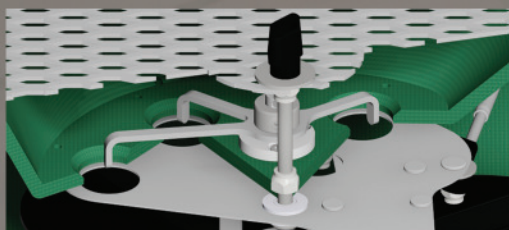


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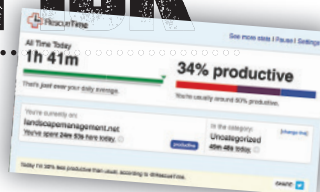
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EDITOR'S NOTE

MARISA PALMIERI
EDITOR

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mpalmieri@northcoastmedia.net



Crisis mode

There's always a corporate crisis du jour in the headlines, whether it's a social media gaffe (#McDStories), physical altercation (United Airlines) or unpopular decision (Mylan EpiPen).

When we hear about these public relations nightmares, we might be inclined to think large companies are more prone to them than the small and midsize businesses that make up most of the landscape industry, but that's not necessarily the case.

Accidents don't know how many employees you have or the size of your annual revenue.

As I sat in a session about crisis communication last month at the Turf & Ornamental Communicators Association annual meeting in Tampa, Fla., all I could think about was how owning and managing a business is inherently risky. Sending people out into the field with trucks and trailers full of power equipment and powerful pesticides is even riskier.

Lisa Lochridge, director of public affairs for the Florida Fruit & Vegetable Association, gave the talk. It prompted me to consider that anything can happen, and in this era of live streaming video, nearly anything can "go viral" in real time.

Managing any crisis, Lochridge says, requires early detection, free flow of information within the company and—most importantly—a plan.

A plan starts with assessing risk. Ask yourself: What kinds of crises can happen in your company and how likely are they to occur?

(As an aside, do you have a plan to prevent or reduce the likelihood of these happening in the first place?)

A few green industry events come to mind, ranging from minor to fatal.

A lawn care company's chemical mix-up destroyed a high school football field in Chicago in 2015.

In 2013, improper insecticide use in Oregon caused a mass bee kill-off, which led to a state investigation and a product restriction.

A landscape company's employee was killed and four others were injured last year when their truck hit a bridge guardrail, caught fire and fell into a creek below.


Last year, a landscape worker shot and killed his foreman in Florida.

This industry is not immune.

After you consider your risks, Lochridge advises you to assemble a crisis team and a written plan. It doesn't have to be large document, she says, but it should be revised annually. It should include a list of external and internal audiences, a list of team responsibilities, a checklist for the first 24 hours and current contact information for crisis team members and media.

Keep in mind that employees are one of your most important audiences during a crisis, she says.

Lochridge encourages company leaders to be decisive; communicate honestly and in a timely manner; show concern; and be accessible. And, as Warren Buffet is credited with saying, "Get it right, get it fast, get it out, get it over."

Finally, remember that apologies are effective, as long you don't ruin them with excuses. The goal is to express, "Here's what we're doing to make sure this never happens again." 



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BIG PICTURE

BLENDING OLD WITH NEW

LOCATION Collingswood, N.J.

COMPANY Ledden Palimeno
Landscape Co., Sewell, N.J.

THE DETAILS The clients wanted a small plunge pool to take on the feel of a pond, with strong elements of rock walls and bluestone terracing. It had to blend seamlessly into the surrounding landscape and century-old residence. Access was limited, so small equipment was needed. The mature trees needed to be protected and not encroached upon.

The shape and size of the pool was bound by the surrounding tree root zone, so the pool had to be closer to the house—creating the need for a larger retaining wall. Because the team built a dry stacked wall, a solid-grouted concrete masonry wall was installed behind it to retain the upper terrace.

Weather was a challenge, so the team tented the project at times to stay on schedule.

The project earned Ledden Palimeno Landscape Co. a 2016 Grand Award from the National Association of Landscape Professionals' Awards of Excellence program.

PHOTO Looking back across the pool, boxwood plantings provide a softening separation between the bluestone deck and fieldstone walls.

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

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START SMART



As Gleason Johndrow Landscaping in Northampton, Mass., grew to about 15 crews in a five-year span, Operations Manager J.P. Sanieski realized having them all depart from the shop at once wasn't efficient.

"When you're a mom-and-pop, a five- to 10-man operation, that works," Sanieski says. "But when you have 60 guys coming in at 6 a.m., it gets chaotic with all those guys standing around."

To streamline this task, the company moved to staggered start times. Beginning around 4 a.m., a few crew leaders at a time arrive to set up their trucks and trailers. The full crew arrives at its scheduled departure time with the truck ready to go. This pattern continues in half-hour intervals until all crews have left, which is usually by 7 a.m., Sanieski says.

Departure times depend on type of assignment and expected travel distance. For example, a crew that's working on a traffic island might leave in the early slot

"When you have 60 guys coming in at 6 a.m., it gets chaotic with all those guys standing around."

because it makes the job safer. A crew that has a long commute might also leave early because traffic is lighter.

On top of preventing morning chaos, the move has saved the company money.

"If you bring in a full five-man crew at 6:00 a.m. and they don't leave until 7:00 a.m., you're paying five man hours for an hour's worth of work," he says. "If you bring in the crew leader and it takes him 30 minutes to set up, you've cut down on four hours of payroll every day."

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RECOMMENDER

What fungicide is your go-to and why?



Proper fungicide use depends on proper disease identification, LCOs say.



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"We don't use a lot of fungicide products, but I'm very pleased with the results I get from Eagle and propiconazole. Both are spray fungicides and use low rates. It's easy to mix up a backpack and go out and hit what you need to. They are labeled for both lawn and landscape, so I don't have to carry a multitude of products. They also make for a good product rotation, which is important when dealing with disease."



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"That depends on what type of fungus you have and what type of material (turf, shrubs, etc.) it's affecting. I wouldn't suggest that any pesticide is an overall 'go-to,' as there is much more information needed to ensure you're using the correct product and application."

LEADERSHIP ADVANTAGE



BY KEN THOMAS

The author is principal of Enviro Consulting. Reach him at kenthomas@enviroco.com.

LEADERSHIP VS. MANAGEMENT


Are leadership and management different? Management guru Peter Drucker is credited with saying, "Leaders do the right things and managers do things right." Let's tear the idea down a bit, assuming you need to establish some fundamental components for your business to reach its full potential (the right things). These include:

- Vision and strategy: Where are we going, and how will we get there?
- Culture building: How will we think, feel and act?
- Team building: What kind of structure and talent do we need?
- Score keeping: What do we need to monitor to know if we're winning?

It takes leadership to facilitate the answers to these questions.

You also need people who are good at managing day-to-day operations to align with these fundamentals (doing things right). Managers are focused on overseeing tactical initiatives; providing discipline that aligns with the culture; training and mentoring the team; and tracking and managing by the metrics.

When I started my first company, Landscape Techniques, in 1984, I wasn't thinking about being a leader. I was thinking about survival. As the company grew, I felt the calling of the team around me to lead. As my businesses grew and my role changed, I realized I needed others to help me manage the day-to-day. In other words, I was better at laying the rail than I was at driving the train. I learned to surround myself with the people that were strong where I was not.

Are you a leader, a manager or both? 

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STEP BY STEP

How to advertise on Facebook

For many business owners, social media, particularly Facebook, is an integral part of their marketing efforts. In addition to staying connected with their current customers, advertising through Facebook can provide a relatively easy and inexpensive way to attract new ones.

Any company with a Facebook page can advertise on the site, and rates begin at a minimum of \$5 per day. There are several different types of ads for business owners to consider, depending on what they want to accomplish. Lead generation ads persuade potential customers to provide their names and phone numbers by, for example, offering them a free estimate. Traffic ads urge people to visit a company's website through specific actions, such as receiving a special offer or reading an informational article. Brand awareness ads encourage people to "like" a company's Facebook page and help promote its name to the public.

Facebook ads have three main components: text, an image and a destination. The text should convey the ad's intended message, such as the special offer or services. The photo or video is the visual aspect of the ad and should always use clear, crisp imagery. The ad should then send visitors to a specific page and encourage a specific action.

Consider the following to create an effective Facebook ad. 📌

SOURCE: Constant Flow Marketing, constantflowmarketing.com

Audience
Define who you want to see your ads. [Learn more.](#)

Create New Use a Saved Audience ▼

Custom Audiences ⓘ

Target Ads to People Who Know Your Business

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United States

United States

Include ▼ | Type to add more locations

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Add Bulk Locations...

Age ⓘ 18 - 65+ ▼

Gender ⓘ All Men Women

STEP 1

What kind of customers do you want to attract? Facebook ads can target specific types of people based on their demographics. Many Facebook ads fail because they are too general. Target the ad to a specific person.

STEP 2

What problem does this person have? How will they benefit by choosing you to solve that problem? Address these questions with your images and copy.

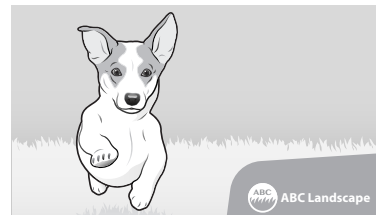
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ECHO® String Trimmer Technical Study, September 2016. AMSOIL SABER® Professional Synthetic 2-Stroke Oil resisted deposits and maintained power better than ECHO Power Blend® XTended Life® Universal 2-Stroke Oil.

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NEW STUFF



2



3

1. VANGUARD TRANSPORTGUARD

COMPANY: Briggs & Stratton

URL: BriggsandStratton.com

Vanguard's TransportGuard engine feature was designed to prevent damage caused by oil and fuel dilution during transportation. The fuel-ignition shutoff keeps fuel in place during transport, which helps prevent fouled plugs, hydraulic lock, oil dilution and other problems, the company said. TransportGuard comes standard on all Vanguard single-cylinder horizontal engines.

2. SPOT SPRAYER ATTACHMENT

COMPANY: JRCO

URL: JRCOInc.com

The JRCO spot sprayer attaches to the JRCO front mount system with four clevis pins and allows operators to spot spray weeds from the mower. The electric pump runs off the mower's battery. A low-profile design improves visibility. Its 6-gal. capacity tank and momentary spray switch offers instant spray. This model is available with an optional wand.

3. FINISH MOWER DECK

COMPANY: Ventrac

URL: Ventrac.com

The crux of the design of Ventrac's new line of finish mower decks—which are compatible with Ventrac 4500 tractors—is the smooth deck shell, which is built to prevent grass buildup and for easier cleanup. It's also deeper and has a larger discharge opening that improves airflow and cut quality, Ventrac said. The line includes the MS720, MT720, MS600 and MU720 models, which range in width from 60 in. to 72 in.



