you can't put a price on.

"How do I put a price on the time me and my employees spent?" he asks. "I'd drive myself crazy if I sat here and thought about that."

It doesn't matter much now. When he looks back at the fire, he doesn't see loss. Instead, he remembers the staff members that rallied around their company.

"I don't think we lost or ill-performed on one contract," Burk says. "It brought the staff closer together because they understand what it took for us to get to this point." 📸

"ON FRIDAY WE WERE ALL COMPETITORS, HOPEFULLY FRIENDLY, BUT WE WERE COMPETING FOR JOBS. THEN THIS HAPPENS AND THEY'RE SAYING, 'WHAT CAN WE DO TO HELP AND SUPPORT YOU?'"

Contents insurance is "everything that would fall out if you turned your building upside down and shook it," Burk says. He estimates he took about a \$500,000 loss on contents. The company was insured for 30 cents on the dollar. For a little bit more, he could have had much better protection. As your business grows, Burk says, it's easy to forget to update

a steel-reinforced masonry building with double the office space, a second story, additional restrooms and a shop similar to the one that was lost.

"It was a huge relief to put the chapter of the fire behind us," Burk recalls. "I felt like I could finally get back to the day-to-day of running our business and helping it grow."

There is still no official record of

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ADVICE FOR
RUNNING A
PROFITABLE
COMPANY

BUSINESS BASICS: NUMBERS

LET'S GROW

CASE STUDY: PROBLEM SOLVER

IT'S NO MYSTERY

The Bermuda Triangle of keeping clients happy isn't hard to understand, but it is tough to navigate. Can your company pull it off?



PAGE 54

BUSINESS BASICS: NUMBERS

Is the 'Trump deduction' available to you?



BY DANIEL GORDON

The author is a CPA who caters to landscape and lawn care firms. Reach him at dan@turfbooks.com.

During the presidential election season, one issue that came up was whether or not Donald Trump paid any taxes. I have no insider information on his taxes, but as a CPA, I can come up with a scenario where it would be perfectly legal if he didn't.

Can a landscape or lawn care business owner avoid taxes the same way Trump might have? I'm not sure you can employ all the strategies Trump has used, but you can use some of them. As a real estate professional, he's accorded special rules for deductions under the tax code. Many of these rules are designed to promote the development of real estate, which is consistent with maintaining a healthy economy.

In reaction to the small portion of Trump's 1995 tax return that was obtained and released by *The New York Times*, many pundits said Trump's use of tax loopholes were scandalous tactics created for the rich by the rich. The *Times* article suggested that rich folks use partnerships, limited liability companies and S corporations to minimize taxes and to limit liability. This is true. Rich businesspeople use pass-through entities, but so do ordinary businesspeople. These strategies are open to everyone and are used at one point or another by most prudent businesspeople.

The most talked about strategy Trump employed is the net operating loss (NOL) deduction. An NOL is a loss. Plain and simple, expenses exceed revenues for a period. If you have a real economic loss, perhaps a rough year, using an NOL may be beneficial. If an NOL is incurred, the government will allow a taxpayer to offset it against taxable income in a



different period. The rationale is that when taxpayers are making money, they pay their annual taxes. So when they lose money, they should be able to get some relief. Instead of each tax year standing alone, the NOL rules consider multiple periods as a taxpayer's business progresses. The good news is that if you lose money, you can use the NOL to get a tax break. The bad news is that you lost money!

Here are answers to a few other questions. As with any tax or legal strategy, you should do your research and speak to a CPA or tax attorney to determine what's appropriate for you.

WHO IS ELIGIBLE TO CLAIM AN NOL?

- Individuals (You don't need to be a business to claim an NOL. From what I can tell, Trump's NOL was on his personal return.);
- Owners of sole proprietorships;
- Owners of pass-through entity interests, such as partners in partnerships, members of limited liability companies or S corporation shareholders; and
- C corporations.

The most common causes of individual NOLs are business losses; casualty and theft losses; and losses from pass-through entities.

HOW DO YOU KNOW IF YOU HAVE AN NOL?