CHECK OUT MORE NEW STUFF ONLINE

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

4. FR COPPER/ BRASS UP LIGHT

COMPANY: FX Luminaire

URL: FXL.com

The FR is the smallest integrated LED directional up light offered in copper/brass by FX Luminaire. Designed for small spaces, the 3-LED-output FR features gold-plated connectors and is conformal coated for corrosion resistance. Zoning is standard, with dimming and even color as an option.

5. C234 COMPACT TRACK LOADER

COMPANY: New Holland

URL: Construction.NewHolland.com

An expansion of New Holland's skid-steer and compact track loader lineup, the C234 features a 90-hp engine, radial lift geometry and a 17.7-in. track. The machine features a low-profile undercarriage design and an improved yoke-to-frame engagement, which are designed to produce less noise, improve track alignment and make clean out easier. Other features include a 3,400-lb. rated operating capacity at 50-percent tipping load and lift breakout forces of 8,700 lbs.

6. TURF PUSHER PIN-ON COUPLER

COMPANY: Pro-Tech

COMPANY: Manufacturing & Distribution

URL: Snopusher.com

Pro-Tech's Turf Pusher product line will now come standard with a pin-on coupler design. Users can swap out different coupler plates by removing several locking pins on the rear of the Turf Pusher. This feature replaces the previous fixed-coupler design that was welded to the Turf Pusher's chassis.

SAFETYWATCH

BE AWARE OF FUEL TYPES

Every experienced landscaper will tell you a story of the wrong fuel being used in a piece of equipment. There are two possible outcomes—both bad: It's time-consuming to drain the improper fuel and start again, or the equipment is badly damaged because it has run on the wrong fuel. Either way, it's an expensive hassle.

There are four types of fuel commonly used in landscaping equipment: unleaded gasoline, two-cycle mixed fuel, clear diesel and dyed diesel.

Unleaded gasoline: The most common fuel, it's used in four-cycle or four-stroke engines like cars and large mowers. These engines are said to use "straight gasoline," which is different from mixed gasoline. Gas is also used in some small-engine equipment like generators, trimmers and edgers, although most handheld equipment is usually two-cycle and uses mixed gas.

Mixed fuel: To create mixed fuel, gasoline is mixed with two-cycle engine oil. This two-cycle oil is some-

times green, but it's usually blue. Do not confuse two-cycle oil with motor oil, which is used internally in four-cycle engines to lubricate the motor's parts. Caution: Running regular unmixed gasoline in an engine requiring mixed fuel will destroy the engine.

Diesel: There are two types of diesel: clear diesel and dyed diesel. Why? In some places, diesel for use in nonroad equipment like tractors and loaders can be purchased in bulk with less tax on it than ordinary diesel. To tell the two fuels apart, the lower-tax diesel is dyed pink. If you use dyed diesel in a diesel truck, it will not hurt the engine, but tax authorities could fine your employer for using the improper fuel. However, putting gasoline into a diesel engine or vice versa is a serious mistake and can destroy the engine.

WATCH AND LEARN

Visit LandscapeManagement.net/SafetyWatch to view a video about fuel types, and use it as a training tool for your team.

SOURCE: Greenius



"I cut my aeration time in half while putting more holes in the ground, pulling deeper plugs, reverse aerating, and never having to raise tines to turn. The One & Done aerator is a landscaper's dream!"

— Rich Clark, KC Lawn and Tree
Overland Park, KS

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**+ Our annual
LM150 list of
the largest
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companies.**

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**JOHN DEERE**

A great start

IN THIS YEAR'S LM150 issue, we have an opportunity to learn how the leadership from a handful of the top 150 companies got their start in business.

At John Deere, we are celebrating our 180th year in business. Our company started in 1837 when John Deere invented the first self-scouring plow that enabled pioneer farmers to cut clean furrows through sticky Midwest soil. Today, we are a global company with over 60,000 employees who remain committed to serving the needs of those who are linked to the land.

We've heard from many of you that business is good and there are opportunities for continued growth. Sustainable growth calls for new and innovative approaches, and often growth requires new business solutions.

As you read through this issue, I would encourage you to think about the opportunities that could take your company to the next level. You may find that there are best

practices or experiences from the LM150 companies that you can leverage.

This is also a great time to assess your options and business partners. At John Deere, we are committed to providing you with innovative products and business solutions to help get to the next level. With a full line of commercial grade equipment, parts, financing and the best dealer network in the industry to support your business needs and help you succeed.

But success doesn't happen without you. Your role in educating customers about the value of professionally managed landscapes is critical to the growth of the industry.

I encourage you to engage your clients about the benefits of managed landscapes, including: environmental cooling, carbon dioxide absorption, reduction of stormwater runoff, noise reduction and more.

Through your efforts to educate, inspire and encourage your customers to truly understand the value of managed landscapes where they live, work and play, our industry will grow, and we'll all succeed.

Even though we've grown a lot since our humble beginnings in 1837, we are still committed to supporting the industries we serve.

Let's take this opportunity to learn from our peers and develop a strategy that will guide our businesses to succeed.

Have a prosperous 2017!



Ken Taylor, CLP
Landscape Industry Certified

*Sales Manager,
Corporate Business Division*



150 RANKINGS

		Headquarters	2016 Revenue (U.S. Dollars)	% Rev Change from 2015	% Projected Change for 2017	FTE/ Seasonal Employees	% Comm/ Res/Gov
1	BrightView	Plymouth Meeting, Pa.	\$2,200,000,000	NR	NR	22000/0	NR/NR/NR
2	TruGreen	Memphis, Tenn.	\$1,317,100,000	32%	7%	6993/5455	13/86/1
3	The Davey Tree Expert Co.	Kent, Ohio	\$845,678,000	3%	5%	7848/449	NR/NR/NR
4	Bartlett Tree Experts	Stamford, Conn.	\$244,000,000	8%	10%	1600/50	25/65/10
5	U.S. Lawns	Orlando, Fla.	\$168,240,000	3%	5%	1400/650	100/0/0
6	LandCare	Frederick, Md.	\$165,000,000	-5%	0%	1800/1800	100/0/0
7	Ruppert Landscape	Laytonsville, Md.	\$149,000,000	21%	5%	1275/0	85/0/15
8	Weed Man	Mississauga, Ontario	\$148,826,600	4%	10%	850/3500	5/95/0
9	Yellowstone Landscape	Bunnell, Fla.	\$137,500,000	17%	10%	1100/800	80/0/20
10	Ferrandino & Son	Farmingdale, N.Y.	\$135,000,000	5%	8%	350/0	100/0/0
11	McGuire & Hester	Oakland, Calif.	\$132,000,000	15%	15%	330/0	80/0/20
12	Gothic Landscape	Valencia, Calif.	\$130,000,000	5%	15%	1320/80	100/0/0
13	Lawn Doctor^	Holmdel, N.J.	\$106,400,000	7%	5%	50/0	10/90/0
14	Merit Service Solutions	Malvern, Pa.	\$98,000,000	0%	20%	240/200	90/0/10
15	SavATree	Bedford Hills, N.Y.	\$89,700,000	6%	8%	580/115	20/78/2
16	LandOpt	Pittsburgh, Pa.	\$80,000,000	-15%	25%	300/450	65/25/10
17	Elite Team Offices	Clovis, Calif.	\$78,889,000	143%	10%	462/0	90/0/10
18	The Grounds Guys	Waco, Texas	\$78,000,000	25%	20%	500/600	50/40/10
19	Mainscape	Fishers, Ind.	\$74,020,000	4%	0%	750/250	100/0/0
20	Massey Services ^	Orlando, Fla.	\$68,102,148	10%	15%	1892/0	12/88/0
21	Environmental Earthscapes (The Groundskeeper/Greater Texas Landscapes)	Tucson, Ariz.	\$68,000,000	3%	3%	1000/200	73/2/25
22	Terracare Associates	Littleton, Colo.	\$62,422,947	30%	11%	820/250	46/0/54
23	Denison Landscaping	Fort Washington, Md.	\$60,250,000	12%	8%	250/200	92/5/3
24	The Greenery	Hilton Head Island, S.C.	\$60,100,000	39%	0%	740/125	86/12/0
25	Garden Design	Farmers Branch, Texas	\$59,000,000	12%	5%	67/0	34/66/0
26	Clintar Landscape Management	Markham, Ontario	\$57,000,000	-3%	3%	450/100	90/0/10
27	NaturaLawn of America	Frederick, Md.	\$56,042,988	8%	8%	451/110	3/97/0
28	Spring-Green Lawn Care	Plainfield, Ill.	\$53,832,000	9%	10%	124/440	8/92/0
29	TBG Environmental*	Whitevale, Ontario	\$52,195,000	10%	0%	NR/NR	NR/NR/NR
30	Meadows Farms	Chantilly, Va.	\$51,000,000	6%	5%	200/250	2/97/1
31	Juniper Landscaping	Fort Myers, Fla.	\$49,000,000	40%	25%	500/0	99/1/0
32	Acres Group	Wauconda, Ill.	\$48,000,000	-9%	12%	115/700	96/1/3
	Lucas Tree Expert Co.	Portland, Maine	\$48,000,000	3%	4%	550/0	91/8/1
34	HeartLand	Mission Woods, Kan.	\$45,000,000	NR	NR	NR/NR	NR/NR/NR
35	Clean Scapes	Austin, Texas	\$44,000,000	119%	116%	394/205	96/0/4
	Mariani Landscape	Lake Bluff, Ill.	\$44,000,000	-6%	11%	135/360	9/91/0
	ABM Landscape & Turf Services	Tampa, Fla.	\$44,000,000	4%	2%	400/100	100/0/0
38	Cagwin & Dorward	Novato , Calif.	\$42,040,194	8%	6%	425/50	75/5/20
39	Christy Webber & Co.	Chicago, Ill.	\$40,300,000	-14%	15%	500/0	51/39/10
40	Girard Environmental Services	Sanford, Fla.	\$39,170,853	9%	7%	420/50	100/0/0
41	Sebert Landscaping	Bartlett, Ill.	\$38,700,000	12%	6%	75/316	90/5/5
42	Rotolo Consultants	Slidell, La.	\$38,000,000	8%	25%	175/280	80/0/20
43	Chapel Valley Landscape Co.	Woodbine, Md.	\$37,750,000	12%	10%	300/200	75/25/0
44	Dixie Landscape Co.	Miami, Fla.	\$35,680,000	5%	2%	296/0	NR/NR/NR
45	Maldonado Nursery & Landscaping ^	San Antonio, Texas	\$35,103,919	37%	8%	250/179	45/10/45
46	Somerset Landscape	Chandler, Ariz.	\$34,210,000	13%	15%	469/0	69/1/30
47	Pierre Landscape	Irwindale, Calif.	\$34,000,000	15%	15%	250/50	NR/NR/NR
48	Bemus Landscape	San Clemente, Calif.	\$30,679,000	4%	16%	400/0	70/0/0
49	Reliable Property Services	Eagan, Minn.	\$30,000,000	-4%	8%	75/200	90/0/10
50	Gachina Landscape Management	Menlo Park, Calif.	\$29,500,000	0%	9%	379/379	84/13/3

LEGEND NR = Not reported; * Indicates estimate, based on projected revenue reported in 2015; ^ Indicates a portion of reported revenue was removed (such as structural pest control, termite control or other non-green industry service)

		Headquarters	2016 Revenue (U.S. Dollars)	% Rev Change from 2015	% Projected Change for 2017	FTE/ Seasonal Employees	% Comm/ Res/Gov
51	McFall & Berry Landscape Management^	Annandale, Va.	\$29,385,180	2%	NR	170/180	100/0/0
52	Environmental Management Services	Dublin, Ohio	\$28,900,000	15%	10%	90/210	85/5/10
53	Dennis' 7 Dees Landscaping & Garden Center	Portland, Ore.	\$28,756,960	26%	21%	282/44	50/50/0
54	AAA Landscape	Phoenix, Ariz.	\$28,750,000	15%	10%	450/15	85/10/5
55	Landscape Workshop ^	Birmingham, Ala.	\$28,079,142	14%	10%	300/200	90/5/5
56	Merchants Landscape Services	Santa Ana, Calif.	\$28,000,000	17%	15%	427/0	0/0/100
57	Landscape Concepts Management	Grayslake, Ill.	\$27,942,000	2%	2%	125/184	97/3/0
58	Greenscape Land Design	Raynham, Mass.	\$27,500,000	-4%	10%	50/250	98/1/1
59	Chalet	Wilmette, Ill.	\$27,400,000	1%	3%	100/250	0/100/0
60	Ryan Lawn & Tree ^	Overland Park, Kan.	\$27,202,653	3%	10%	250/20	1/99/0
61	Beary Landscaping	Lockport , Ill.	\$27,000,000	12%	10%	50/225	NR/NR/NR
	Shearon Environmental Design	Plymouth Meeting, Pa.	\$27,000,000	NR	NR	NR/NR	NR/NR/NR
	Nutri-Lawn	Toronto, Ontario	\$27,000,000	6%	5%	NR/NR	10/90/0
64	Complete Landscaping Service	Bowie, Md.	\$26,800,000	35%	20%	77/148	100/0/0
65	Gibbs Landscape Co.	Smyrna, Ga.	\$26,287,630	4%	5%	280/37	66/34/0
66	R.P. Marzilli & Co.	Medway, Maine	\$26,277,628	4%	0%	90/60	9/91/0
67	Southern Botanical	Dallas, Texas	\$26,262,471	10%	15%	179/56	64/36/0
68	Senske Services^	Kennewick, Wash.	\$26,240,000	7%	8%	350/100	27/70/3
69	The Bruce Co. of Wisconsin	Middleton, Wis.	\$26,195,414	4%	5%	91/238	80/20/0
70	Earth Tones Design	Midlothian, Texas	\$26,100,000	39%	10%	125/40	85/10/5
71	Yard-Nique	Morrisville, N.C.	\$26,000,000	2%	NR	300/150	99/1/0
72	James River Grounds Management	Glen Allen, Va.	\$25,952,082	3%	3%	260/110	100/0/0
73	Naturescape	Muskego, Wis.	\$25,096,897	10%	10%	250/15	5/95/0
74	Schumacher Cos.	West Bridgewater, Maine	\$25,000,000	0%	0%	60/180	NR/NR/NR
	Baytree Landscape Contractors	Chamblee, Ga.	\$25,000,000	60%	40%	180/25	100/0/0
	The Loving Cos.	Charlotte, N.C.	\$25,000,000	40%	30%	140/20	0/100/0
77	Caretaker Landscape & Tree Management	Gilbert, Ariz.	\$24,500,000	2%	10%	269/19	100/0/0
78	Scott Byron & Co.	Lake Bluff, Ill.	\$24,245,000	-8%	6%	95/110	5/95/0
79	Russell Landscape Group	Sugar Hill, Ga.	\$24,100,000	15%	10%	250/100	100/0/0
80	Swingle Lawn, Tree & Landscape Care^	Denver, Colo.	\$23,657,584	6%	7%	190/85	31/69/0
81	David J. Frank Landscape Contracting	Germantown , Wis.	\$23,600,000	17%	8%	280/40	70/27/3
82	Heaven & Earth Landscapes	Indian Trail, N.C.	\$23,250,250	8%	11%	146/220	98/2/0
83	Parker Interior Plantscape	Scotch Plains, N.J.	\$23,000,000	5%	-40%	110/10	100/0/0
84	Berghoff Design Group	Scottsdale, Ariz.	\$22,500,000	5%	5%	290/0	20/80/0
85	Benchmark Landscape	Poway, Calif.	\$22,244,108	1%	10%	275/0	95/0/5
86	Harvest Landscape Enterprises	Orange, Calif.	\$22,000,000	15%	22%	600/0	85/0/15
87	Stay Green	Santa Clarita, Calif.	\$21,417,136	9%	15%	335/0	84/1/15
88	Designs By Sundown	Littleton, Colo.	\$21,300,000	23%	15%	100/90	10/90/0
89	The Munie Co.	Caseyville, Ill.	\$21,119,000	31%	0%	75/200	37/4/59
90	High Tech Landscapes	Branchburg, N.J.	\$21,084,711	5%	6%	42/320	60/30/10
91	Ecoscape Solutions Group	Huntersville, N.C.	\$20,609,000	58%	15%	185/54	99/0/1
92	Cleary Bros. Landscape	Danville, Calif.	\$20,450,000	18%	15%	235/8	85/2/13
93	Integrated Landscape Management	Tempe, Ariz.	\$20,285,000	6%	13%	305/0	99/0/1
94	McHale Landscape Design	Upper Marlboro, Md.	\$20,000,000	-4%	5%	200/0	0/100/0
	DLC Resources	Phoenix, Ariz.	\$20,000,000	-5%	3%	295/0	100/0/0
96	Heads Up Landscape	Albuquerque, N.M.	\$19,905,000	-4%	10%	250/75	80/10/10
97	Bland Landscaping Co.	Apex, N.C.	\$19,300,000	29%	25%	250/25	80/15/5
98	Southview Design	St. Paul, Minn.	\$19,208,000	18%	15%	55/115	13/87/0
99	Andre Landscape Service	Azusa, Calif.	\$19,098,373	20%	22%	340/0	95/5/0
100	Greenscapes ^	Naples, Fla.	\$19,008,000	3%	7%	275/28	100/0/0

		Headquarters	2016 Revenue (U.S. Dollars)	% Rev Change from 2015	% Projected Change for 2017	FTE/ Seasonal Employees	% Comm/ Res/Gov
101	HighGrove Partners	Austell, Ga.	\$18,500,000	6%	36%	180/40	100/0/0
	Sposato Landscape	Milton, Del.	\$18,500,000	1%	8%	253/63	80/20/0
	Westco Grounds Maintenance	Houston, Texas	\$18,500,000	-2%	4%	180/75	85/0/15
104	Complete Landsculpture	Dallas, Texas	\$18,400,000	19%	10%	160/40	61/39/0
105	Clarence Davids & Co.	Matteson, Ill.	\$18,350,000	2%	3%	75/175	90/5/5
106	LMI Landscapes	Carrollton, Texas	\$18,086,468	-25%	25%	137/121	100/0/0
107	Complete Property Maintenance	Coconut Creek, Fla.	\$17,500,000	0%	10%	345/0	80/20/0
108	Hittle Landscaping	Westfield, Ind.	\$17,400,000	6%	10%	120/110	NR/NR/NR
109	New Way Landscape & Tree Services	San Diego, Calif.	\$17,000,000	6%	5%	250/0	64/1/35
110	ArtisTree Landscape Maintenance & Design ^	Venice, Fla.	\$16,910,000	4%	10%	235/65	70/30/0
111	Landscape Maintenance Professionals	Seffner, Fla.	\$16,500,000	5%	8%	225/50	100/0/0
112	Pacific Landscape Management	Hillsboro, Ore.	\$16,327,432	34%	15%	150/50	100/0/0
113	John Mini Distinctive Landscapes	Congers, N.Y.	\$15,900,000	8%	5%	157/32	NR/NR/NR
114	Cutting Edge Landscape	Boise, Idaho	\$15,764,358	26%	18%	162/0	100/0/0
115	Engledow Group*	Carmel, Ind.	\$15,750,000	5%	0%	NR/NR	NR/NR/NR
116	Level Green Landscape	Washington, D.C.	\$15,747,839	27%	0%	85/118	96/0/4
117	Desert Classic Landscaping	Phoenix, Ariz.	\$15,500,000	8%	7%	305/0	85/5/10
118	Heron Home & Outdoor ^	Apopka, Fla.	\$15,312,953	8%	15%	204/0	2/98/0
119	Earthworks	Lillian, Texas	\$15,100,000	13%	13%	160/120	95/0/5
120	Santa Rita Landscaping	Tucson, Ariz.	\$15,000,000	0%	0%	150/0	NR/NR/NR
121	Mountain View Landscape	Chicopee, Maine	\$14,750,000	9%	5%	20/60	35/5/60
122	Signature Landscapes	Reno, Nev.	\$14,739,969	24%	22%	210/50	75/15/10
123	Greenscape	Holly Springs, N.C.	\$14,700,000	24%	0%	135/25	60/35/5
124	Perficut Cos. ^	Des Moines, Iowa	\$14,157,000	0%	6%	90/55	85/10/5
125	Lawn Dawg	Nashua, N.H.	\$14,156,911	6%	9%	50/80	5/95/0
126	The Joyce Cos.	Marstons Mills, Maine	\$14,000,000	20%	8%	85/80	15/85/0
127	Richmond & Associates Landscaping	Dallas, Texas	\$13,862,770	0%	9%	123/125	70/15/15
128	Coast Landscape Management	Napa, Calif.	\$13,798,806	29%	12%	190/10	60/0/40
129	Hoffman Landscapes	Wilton, Conn.	\$13,685,000	9%	7%	115/0	0/100/0
130	Arteka Cos.	Shakopee, Minn.	\$13,500,000	5%	5%	20/95	80/10/10
	Providence Landscape Group	Charlotte, N.C.	\$13,500,000	15%	15%	90/55	100/0/6
132	GreenScapes Landscape Co.	Columbus, Ohio	\$13,200,000	28%	10%	75/17	90/10/0
133	Schultz Industries	Golden, Colo.	\$12,898,379	6%	6%	98/53	85/0/15
134	The Spencer Co.	Houston, Texas	\$12,870,332	22%	3%	220/220	95/0/5
135	LandCare Innovations	Charlotte, N.C.	\$12,775,000	15%	12%	110/10	48/46/6
136	American Landscape Systems	Lewisville, Texas	\$12,636,605	-7%	7%	128/0	60/0/40
137	Lambert's	Dallas, Texas	\$12,500,000	-18%	5%	125/0	2/97/1
138	Native Land Design	Cedar Park, Texas	\$12,398,597	28%	7%	175/75	95/0/5
139	Crystal Greens Landscape ^	Clackamas, Ore.	\$12,252,942	11%	12%	167/2	95/5/0
140	Cherrylake (formerly LegacyScapes)	Groveland, Fla.	\$12,017,000	17%	14%	65/22	100/0/0
141	Grounds Control	Phoenix, Ariz.	\$12,000,000	5%	10%	230/0	75/10/15
142	NJ Best Lawns Sprinklers & Fencing	Lakewood, N.J.	\$11,843,700	17%	10%	20/110	1/99/0
143	Tomlinson Bomberger Lawn Care & Landscape	Lancaster, Pa.	\$11,758,000	6%	9%	115/0	30/70/0
144	C. Caramanico & Sons	Upland, Pa.	\$11,349,669	9%	1%	30/66	100/0/0
145	Emerald Isle Landscaping	Denver, Colo.	\$11,000,000	NR	30%	105/80	95/0/5
146	Kujawa Enterprises	Oak Creek, Wis.	\$10,800,000	4%	5%	NR/NR	NR/NR/NR
147	Nanak's Landscaping	Deerfield Beach, Fla.	\$10,500,000	7%	10%	150/0	100/0/0
148	Gardeners' Guild	Richmond, Calif.	\$10,120,000	4%	6%	128/0	80/10/10
149	Eastern Land Management	Stamford, Conn.	\$10,100,000	-5%	10%	25/50	100/0/0
150	Arbor-Nomics Turf	Norcross, Ga.	\$8,666,019	0%	5%	58/12	2/98/0
			Total: \$9,740,027,617	Avg: 12%	Avg: 10%		