On your individual tax return, follow

these steps to determine if you have an NOL and what you need to do:

- 1.** Complete your 1040 individual tax return and look at line 41 (the line that subtracts itemized deductions from adjusted gross income). If this number is negative, you may have an NOL.
- 2.** If line 41 is negative, complete IRS form 1045 (application for tentative refund), which after doing some calculations will determine if you have an NOL and how much it is.
- 3.** Prepare and file a 1040X (individual amended tax return) to claim your refund.
- 4.** If the NOL is not used up by the two preceding years, carry it forward against future income (up to 20 years).

A C corporation is not a pass-through entity. Therefore, when there are losses, the C corporation generates its own NOL, thereby reducing taxes for the carry back/carry forward periods at the corporate level rather than passing to shareholders. The NOL is calculated on the corporate tax return and is maintained there each year with a supporting schedule showing any amounts used to offset tax liabilities.

USING AN NOL TO REDUCE TAXES

An NOL can be carried back two years and/or carried forward to be netted against future income for up to 20 years. In carrying it back two years, you need to amend those two previous tax returns. Why would you want to carry it back? It seems like a lot of work. Well, if you paid taxes in either of those two years, you can claim the NOL on your amended return and get an immediate refund rather than waiting until the future to offset against future income. In other words, you can get immediate cash. 

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LET'S GROW

Navigating the Bermuda Triangle



BY KEVIN KEHOE

The author, owner-manager of 3PG Consulting, is a 25-year industry veteran. Reach him at kevinkehoe@me.com.

In case you haven't noticed, the number of companies doing more than \$1 million in annual revenue is growing significantly. In addition, the number of large companies growing via acquisition has increased, as have the number of once small mid-size companies (\$3 million to \$5 million) now achieving revenue in excess of \$10 million annually.

The smaller company always seems to have a place within a narrow market and does well. But how will the larger companies reconcile size with service and navigate what I like to call the Bermuda Triangle? (See figure at right.)

Will they maintain that small company service experience as they grow? It seems obvious that you lose some intimacy and connection when you grow—maybe clients lose the ability to call the owner anytime or the ability to talk to the same person handling orders. Or maybe it's the ease of getting on the schedule at short notice.

These small company advantages are great selling points against big companies. And conventional wisdom says they're difficult to maintain as success turns into more sales, growth and impersonality. You lose the personal touch. But given the success of many of the larger companies in creating a service culture today, is this actually the case?

What's happening now is the bigger guys are learning how to turn personality-driven touch into process-delivered touch. Personal touch works great at low volumes where there is less total information to manage and fewer decisions to be made, so reaction time can be fast and usually accurate. And, yes, customers love that.

With growth there's more total information to process, more decisions to make and more people involved in making them. As a result, response times slow down and customers are less happy. But think about it: The reason the small company outperforms is usually because of a few superstars on staff who make it happen. They are smart, work hard and can juggle lots of information.

Of course, as the company grows, you don't and can't have an entire staff of natural superstars. It just doesn't happen. So, how will the large companies address this challenge? They have to navigate the business trade-offs in the Bermuda Triangle, making the business and investment choices to turn small company inherent advantages into large company sustaining advantages.

This approach requires process-delivered touch systems built on a common software database that manages and shares the increase in total information easily and in real time and, at the same time, provides dashboard reports about the key customer transactions, so any staff member trained in the company's service goals can respond like a superstar quickly.

There is a win-win to this approach. First, the customer is happy getting small-company service from a large company. Second, the employee is thrilled because he or she feels like a pro having done a great job and maybe even getting great feedback from the customer.

In a process-delivered touch system, everyone can be a superstar. Issues (requests and complaints) are assigned and addressed rapidly, services are

THE BERMUDA TRIANGLE

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Keep costs low

React quickly

delivered as promised, and staff can begin to anticipate needs based on the latest quality assurance or site-walk conditions. A dream? Maybe. But people are working on such things right now as our great industry continues to invest in tools and systems to professionalize everything we do.

To keep that small company feeling:

- 1.** You have to migrate from being superstar-reliant with a low-overhead staffing structure to an information system that makes the regular staffer perform like a superstar.
- 2.** You must move from recovery to anticipation. It's easier to lose and recover a customer when you're smaller, but it becomes very expensive as you grow. Systems and processes that monitor customer satisfaction provide data for staff to win at the retention game.
- 3.** You need to incorporate software that provides speedy and accurate information. Larger companies simply cannot rely on superstars (there are not enough of them). They must rely on ordinary people performing in extraordinary ways consistently and intelligently.

The next few years will be interesting as service overtakes price as the sustainable advantage. Don't miss the boat. 🚢

CASE STUDY: PROBLEM SOLVER

Moving on up

How one business owner landed larger, higher profile jobs with direct mail.

BY CASEY PAYTON



The owner of DC Freeman got the jobs he wanted by targeting high-end clients with a new marketing piece.

After 30 years of serving the same client demographic—upper-middle-class residential—Dave Freeman, owner of DC Freeman, based in Millburn, N.J., says he felt “stuck” in a certain niche. With referrals being what he calls his “bread and butter,” Freeman was challenged to find a way to climb into a higher socioeconomic bracket to generate better referrals.

Having had a few truly wealthy clients in the mix over the years, Freeman knew that’s where he could get the “best bang for his buck” in terms of both how much he can charge and the level to which he can take his creativity. He decided to target his marketing straight to these clients instead of sending out the same old mailers and coupons he had in the past. So, Freeman sought out a professional graphic designer to create a high-end trifold brochure that communicated his company’s message and was also “great eye candy,” he says.

“My average job probably checks in at about \$15,000 to \$25,000, but I was shooting for four to five \$50,000-plus jobs with this effort,” Freeman says.

Of course, a high-quality marketing piece was no small investment. The designer charged \$5,000 to \$6,000 per brainstorming and production round, and there were a total of three rounds. At that price, it

was imperative that the investment was worthwhile, Freeman says.

After creating the promotional piece, Freeman worked with a mailing list company to distribute it. He chose a radius around his work area and mailed his pamphlet to 10,000 owners of homes worth \$5 million dollars or more. He wanted to start the campaign when people are “dreaming of the end of winter,” he says. Ultimately, the direct mailers went out in March, April and June. He hit the same list several times because “you never know who is bringing in the mail each month.”

In the end, Freeman got 30 calls and five jobs from the mailing and two of those clients have already recommended him to a friend. He says it’s a good start. The key, Freeman says, was being prepared for the meetings he landed.

“I used the mailings to get my foot in the door, but it was showing up to the meetings well-prepared that really seemed to engender the confidence for these people to hire me,” Freeman says. “While listening is always my No. 1 endeavor in initial meetings, I really spent some time figuring out what I wanted to project in return. This is something I’d not always thought about to the extent I should have.”

To communicate the message he really wanted to, Freeman says he

spent a lot of time thinking about commercials and how they use psychology to sell an audience that they “know so well.” His advice to others looking to work up to higher end clientele is to consider what motivates people in their area. He says it all comes down to targeting the demographic and truly knowing your client.

“This really seems to be pushing me in the direction I’d like to go,” Freeman adds. “It’s not magic. Like any other new endeavor, it’s going to take time. But it has certainly paid off.”

From the calls he’s gotten so far, Freeman says he’s recognized that he needs to “tweak some of the verbiage” in his mailer, and he plans to do that in the upcoming off season.

He adds: “You can bet I’ll be sending out another round of pamphlets next spring.”

Payton is a freelance writer from Philadelphia.

BUSINESS BREAKDOWN

COMPANY: DC Freeman

HEADQUARTERS: Millburn, N.J.

EMPLOYEES: Seven to eight

REVENUE: \$750,000 to \$850,000

SERVICE MIX: 70% design/build+installation; 30% specialized maintenance (no mowing)

CLIENT MIX: 90% residential

HARDSCAPE SUPPLIES



EUROSTONE PAVERS

COMPANY: Willow Creek Paving Stones

URL: WillowCreekPavingStones.com

Suitable for both traditional and permeable applications, Eurostone pavers feature the texture of natural stone and are available in five colors: Mocha, Bleu, Crème, Black and Brik. The pavers are engineered 7 cm thick and are available in three sizes (approximately 5 by 6, 5 by 9 and 5 by 13 in.) to create easy-to-install patterns for a natural appearance, the company says.