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WHO'S MISSING?

Should your company be on the *LM*150 list of the largest landscape companies? Or do you know of any we missed? Contact Editor Marisa Palmieri at mpalmieri@northcoastmedia.net to be notified in early 2018 when the submission period opens. We encourage companies with \$5 million-plus in annual revenue to enter.

BIG NUMBERS

This year's list has a first—two companies topping the billion-dollar mark. BY MARISA PALMIERI

For the first time ever, there were two landscape industry companies with more than \$1 billion in annual revenue. Topping the *LM*150 list are BrightView at \$2.2 billion and TruGreen at \$1.3 billion.

There has been significant consolidation over the past few years. Four out of the top five firms from our 2014 list are now two companies (Brickman Group/ValleyCrest Cos. became BrightView and TruGreen has absorbed Scotts LawnService).

These top two firms account for more than a third of the total revenue generated by companies on the *LM*150 list. Still, it remains a fragmented industry. By most estimates, the companies on this list make up just 1 percent or less of the companies in the market.

*LM*150 firms are quickly approaching \$10 billion in combined annual revenue. They grew an average of 12 percent over 2015 and they expect to grow 10 percent this year. Altogether, they employ more than 100,000 year-round and seasonal employees.

Growth appears to have slowed a bit from the last two lists when companies reported an average of 16 percent growth year over year. But it's also true that several companies didn't participate in this year's list for strategic reasons, like a desire to lay low during pending sales or rebranding efforts.

It's important to mention these data are self-reported unless otherwise noted. Some companies, such as Davey Tree Expert Co., don't break out their service lines, so we don't know what revenue is specific to landscape services. Additionally, we have no doubt overlooked some companies, and it's possible some revenue overlaps due to subcontracting agreements among companies on the list.

To see how the participants rank, turn back a page and open the gatefold for the *LM*150 listing. To quickly find the rank of any company, visit the alphabetical index on page S21.

COMBINED 2016 *LM*150 REVENUE

\$9,740,027,617



= 4%

over combined 2015 *LM*150 revenue

AVERAGE
REVENUE GROWTH
FROM 2015

12%

AVERAGE
PROJECTED
GROWTH FOR 2017

10%

TOTAL FULL-TIME
EQUIVALENT
EMPLOYEES

78,658+

TOTAL
SEASONAL
EMPLOYEES

25,810+

Methodology

LM sought submissions from landscape companies in the magazine, on LandscapeManagement.net, via email and over the phone from January through May. Companies submitted their details through an online form. *LM* editors compiled the results and, where applicable, removed nontypical green industry revenue sources from totals reported by companies. For example, we omit revenue from pest control and janitorial services.

We estimated revenue for firms that didn't provide data if they participated in last year's list and reported a projected 2016 revenue figure. We also calculated the numbers for client mix, profit centers and regional charts based on the data submitted. 

150

HOW WE GOT STARTED

Origin stories from a few **LM150** firms.

AS TOLD TO DILLON STEWART

Think back to your humble beginnings. The starry-eyed days where you had nothing but a mower and a dream. There are many reasons the leaders from *LM150* list companies may be different from the average landscape company—scale, scope and sometimes just pure luck. But a modest beginning is not one of them.

Landscape origin stories have a few common tropes, and many of them are represented here. For the hand-me-down family company, see Jon Georgio's story about the origins of Gothic Landscape. For the kid-with-his-mower story, read about Kory Ballard founding Perficut when he was 14. For the outside-the-industry leader with the ability to put the right people in the right positions and take a step back, hear from J.T. Price at Landscape Workshop.

While the stories vary, there are similarities among them all. Good people and hard work are big ones, but the most omnipresent characteristic among the *LM150* leaders we spoke with was a genuine passion and love for the work that they do, a regard for their humble beginnings and a driving set of principles that organically created great company cultures.

"All the talent in the world just doesn't work without purpose," says Jon Georgio, CEO of Gothic Landscape. "I think it's what (Brickman Group, now part of Bright-View, founder) Dick Brickman had, and I think when you look behind the curtain of those extremely successful organizations, there was some deep purpose values that really grew those companies."



The family man

Jon Georgio

CEO

Gothic Landscape

No. 12

Since 1984, Jon Georgio and his brothers have taken the company their mother and father started from \$500,000 to \$130 million in annual revenue. Through it all, they've retained a mom-and-pop vibe while providing jobs to more than a thousand people and operating in four states. This is the story of three brothers, Mike, Jon and Ron, taking a family business to new heights. This is the story of what Jon Georgio calls a miracle. This is the story of Gothic Landscape.

“The Gothic Landscape story is not the Jon Georgio story.

My father, Louis Georgio, was a World War II Marine who served in the Pacific. He was from Rhode Island, on the East Coast, and he went to Camp Pendleton in 1943-1944 and said, “California is amazing.” So he learned how to operate heavy equipment, and he became a fine grade contractor in the post-WWII housing boom in the San Fernando Valley.

My dad passed away fairly young in 1979. I think my father passing away was something that had us really focus on a goal, which was to take care of our mom. All the family pettiness goes away when you have a goal of making sure that mom's OK and mom can pay her mortgage.

When I was in college in the early 1980s, it was a difficult time in the economy, and my mom and my brother, Mike, put me through school, which I really appreciated. They made it easy financially for me to go to school even though they were struggling.

When I went to business school, I was kind of slated to go work in commercial banking. Before I was supposed to start another job, I came to help out the family company over the summer as a kind of payback, and I fell in love.

Gothic Landscape is actually a woman-founded company by my mom, Judy Georgio.

When I came on in 1983, we were doing about \$500,000 a year with 20 employees.

We only had two clients at the time, but they loved us. They did surveys on their vendors and we had perfect scores on both of them—something a very small percentage of their vendors had. The economy was difficult and grading involved so much heavy equipment, so it was difficult to pay the equipment bills. There was no business. One of the clients said, “We’d like you to be our landscape contractor, and I will teach you the business.” My dad had dabbled in landscape, but it was ancillary. So my mother and Mike listened to the client’s needs, and this client taught us the business.

Gothic Landscape is a funny name. It’s the street we grew up on. When we started the company, we were in a garage on Gothic Avenue. It was our childhood home. When we went to incorporate, all the names were taken that we wanted. We literally looked outside of our garage and said, “Gothic Landscape.” We thought we’d change it later.

When we started the business, we really focused on setting up a mission statement in our first week. That was to develop a long-term relationship with our customers through extraordinary service, and I think that’s what led to the miracle.

My mom, my brother and I made a good team. My mother and brother didn’t like the business end. They liked more of the operating end. When I came in we were already in Las Vegas—my brother had started that office. He had a lot of ground to cover, so my mornings were on job sites until about 3 p.m. Then I would come into the office and try to organize us by doing the accounting, billing, estimating. My nights were full with that administrative work, and it was a pretty big workload.

In the beginning, you’re outstripping financial resources, you’re outstripping people, talent, physical resources, trucks, equipment—everything’s tight. You never have what you need. Working through that was probably, gosh, the first couple decades. We always seemed like we were tight on resources.

As you grow, you have to have systems that grow with you. It’s not so intuitive; you can’t just shoot from the hip.

You have to add good job costing and accounting systems, which was kind of my background, and you have to have good data and information to work from. The start was having an organized system of data that told you where you were at in the business so you could give good feedback to the operational people.

“In the beginning, you’re outstripping financial resources, you’re outstripping people, talent, physical resources, trucks, equipment—everything’s tight.”

—JON GEORGIO

I gravitated much more towards sales and finance. We began to build a team underneath us of administrative help, and I made sure the accounting was going right and specialized in sales, which is still my No. 1 love at the company. I love to talk to clients, find out what they need and prepare solutions.

In 1999, I became president of the company, and my brother Mike was CEO.

Mike focused on getting the job done in the field. We would give amazing promises, and he made sure the operations teams delivered on the promises we made. His customer focus was just in his DNA. He was very humble when he would talk to a client. We’re business to business only—we don’t do private residential—so it was presidents of major home builders or VPs of construction, and he was very respectful, which is the culture he set.

I lost Mike in 2009. He was 53. He was absolutely the iconic heartbeat of the company that lived and breathed our mission statement everyday. If there was a dispute, he always made sure the other party walked away from the table feeling good about the

transaction, whether it was an employee, a client or a vendor. He always took the high road because reputation was everything to him. He always believed that if we treated the customer really well, the profits would follow. He was just a walking icon for the company who always did the right thing, and always focused on his people and the client. I think his legacy is our culture, which is the support behind the miracle.

His legacy is built into all our training. We have an orientation video that explains our values—the values that my dad created and were really magnified by my brother Mike. We have constant recognition of employees for their customer focus. We have a Mike Georgio Award every year that goes to employees who show exceptional customer service.

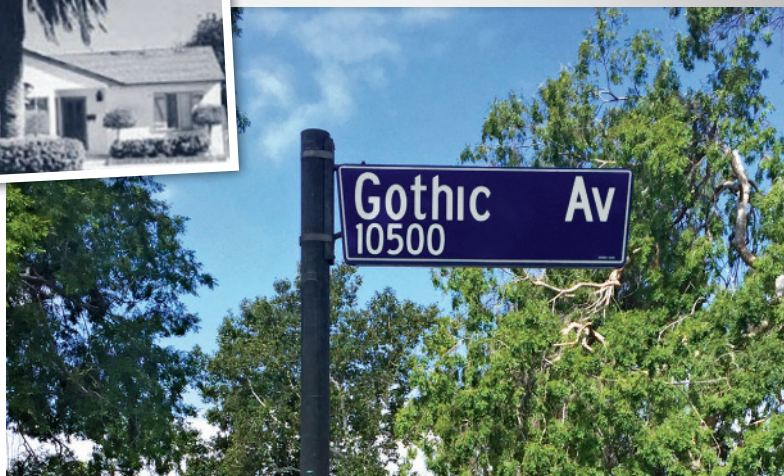
There was a time when I wanted to try to shed the mom-

and-pop nature of the company. I just thought people would rather work for a larger corporation and know that there’s advancement and opportunities. A couple of times we’ve hired identity companies to change the name. Both times, the companies said, “Hey, there’s a lot of goodwill with this name, you really shouldn’t change it.”

Today we’re on pace to do \$160 million and have about 1,500 employees. How do you get to \$160 million starting out with \$5,000 in capital without having a couple thousand people really resonate with what you’re trying to accomplish?

We took what we learned from our parents and used it to build a new family—the Gothic family. People responded and the family grew. We’re a miracle.

Gothic Landscape started in the garage of the Georgio family home on Gothic Avenue in the San Fernando Valley of Los Angeles.



“MY BIGGEST MISTAKE WAS...”

“When we decentralized, as an entrepreneur, it was difficult to give up authority. You say you will, but you end up trying to impart your will. When I started out that way, the management team didn’t like it, and they let me know. I was upset with them. I thought I was working so hard to develop all these opportunities and create these advancements, and I felt like they were ungrateful or they didn’t understand what I was doing. My brother Ron, who was CEO of a window and door manufacturer until rejoining Gothic in 1998, was invaluable in explaining that I wasn’t giving up authority. I wasn’t letting them do their jobs. He taught me how to give parameters for decision-making but to absolutely let (the team) make the decisions. It was instrumental in the growth and change in our business. Once my brother Ron (now president of Gothic’s maintenance division) taught me how to delegate and let people do their jobs, the company took off.” —Jon Georgio

The unemployed plant lover

Lebo Newman

CEO

Signature Landscapes

No. 122

Long before Lebo Newman was the CEO of Signature Landscapes, a \$14.7 million firm company in Reno, Nev., he was standing in an unemployment line. His only landscape experience was caring for his prized jade plant. Five years after collecting his last unemployment check, he became the partner of a California firm that eventually became part of TruGreen LandCare. This is the story of what can happen when passion is given a chance to thrive.

“I thought forever I was going to be an architect. I was always drawing, and when I was doodling, I was always drawing sketches of houses. When I went to school to be an architect, I was quickly disillusioned. I didn't care for it, so I dropped the efforts to continue that endeavor.

I met a California girl, and we moved back to California. I had been carrying around this little jade plant forever; when I was living back East in Ohio, Massachusetts and Tennessee, and I took my jade plant with me that I'd been carrying around, protecting it from freezing, for 10 to 15 years. When I got to California, I realized they grow like crazy. They get 12 feet tall. I was so amazed about how these things grew, and it made me think about doing something other than architecture.

At first, we lived in Southern California. I couldn't find anything

landscape related, so I worked as a delivery truck driver. We decided to leave LA because I just hated the traffic. When I moved up to Northern California, I didn't have a job yet. I was collecting unemployment. At the unemployment office, they asked what I wanted to do, and I told them landscaping. They sent me out on an interview with Bill Davidson and his key guy, Dave Hazelwood, at Redwood Landscaping in Santa Rosa. They wanted to put me to work that day. I think they saw a willingness and the interest I had in the industry at that time. It was new and something I wanted to do.

And that's what we do now. We don't necessarily look for experience. We look for attitude. Are they interested in the job or are they just looking for a paycheck? Is there any sort of passion for the industry? Is there an attitude of work ethic? We're more than willing to train people, but it's hard to train attitude. I love taking a chance on people, somebody who maybe can't find their way or

“Share your passion and it can be contagious. People will pick it up and run with it.”

—LEBO NEWMAN

Lebo Newman,
CEO of Signature
Landscapes



hasn't figured out what they want to do in life. Share your passion and it can be contagious. People will pick it up and run with it.

I started at Redwood in 1974 and quickly became a manager in the company. Then I became a partner in '79 and bought Bill Davidson out in '89. We merged with LandCare USA in '98. Then TruGreen came along and bought LandCare in '99, and that's when I left.

I did some merger and acquisition consulting for a while. I didn't need the work, but I didn't want my mind to go fallow. I kept looking for different companies to buy. I thought I wanted to sell widgets—some product. Through all my mergers and business acquisitions, I never found anything more exciting to me than the landscape industry. I missed the synergy of having employees and having a team. One of my ex-guys called one day and said he wanted to start something in Reno. So I moved from California to Northern Nevada and started Signature in 2001.

"MY BIGGEST MISTAKE WAS..."

"We took on building a building in 2008, right as things were downturning. We kept thinking it was going to be a short-term recession, people coming from California were going to push the Nevada growth, but the market fell off the cliff onto jagged rocks. It took seven years to come out of the recession. The timing of building that building was tough. We created more overhead at a time where we didn't need that." —Lebo Newman

The girl in the boy's club

Kelly Solomon

CEO

Coast Landscape Management

No. 128

Kelly Solomon got her start as a salesperson at TruGreen after it bought LandCare USA, which had acquired Lebo Newman's company. In 2000, Solomon left to start Up Valley Landscape, which bought Coast Landscape Management in 2005 and began operation under that name. Later that year, Newman signed on as chairman and partner. In 2016, the Napa, Calif.-based company raked in \$13.8 million with Solomon at the helm. While the number of women-owned businesses is on the rise and one study shows one in 10 women-owned firms fall in the administrative, support and waste management services category, which includes landscape services, the landscape industry is undeniably male-dominated. This is the story of a fearless female owner who credits a competitive spirit for her success.

“I don't know how to grow plants, but I know how to grow people. As far as operations go, I've always ridden the coattails of horticulturists and

PHOTO: COAST LANDSCAPE MANAGEMENT

Kelly and Rob Solomon (right) operate Coast Landscape Management in partnership with Lebo Newman.



surrounded myself with industry people. I just mine them for information. What I've found is most of them don't have a business background. They're really good at plants and growing things, but they're not very good at gross margins and efficiencies.

My husband, Rob Solomon, is a horticulturist with a degree from Cal Poly. He was definitely the one who opened my eyes up to the green industry. I could see the passion that he had, and I caught the bug. He has mentored me as far as operations go.

When I initially started, like a lot of entrepreneurs, I wanted to create my own hours and my own goals and not be told by a corporation when to show up and when to leave and what to do for the day. I had that entrepreneurial spirit to work really hard to produce something great that I'm proud of. So I think that's what got me started was the attitude of not getting stuck in a box. Creating my own business was a way for me to create my own path in my life and in my career.

When we started the business 17 summers ago, it was just me, my husband Rob, one guy named Antonio and a truck and trailer. So I've been a laborer, an irrigation tech, an area manager, basically every job in the company I've personally done. My position is you can't just slip into a leadership position successfully without doing that. If you want to lead people, you need to walk in their shoes and know what it's like.

I've always been a hard worker. I used to race sailboats in my 20s, so I was around all-men crews. My competitive edge was definitely created on a sailboat, wanting to win a race. It was a sense of pride. If I'm going to work my ass off, I want to win, so I think I've applied that at Coast.

My first exposure to a female running a business was at a non-profit tourism bureau where I did sales. She was the executive director and answered to a board of directors that were all males. I watched her operate, and she mentored me. She taught me how to be a leader as a woman with men. Being direct and transparent is what it takes to work in a male-dominated business for me. It's cut and dried and simple, but a lot of people don't realize you have to

"MY BIGGEST MISTAKE WAS..."

"You never want to leave too much money on the table if you want to be competitive. You also don't want to overcharge and be the guy that people don't consider serious in their business practices. So I think my first learning curve was finding that sweet spot where I was affordable but still profitable." —Kelly Solomon

be really direct and you can be heard. Sure, women can be a little emotional, but so can men.

I am fearless, so I don't have hang-ups. I can tell people I don't have the answer to their question. I don't think that I have to know everything. But I think that I know where to look, and I am a strong leader. I've worked for a lot of men and I don't remember them being quite that fearless.

"If you want to lead people, you need to walk in their shoes and know what it's like."

—KELLY SOLOMON



Leasing: it could be for you and your mowing equipment

Perhaps you've reached the point in your commercial landscaping business where, due to growth of your company, your equipment expenses are growing as well. And you're spending more time and money on repairs and parts. Is there a better way than spending more and more on capital expenses like this?

You might be the perfect candidate for leasing your John Deere Commercial Mowing equipment.



	Z915E 25HP 48" Zero Turn Mower	
	Lease Option Example 0% for 36 Months[†]	Finance Option Example 0% for 36 Months[†]
List Price	\$8,379	\$8,379
GreenFleet™ Bonus ^{††}	\$700	\$700
Hours Per Year	400	400
Monthly Payment	\$152	\$213
Equipment Cost Per Hour	\$4.57	\$6.40
Cash Flow Savings	\$2,199	



Run smarter and harder

The idea that leasing costs more isn't necessarily true. At John Deere, our leasing options are a low-cost, low-risk alternative to purchasing equipment outright or taking on an installment loan. Leasing is not as complicated as it seems. And since it can help cash flow and reduce equipment downtime, it could help your business run smarter and harder than ever before.

With leasing, you'll see:



Lower Payments

Depending on the term, leasing offers lower payments than installment loans of the same term. So you improve your cash flow. It's also a less expensive and more efficient option to renting equipment multiple times a year.