THERMAPANEL

COMPANY: Therma-Hexx

URL: Therma-Hexx.com

Made in the U.S., ThermaPanel is a solar-heating, snow-melting, patio-cooling product for use with paver, stone, poured concrete and other surfaces. It melts snow on exterior surfaces using low temperature heat sources such as geothermal energy, waste energy, stored thermal energy or high-efficiency conventional heat sources.



WATER-RECYCLING PERMEABLE PAVEMENT SYSTEM

COMPANY: Belgard

URL: Belgard.com

Particularly in hot climates with lower humidity, water mist can significantly reduce the ambient temperature of a localized outdoor area. An alternate option to a traditional water-misting system is to install a water-recycling permeable pavement system that incorporates a water feature. The paver system (pictured: Subterra pavers) can collect and recycle rainwater and provide a fun activity for kids, all while releasing mist into the air that will help alleviate the heat.



» BUSINESS SOFTWARE

ONLINE TRAINING →

COMPANY: Greenius

URL: GoGreenius.com

For more than eight years LS Training—now Greenius—has supported landscape and snow removal companies with online training tools. Each of the 30 lessons in the training system consists of three components: an online training video, an online exam and a practical training checklist. All videos are formatted to be viewed on mobile devices. The subscription-based system offers monthly or upfront payment options and a 60-day money-back guarantee.



» FERTILIZERS

DURATION CR FERTILIZER →

COMPANY: Koch Turf & Ornamental

URL: KochTurf.com

Duration CR controlled-release fertilizer, manufactured by Koch Turf & Ornamental, is an enhanced efficiency fertilizer designed to meet varying and changing needs of turfgrass. The patented, durable polymer coating delivers proven, consistent release of nutrients for 45, 90 and 120 days. This means fewer applications per season. With Duration CR fertilizer, nitrogen use can be reduced by up to 40 percent because of less potential loss due to leaching, denitrification and volatilization, Koch says. Release of nutrients depends on soil temperatures, so it can be applied in the fall, reducing fertilization workload during the busy spring season.



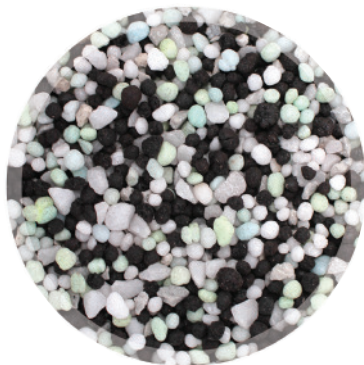
13-0-3 FERTILIZER WITH HUMIC DG

COMPANY:

The Andersons

URL: AndersonsPlantNutrient.com

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15-0-1 HI-SOL ORGANIC NITROGEN

COMPANY: Nature Safe

URL: NatureSafe.com

Nature Safe's 15-0-1 Hi-Sol Organic Nitrogen fertilizer, a dry-flowable product, is listed with the Organic Materials Review Institute. It's an ideal tool to spoon feed organic nitrogen applications for organic turf through irrigation systems, drip lines or spray tanks, the company says. The product contains 0.2 percent iron along with 1 percent soluble potassium that is naturally chelated. The protein concentration of this product exceeds 92 percent. It's available in 40-lb. bags.



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INTERVIEWS: Wednesday's at 1:00pm other interview times available

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Issue Date	Ad Closing
January	12/8
February	1/6
March	2/1



John Puryear

**PRESIDENT
PURYEAR FARMS
GALLATIN, TENN.**

EDUCATION

Friendship Christian High School
Lebanon, Tenn.
Class of 1984

University of Tennessee
Knoxville, Tenn.
Bachelors of Science in Ornamental
Horticulture + Landscape Design,
minor in Business
Class of 1989

WORK EXPERIENCE

1989-1991
J&W Custom Landscaping
Sales & Design
Gallatin, Tenn.