Fixed Operating Costs

By and large, your leased equipment will be under warranty during the entire length of your lease. You'll be operating your equipment at the lowest cost per hour as well.



Reduced Downtime

It's fairly simple: with leasing, you're running newer equipment, so your machines are spending more time in the field and less time in the shop, especially with our loaner program.¹ So your equipment will always be up and running.

[†] Example only. See your dealer for current programs, rates and other options. See your tax advisor for advice on tax impacts. Lease option is for Commercial Use Only. GreenFleet Level 3 Bonus. No down payment, \$7,679 total lease or finance amount 1200 hrs total / 400 hrs/yr for lease.

^{††} To be eligible for the offer, purchaser must be or become a GreenFleet member and meet qualifying purchase levels. Amounts shown above are based on Platinum Level 3 savings. Qualifying levels and savings will vary depending on the quantity and combination of equipment purchased. See complete membership information and discount details at JohnDeere.com/GreenFleet or a participating John Deere dealer. Offer ends 10/31/17.

¹ Programs available only at participating dealers and dealer participation will vary. Loaners used for commercial purposes provided within 24 hours. Some conditions and restrictions apply. See participating dealer for complete details and program offerings.

The Ultimate Forgiveness Program™

When you lease with John Deere, returning equipment is a breeze. We're experienced with helping you plan for a "no-surprises" lease return. Once you lease with us, we'll go over in detail what is considered normal wear and tear. This includes minor scratches or chips in the paint finish, engine and powertrain in good working condition; operating hours within the limits agreed to in the lease contract.

And when you continue to lease with John Deere, your leasing experience just gets better with our Ultimate Forgiveness Program. Here are the ways that your loyalty pays off by keeping your lease with us:



Hour Forgiveness*

If you should exceed your hour limit, you can have half of the excess hours forgiven if you lease another Commercial Mowing unit from us.



Rollover Hours*

If you end up using fewer hours than what your lease stipulates, we will give you a credit for the unused hours toward your next Commercial Mowing Lease.



Damage Waiver*

We know your equipment works hard, all day long. That's why we'll forgive up to \$250 of any damage/excessive wear and tear if you lease another Commercial mower from us.

Whether you decide if leasing or financing is right for you, there are special incentives available, including:

Flexible Payment Options

We understand your business fluctuates throughout the year, and as a dedicated partner we want to help alleviate stress. Through John Deere Financial, you can work with your dealer to set up a flexible payment plan. From setting up payment dates to coincide with other bills to setting up skip payments or seasonal payments to align with the periods in the year where your cash flow is lower, John Deere is dedicated to supporting your business.

Add-On Items

Consider other needs, like parts, handheld equipment and attachments, that John Deere allows you to wrap into your desired financing or leasing package and provides the most bang for your buck. Many customers do not realize routine maintenance can also be included. Your dealer will be able to help identify other additions, making it a one-stop solution.

Special Payment Offers

When speaking with your dealer, make sure to ask for any special payment offers. John Deere regularly offers special incentives, such as zero percent interest for a set duration of time, helping to save additional money. Your dealer will also work with John Deere Financial to ensure you are maximizing potential savings.

Commercial Loaner Program

John Deere eliminates the stress of downtime with its Commercial Loaner Program, which allows commercial customers to receive a loaner unit in the case equipment needs warrantable repairs. This program allows flexibility in keeping your business up and running, even when facing machine downtime.

* Limitations apply to Hour Forgiveness, Rollover Hours and Damage Waiver. See your dealer for details.

John Deere's green and yellow color scheme, the leaping deer symbol, and JOHN DEERE are trademarks of Deere & Company.

The kid with a mower

Kory Ballard

CEO

Perficut

No. 124

This might be the most common trope in the landscape industry. A teenager with a mower cuts some lawns for extra money and ends up falling in love with the industry. What's rare, however, is when that teenager builds a company like Perficut, a full-service, mostly commercial company pulling in \$14.3 million in annual revenue. This is the story of a high school kid with a mower and a dream—a dream of owning a badass moped.

“I wanted a moped, and my dad said, ‘Well, you better find a job.’”

Not too many people were hiring a 14-year-old, so I started going door to door asking, “Hey, can I mow your grass?” I was able to pick up 12 or 15 yards that day. It started that simple, just another neighborhood kid that mows grass.

As I started doing that, I really enjoyed making money. My friends were asking their parents for money every day, and I was making my own. It was exciting and empowering. But I also enjoyed being outside. I enjoyed the flexibility of my schedule, although I had to give up a few things. As my friends were playing baseball, going to the beach and messing around, I was working. But I felt like I had a passion. I really liked what I was doing.

Once I got my driver's license at 16, I bought a trailer and a commercial mower. I had knocked on enough

“It wasn't like all of a sudden one day we made it. I just knew I had a lot of yards to cut and we weren't scared to work.” —KORY BALLARD





Matt Boelman (right) was an early key hire by Kory Ballard. Today, he's co-owner of Perficut.

PHOTO: PERFICUT

doors, dropped off enough bids and really just hustled enough that I had maybe 25-30 accounts as a sophomore in high school. I'd get out of school at 3:00 p.m. and mow until dark. I hired a couple high school buddies to help me out. I didn't feel like a real company at that point, but we certainly had a lot of work to do.

When it started feeling real was probably my senior year of high school. I had two trucks running, and I had three people working for me. I'd get them mowing in the morning and then go to school. School had a work program, so I would get out at 11:30 a.m. or noon. I'd meet up with one of the crews and work with them all day.

Our city was growing and we had a small local paper. I had an ad in there that said, "Lawn mowing, 15 bucks per lawn." That was our goal, and at the time, we could do them for \$15.

It wasn't like all of a sudden one day we made it. I just knew I had a lot of yards to cut and we weren't scared to work.

Once I graduated, we were at three mowing crews and had four or five employees. At age 18 or 19, you don't know what you don't know, so we thought we were a huge company. The economy was good. Our community was growing. I was able to really focus on getting commercial clients. We thought we were competing with everybody, and the truth is we really weren't. The truth of it is I didn't think we were smarter than them, but I knew we could outwork everybody.

I was able to recognize talent and identify some strong partners. One, Matt Boelman, is still my business partner today. Matt was one year younger than me, and he joined in 1995, one year out of high

school. He joined as an employee, but I recognized that he was incredibly good at his job.

Most of these small companies struggle with help and growth and have a tough time training, recognizing talent and giving people opportunity. I knew I couldn't do it on my own. I didn't want to be in the field forever. The only way to grow was to empower some other people and to train them and give them some opportunity.

The other thing isn't necessarily brilliant, but I wasn't scared of anything. If I would have done it today, I probably would have done it totally different in a way that might not have been as successful. I didn't know what I didn't know, so failure really wasn't an option. I didn't make the best financial decisions. If we needed a truck, I bought a truck. If we needed a mower, I bought a mower. I didn't sit down and crunch the numbers like, "How many dollars do we have to earn to get this piece? What's the depreciation, the return on investment?" I was like, "We've got the work. Let's buy equipment."

That might have actually been an advantage. I didn't overthink the things that were pretty simple. We had work. We were priced right. We were working hard. So we bought equipment and made it work.

Editor's note: And later that first summer, he got the moped.

"MY BIGGEST MISTAKE WAS..."

"(Not) making sure that we set up systems. Our behind-the-scenes systems weren't in place. We were really good at sales and really good at getting work done, but we were poor behind the scenes—employee reviews, safety and training."

—Kory Ballard

The industry outsider

J.T. Price

CEO

Landscape Workshop

No. 55

Landscape Workshop is not J.T. Price's invention. Joey Dobbs started the mostly commercial maintenance company in 1984. By 1995, it had quickly grown into a top company in the industry. Three years after McKinney Capital acquired it in 2011, the company tapped Price, a McKinney employee who had never operated a landscape company, to professionalize the operation's systems. Since he came onboard, the company has grown by more than 40 percent, from \$17 million to \$29.6 million. This is the story of an industry outsider's crash course.

“By academic training, I had no experience in the industry. I had a little bit of exposure in an earlier career stop. I was working for a private equity firm that owned Finn Corp., which makes hydroseeders, bark blowers and straw blowers, and I was heavily involved in that business for about five years. But that's the metal side of the business as opposed to actually cutting grass and pruning bushes and so on.

When you're on the equipment side, you think the equipment is creating the efficiency in the field. It certainly helps, but I would argue that the people are what create the customer experience. You have to have the right equip-

ment, but you can have the best mowers and sprayers and handheld equipment in the world, and it's not going to matter very much if you have wrong people.

I didn't necessarily ever think I'd get back into the landscape industry. Three years ago, I was working for the family that is the majority shareholder of Landscape Workshop, and they approached me about stepping in. I'd enjoyed the people I'd met in the industry when I was on the equipment side. I thought Landscape Workshop was a great business with a lot of opportunity to be even better.

The folks I worked for already owned the business, so I'd gotten to see some of the people, the work they did and the pride they took in taking care of the customers. At the same time, I saw opportunity for us to upgrade the systems, to upgrade our sales and marketing to grow the business so we have a little more scale to geographically expand and to upgrade what was already a really good team.

Getting the right horticultural talent and business talent together was really the most important piece. I do very little other than make sure we have the right people on the team and make sure they're all rowing in the same direction. Our operators, our account managers, our general managers and our sales teams are the folks who deliver excellence to our customers every day. I just

“You have to have the right equipment, but you can have the best mowers and sprayers and handheld equipment in the world, and it's not going to matter very much if you have wrong people.”

—J.T. PRICE

help them have the business systems and the support to let them do their jobs.

In the industry, I see a lot of people make emotional decisions, and if you're trying to build a great business for the long term, your economics have to work, too. On the equipment side, if it was a big snow season, I knew we'd sell

Landscape Workshop's J.T. Price



PHOTO: LANDSCAPE WORKSHOP

a bunch of equipment in the spring because everyone was flush with cash. That doesn't necessarily mean everybody needed extra equipment. They just happened to have a bunch of extra cash and they wanted equipment. We make sure our people have everything they need. We've been investing in the best equipment, but we're not buying equipment because we have cash. We're buying equipment because our business will support it.

I think one of the things that's really helped me in this industry—other than being smart enough to know I'm not a great horticulturist and surrounding myself with great horticulturists—is making sure we're applying discipline to our decisions. You know, we're not doing things because we think we want them. We're doing things because the customer is telling us they want them. We're not spending money emotionally or bidding emotionally. We're bidding based on the facts, and I think seeing how the business works on the other side has helped my team.

I take the great things about the industry that have been in this industry a long time—the passion that makes properties look great—and combine it with sustainable economic practices. 

"MY BIGGEST MISTAKE WAS..."

"Not fully understanding our cost structure early on. The last thing we want is to be a low baller, but early on, we weren't good enough at our pricing and estimating. We spent a lot of energy making sure we understand our costs and were bidding in a way that makes financial sense for us." *-J.T. Price*

Business Book Club

A great business book can serve as the philosophy by which a business owner molds his or her company. Most company executives read many business books, but only a few tomes stick with them—and that's probably for the best.

"Many owners make the mistake of zigzagging their style and direction every time they read a new buzz book," says Lebo Newman, owner of Signature Landscapes. "That burns out an organization and rarely achieves any productive changes for the better."

A few of our LM150 leaders pointed us to the business books that were the most influential for them.

J.T. Price

"The Hard Things about Hard Things" by Ben Horowitz

"So many of these business books talk in really vague terms. This book talks about the things that are not fun about running a business, but you need to do them: making the hard people decisions and making sure you're holding yourself and your team accountable."



Kelly Solomon

"StrengthsFinder" by Tom Rath

"Instead of getting frustrated, now I understand people. I was talking to a business owner who said, 'My entire staff is incompetent.' I looked at him like, 'How could that be? You're still in business today. You can't be the only smart person there.' He's surrounded by people who can do stuff, you just have to channel it and find it."

Lebo Newman

"The One Minute Manager" by Kenneth Blanchard Ph.D.

"It was one an early, simple, for everyman type of business book that was easy for all of our employees to understand, created a common vocabulary and gave simple guidelines to success. We used it extensively and even became one of Ken Blanchard's pet companies. He would call me periodically to check in on how things were growing and what fun things we were doing. He liked doing fun things such as allowing employees to throw cream pies in my face and other key managers when they reached certain goals in safety, production, etc. It was a good relationship as he always had some new ideas to share back with us.

There are so many great business books out there, it's a matter of finding the ones that fit your culture and can actually be implemented for change."

Jon Georgio

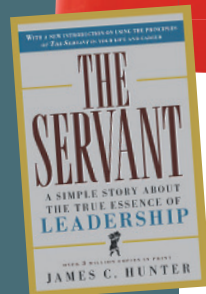
"Good to Great" by Jim Collins

"I was floored by what it had to offer from leadership styles to a culture of discipline to using technology as accelerators. It was an instrumental book for me."



"The Servant" by James C. Hunter

"It's a story about servant leadership, which really just says turn your organizational chart upside down. If you're the CEO, you're there to serve everybody else, not the other way around, and it teaches you that you need to fulfill the needs of everybody in the company."



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TOP 25

A look at the *LM150* list—sorted for top performers by client mix, profit centers and regions.

EDITOR'S NOTE: Not all companies report client mix, profit center and regional data. Dollar amounts were calculated by *LM* from data reported.

COMMERCIAL

1	TruGreen	\$171,223,000
2	U.S. Lawns	\$168,240,000
3	LandCare	\$165,000,000
4	Ferrandino & Son	\$135,000,000
5	Gothic Landscape	\$130,000,000
6	Ruppert Landscape	\$126,650,000
7	Yellowstone Landscape	\$110,000,000
8	McGuire & Hester	\$105,600,000
9	Merit Service Solutions	\$88,200,000
10	Mainscape	\$74,020,000
11	Elite Team Offices	\$71,000,100
12	Bartlett Tree Experts	\$61,000,000
13	Denison Landscaping	\$55,430,000
14	LandOpt	\$52,000,000
15	The Greenery	\$51,686,000
16	Clintar Landscape Management	\$51,300,000
17	Environmental Earthscapes (The Groundskeeper/Greater Texas Landscapes)	\$49,640,000
18	Juniper Landscaping	\$48,510,000
19	Acres Group	\$46,080,000
20	ABM Landscape & Turf Services	\$44,000,000
21	Lucas Tree Expert Co.	\$43,680,000
22	Clean Scapes	\$42,240,000
23	Girard Environmental Services	\$39,170,853
24	The Grounds Guys	\$39,000,000
25	Sebert Landscaping	\$34,830,000

RESIDENTIAL

1	TruGreen	\$1,132,706,000
2	Bartlett Tree Experts	\$158,600,000
3	Weed Man	\$141,385,270
4	Lawn Doctor	\$95,760,000
5	SavATree	\$69,966,000
6	Massey Services	\$59,929,890
7	NaturaLawn of America	\$54,361,698
8	Spring-Green Lawn Care	\$49,525,440
9	Meadows Farms	\$49,470,000
10	Mariani Landscape	\$40,040,000
11	Garden Design	\$38,940,000
12	The Grounds Guys	\$31,200,000
13	Chalet	\$27,400,000
14	Ryan Lawn & Tree	\$26,930,626
15	The Loving Cos.	\$25,000,000
16	Nutri-Lawn	\$24,300,000
17	R.P. Marzilli & Co.	\$23,912,641
18	Naturescape	\$23,842,052
19	Scott Byron & Co.	\$23,032,750
20	McHale Landscape Design	\$20,000,000
	LandOpt	\$20,000,000
22	Designs By Sundown	\$19,170,000
23	Senske Services	\$18,368,000
24	Berghoff Design Group	\$18,000,000
25	Southview Design	\$16,710,960

GOVERNMENT

1	Terracare Associates	\$33,708,391
2	Merchants Landscape Services	\$28,000,000
3	Yellowstone Landscape	\$27,500,000
4	McGuire & Hester	\$26,400,000
5	Bartlett Tree Experts	\$24,400,000
6	Ruppert Landscape	\$22,350,000
7	Environmental Earthscapes (The Groundskeeper/Greater Texas Landscapes)	\$17,000,000
8	Maldonado Nursery & Landscaping	\$15,796,764
9	TruGreen	\$13,171,000
10	The Munie Co.	\$12,460,210
11	Somerset Landscape	\$10,263,000
12	Merit Service Solutions	\$9,800,000
13	Mountain View Landscape	\$8,850,000
14	Cagwin & Dorward	\$8,408,039
15	LandOpt	\$8,000,000
16	Elite Team Offices	\$7,888,900
17	The Grounds Guys	\$7,800,000
18	Rotolo Consultants	\$7,600,000
19	New Way Landscape & Tree Services	\$5,950,000
20	Clintar Landscape Management	\$5,700,000
21	Coast Landscape Management	\$5,519,522
22	American Landscape Systems	\$5,054,642
23	Christy Webber & Co.	\$4,030,000
24	Harvest Landscape Enterprises	\$3,300,000
25	Stay Green	\$3,212,570

BY CLIENT MIX

MOWING + LANDSCAPE MAINTENANCE

1	U.S. Lawns	\$114,403,200
2	Yellowstone Landscape	\$103,125,000
3	Ruppert Landscape	\$61,090,000
4	Merit Service Solutions	\$54,880,000
5	Mainscape	\$49,593,400
6	Terracare Associates	\$42,260,335
7	The Grounds Guys	\$39,000,000
8	Environmental Earthscapes (The Groundskeeper/Greater Texas Landscapes)	\$34,000,000
9	Girard Environmental Services	\$29,378,140
10	ABM Landscape & Turf Services	\$28,600,000
11	TruGreen	\$26,342,000
12	Cagwin & Dorward	\$25,224,116
13	Mariani Landscape	\$25,080,000
14	Somerset Landscape	\$24,289,100
15	Merchants Landscape Services	\$22,400,000
16	Chapel Valley Landscape Co.	\$20,762,500
17	Clintar Landscape Management	\$19,950,000
18	Elite Team Offices	\$19,722,250
19	Bemus Landscape	\$19,634,560
20	Landscape Workshop	\$19,212,044
21	Acres Group	\$18,720,000
22	James River Grounds Management	\$17,387,895
23	Christy Webber & Co.	\$17,329,000
24	McFall & Berry Landscape Management	\$17,215,560
25	DLC Resources	\$17,000,000

TURF + ORNAMENTAL CARE

1	TruGreen	\$1,132,706,000
2	Weed Man	\$148,826,600
3	Lawn Doctor	\$106,400,000
4	Massey Services	\$57,117,930
5	NaturaLawn of America	\$55,482,558
6	Spring-Green Lawn Care	\$52,378,536
7	Nutri-Lawn	\$24,300,000
8	Naturescape	\$20,077,518
9	Ryan Lawn & Tree	\$17,180,623
10	Senske Services	\$16,960,000
11	SavATree	\$15,249,000
12	Lawn Dawg	\$13,873,773
13	Heron Home & Outdoor	\$13,096,604
14	Arbor-Nomics Turf	\$8,666,019
15	Green Lawn Fertilizing	\$8,309,566
16	Hoffman Landscapes	\$8,211,000
17	Elite Team Offices	\$7,888,900
18	The Grounds Guys	\$7,800,000
19	Freedom Lawns	\$6,800,000
20	LandOpt	\$6,400,000
21	Sebert Landscaping	\$5,805,000
22	Lucas Tree Expert Co.	\$5,280,000
23	Mainscape	\$5,181,400
24	U.S. Lawns	\$5,047,200
25	Swingle Lawn, Tree & Landscape Care	\$4,540,344

BY PROFIT CENTERS

DESIGN/BUILD + INSTALLATION

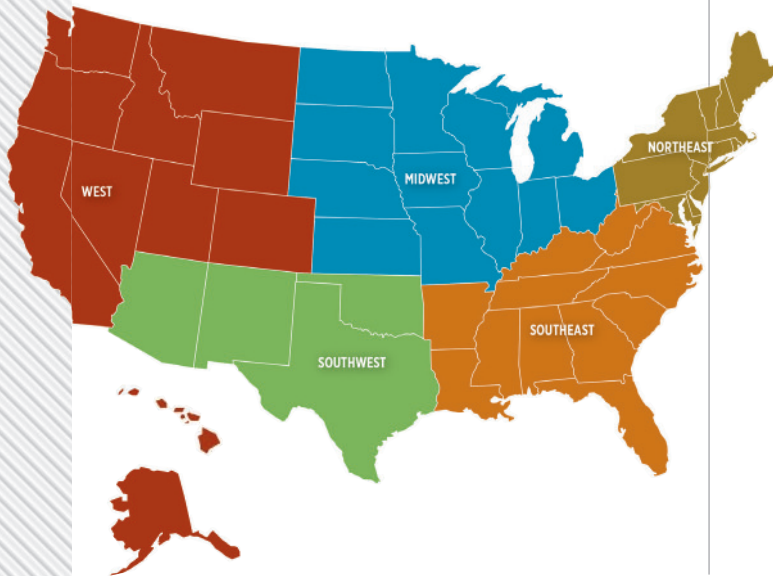
1	Ruppert Landscape	\$77,480,000
2	Garden Design	\$57,820,000
3	LandOpt	\$48,000,000
4	Juniper Landscaping	\$31,360,000
5	Denison Landscaping	\$30,727,500
6	Environmental Earthscapes (The Groundskeeper/Greater Texas Landscapes)	\$27,880,000
7	Yellowstone Landscape	\$27,500,000
8	U.S. Lawns	\$26,918,400
9	Clean Scapes	\$25,080,000
10	R.P. Marzilli & Co.	\$20,233,774
11	Maldonado Nursery & Landscaping	\$20,211,350
12	Meadows Farms	\$19,380,000
13	Mariani Landscape	\$18,040,000
14	Baytree Landscape Contractors	\$17,500,000
15	Southview Design	\$17,095,120
16	Dennis' 7 Dees Landscaping & Garden Center	\$16,966,606
17	Earth Tones Design	\$16,965,000
18	Environmental Management Services	\$15,606,000
19	Rotolo Consultants	\$15,200,000
20	Caretaker Landscape & Tree Management	\$15,190,000
21	Southern Botanical	\$14,969,608
22	Christy Webber & Co.	\$14,105,000
23	Scott Byron & Co.	\$14,062,100
24	Designs By Sundown	\$14,058,000
25	Terracare Associates	\$13,420,934