1991-present
Puryear Farms
Founder/President
Gallatin, Tenn.

2005-Present
Planning Commissioner
City of Gallatin, Tenn.

2011-Present
Municipal Board of Zoning
Appeals Member
City of Gallatin, Tenn.



An avid walker, Puryear logs about 20 miles per week.

"It was a very small company with under 10 people. I brought professional design skills to the table and helped to grow that business."

"In addition to landscaping, I wanted to farm the land that's been in our family for almost 100 years. We planted our first crop of tree and shrub liners in 1991. The deer harvested much of it a month later, but we kept at it."



Puryear spends 25 percent of his time serving on local boards and committees and volunteering.

"That desire to serve the community has become a part of the company culture we've built here at Puryear Farms," he says.



"I am involved with the local historical society ... My daughter, Anna Lee Puryear, and I performed a speaking role in the annual candlelight cemetery tour."

"In 2014, I made the decision to step away from design and focus on working on the business rather than in it. I had to give up what I loved the most in order to create the best future for everyone in my organization."

The Tennessee Nursery & Landscape Association named Puryear Farms its 2016 Landscape Contractor of the Year. Puryear says it's an honor for the company, which marks its 25th anniversary in 2016.



WORDS OF WISDOM "Understand your purpose. Everyone knows *what* they do, and most understand *how* they do it. But few really understand *why* they do what they do (to quote Simon Sinek). You should communicate your purpose and vision to everyone in your organization and attract those who share the same core values and vision." • "The primary responsibility of a good leader is to be a servant to those you wish to lead. A good leader is a coach and a mentor and one who genuinely wants to see people grow and develop into the best they can be." • "Growth is a tool to provide opportunities for success among every member of your organization."

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We get it. People don't believe in mosquito repellents. Why should they? For decades, they've been sold novelty after novelty promising a mosquito-free life. Clip-ons. Sprays. Lotions. Zappers. Wipes. Fogs. It's like a gift shop of mosquito broken promises. So we understand there's a bit of mistrust when it comes to mosquito repellents. That's why we put the Haven Mosquito Repellent System through a series of tests using EPA guidelines and interviewed customers. Now, we can proudly tell you that Haven fixtures are effective at repelling over 90% of mosquitoes with just the flip of a switch.



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havenTM
Mosquito Repellent System

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We went all the way to Thailand to test out Haven in the most extreme mosquito conditions. We're talking the big, juicy *Aedes aegypti* variety of mosquitoes here, plus those *Culex* and *Anopheles* suckers. We released a couple thousand of those guys into a large tent with a Haven fixture and repeated this night after night. The results? Haven repelled over 90% of mosquitoes and was therefore accepted by the EPA as effective at mosquito repellency.

REPELS
—MOSQUITOES—
ATTRACTS BUSINESS

For you, Haven is a steady stream of new business with repeat sales when those cartridge replacement calls start coming in. For your customers, it's a mosquito repellent that costs less, over the course of a season, than a butane-, candle- or battery-powered device.



The Haven fixture silently releases an odorless, invisible vapor to repel mosquitoes. No more smelly sprays, wipes or lotions. No more plug-ins, candles, bracelets, clip-on fans or as-seen-on-TV gimmicks. No more annoyances. Just a patio or deck for your customers to enjoy.



We made Haven easy to use, too. Connects easily to a low-voltage electrical system. Turns on with just a switch or the optional auto-timer. And within 15 minutes, each fixture provides 110 square feet of mosquito protection, with each repellent cartridge lasting up to 216 hours, for an entire season* of backyard fun.

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HAVE A NEW
WEAPON
AGAINST MOSQUITOES

Since each Haven fixture creates a 110-square-foot barrier, backyards now have a new way to defend themselves against mosquitoes. Yards that haven't been used in years are now the places where friends and family can gather. The backyard is finally back.



SEE WHY CUSTOMERS LOVE HAVEN
AT NUTONE.COM/HAVEN

*90 days at 2.4 hours per day

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haven™
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