IRRIGATION + WATER MANAGEMENT

1	Elite Team Offices	\$27,611,150
2	Massey Services	\$8,787,374
3	Juniper Landscaping	\$7,840,000
4	U.S. Lawns	\$6,729,600
5	Earth Tones Design	\$6,525,000
6	NJ Best Lawns Sprinklers & Fencing	\$6,514,035
7	Denison Landscaping	\$6,025,000
8	Mainscape	\$5,921,600
9	Clean Scapes	\$5,280,000
10	LandOpt	\$4,800,000
11	Maldonado Nursery & Landscaping	\$4,609,606
12	American Landscape Systems	\$4,422,812
13	Ryan Lawn & Tree	\$4,295,156
14	Terracare Associates	\$4,244,760
15	Cherrylake (formerly LegacyScapes)	\$4,205,950
16	Environmental Earthscapes (The Groundskeeper/Greater Texas Landscapes)	\$4,080,000
17	LMI Landscapes	\$3,979,023
18	Rotolo Consultants	\$3,800,000
19	Chapel Valley Landscape Co.	\$3,775,000
20	Southern Botanical	\$3,676,746
21	Harvest Landscape Enterprises	\$3,300,000
22	Bemus Landscape	\$3,067,900
23	Nutri-Lawn	\$2,700,000
24	Gachina Landscape Management	\$2,655,000
25	Landscape Maintenance Professionals	\$2,475,000

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BY REGION



NORTHEAST

1	TruGreen	\$194,505,940
2	Bartlett Tree Experts	\$103,251,643
3	Ruppert Landscape	\$77,389,832
4	Denison Landscaping	\$60,100,000
5	SavATree	\$57,600,000
6	Merit Service Solutions	\$55,614,000
7	Lawn Doctor	\$51,940,000
8	Chapel Valley Landscape Co.	\$35,680,000
9	Naturalawn of America	\$32,299,200
10	LandOpt	\$31,555,600
11	Greenscape Land Design	\$27,400,000
12	Complete Landscaping Service	\$26,287,630
13	R.P. Marzilli & Co.	\$26,262,471
14	Schumacher Cos.	\$25,000,000
15	High Tech Landscapes	\$20,609,000
16	Meadows Farms	\$19,600,000
17	Sposato Landscape	\$18,500,000
18	McFall & Berry Landscape Management	\$17,734,195
19	The Grounds Guys	\$16,284,400
20	Mountain View Landscape	\$14,739,969
21	Level Green Landscape	\$14,260,000
22	Lawn Dawg	\$14,000,000
23	The Joyce Cos.	\$13,862,770
24	Hoffman Landscapes	\$13,500,000
25	NJ Best Lawns Sprinklers & Fencing	\$11,758,000

MIDWEST

1	TruGreen	\$270,616,960
2	Acres Group	\$48,000,000
3	Mariani Landscape	\$44,000,000
4	Christy Webber & Co.	\$39,170,853
5	Sebert Landscaping	\$38,000,000
6	Reliable Property Services	\$29,682,000
7	Environmental Management Services	\$28,756,960
8	Landscape Concepts Management	\$27,500,000
9	Spring-Green Lawn Care	\$27,141,400
10	Chalet	\$27,000,000
11	The Bruce Co. of Wisconsin	\$26,100,000
12	Ryan Lawn & Tree	\$26,040,000
13	Naturescape	\$24,250,000
14	Scott Byron & Co.	\$24,100,000
15	David J. Frank Landscape Contracting	\$23,250,250
16	Bartlett Tree Experts	\$19,771,591
17	Southview Design	\$19,200,000
18	The Grounds Guys	\$18,505,000
19	Clarence Davids & Co.	\$18,086,468
20	Hittle Landscaping	\$17,000,000
21	SavATree	\$16,800,000
22	LandOpt	\$15,777,800
23	Mainscape	\$14,960,000
24	Perficut Cos.	\$14,156,911
25	Arteka Cos.	\$13,500,000

SOUTHWEST

1	TruGreen	\$105,368,000
2	Environmental Earthscapes (The Groundskeeper/Greater Texas Landscapes)	\$65,280,000
3	Garden Design	\$59,000,000
4	Clean Scapes	\$44,000,000
5	Gothic Landscape	\$40,300,000
6	Maldonado Nursery & Landscaping	\$35,458,508
7	Somerset Landscape	\$30,104,800
8	AAA Landscape	\$28,750,000
9	Southern Botanical	\$26,262,471
10	Earth Tones Design	\$26,100,000
11	Merit Service Solutions	\$25,480,000
12	Berghoff Design Group	\$21,375,000
13	DLC Resources	\$20,000,000
14	Heads Up Landscape	\$19,905,000
15	Massey Services	\$19,771,591
16	Westco Grounds Maintenance	\$18,500,000
17	Complete Landsculpture	\$18,400,000
18	Caretaker Landscape & Tree Management	\$18,130,000
19	Integrated Landscape Management	\$16,836,550
20	The Grounds Guys	\$16,380,000
21	Desert Classic Landscaping	\$15,500,000
22	Earthworks	\$15,100,000
23	Bartlett Tree Experts	\$14,640,000
24	Richmond & Associates Landscaping	\$13,862,770
25	LMI Landscapes	\$13,564,851

SOUTHEAST

1	TruGreen	\$245,246,620
2	Massey Services	\$153,098,400
3	Ruppert Landscape	\$63,995,438
4	The Greenery	\$59,000,000
5	Juniper Landscaping	\$48,000,000
6	Bartlett Tree Experts	\$46,133,713
7	Mainscape	\$40,120,000
8	Girard Environmental Services	\$38,700,000
9	Rotolo Consultants	\$37,750,000
10	Dixie Landscape Co.	\$35,458,508
11	Landscape Workshop	\$29,500,000
12	Meadows Farms	\$29,400,000
13	Gibbs Landscape Co.	\$26,277,628
14	Yard-Nique	\$25,952,082
15	Lawn Doctor	\$25,480,000
16	James River Grounds Management	\$25,096,897
17	Baytree Landscape Contractors	\$25,000,000
18	The Loving Cos.	\$24,500,000
19	Russell Landscape Group	\$23,896,549
20	LandOpt	\$23,666,700
21	Heaven & Earth Landscapes	\$23,000,000
22	The Grounds Guys	\$22,206,000
23	Ecoscape Solutions Group	\$20,450,000
24	Bland Landscaping Co.	\$19,208,000
25	Greenscapes	\$19,098,373

WEST

1	McGuire & Hester	\$132,000,000
2	Gothic Landscape	\$89,700,000
3	TruGreen	\$79,026,000
4	Elite Team Offices	\$78,889,000
5	Terracare Associates	\$55,556,423
6	Cagwin & Dorward	\$42,040,194
7	Senske Services	\$32,000,000
8	Bemus Landscape	\$30,679,000
9	Gachina Landscape Management	\$29,500,000
10	Dennis' 7 Dees Landscaping & Garden Center	\$28,756,960
11	Merchants Landscape Services	\$28,000,000
12	Swingle Lawn, Tree & Landscape Care	\$23,896,549
13	Benchmark Landscape	\$22,244,108
14	Harvest Landscape Enterprises	\$22,000,000
15	Bartlett Tree Experts	\$21,960,000
16	Stay Green	\$21,417,136
17	Designs By Sundown	\$21,300,000
18	Cleary Bros. Landscape	\$20,450,000
19	Andre Landscape Service	\$19,098,373
20	New Way Landscape & Tree Services	\$17,000,000
21	Pacific Landscape Management	\$16,327,432
22	Cutting Edge Landscape	\$15,764,358
23	Signature Landscapes	\$14,739,969
24	Coast Landscape Management	\$13,798,806
25	Schultz Industries	\$12,898,379

LM150 M&A moves

2016

TruGreen (No. 2) completed its merger with **Scotts LawnService**, a former subsidiary of The Scotts Miracle-Gro Co.

Signature Landscapes (No. 122) merged with **Celtic Lawn & Landscape** in northern Nevada.

Monarch Landscape Holdings acquired San Jose, Calif.-based **Jensen Landscape** and Woodinville, Wash.-based **Northwest Landscape Services**. These two companies, which dropped off this year's list, were Nos. 34 and 47, respectively, on last year's list. Monarch, which declined to participate in the LM150 list, entered the market in 2015 with the acquisition of **Signature Landscape Services** in Redmond, Wash. Monarch also has acquired San Diego-based **LandSystems** and Palm Desert, Calif.-based **Hort Tech Landscape Management**, according to the website of its investment firm, One Rock Capital Partners.

The Bruce Co. of Wisconsin (No. 69) acquired **Landscape Care Co.** in Verona, Wis.

Swingle Lawn, Tree & Landscape Care (No. 80) merged with **LawnAmerica**, an Oklahoma-based lawn care company.

Juniper Landscaping (No. 31) acquired **Turner Tree & Landscape** in Bradenton, Fla.

2017

BrightView (No. 1) purchased the landscape maintenance division of **Marina Landscape**, a landscape maintenance company located in Anaheim, Calif. Marina, which dropped off this year's list, was No. 20 on last year's list with \$64 million in 2015 revenue.

Yellowstone Landscape (No. 9) acquired **Ecoscape Solutions Group** (No. 91), a commercial landscape company based in Huntersville, N.C.

Gothic Landscape (No. 12) in Valencia, Calif., acquired **Terra Pacific Landscape**, based in Orange County, Calif.

The Davey Tree Expert Co. (No. 3) acquired **Arboreal Tree Service** in the greater Pittsburgh area and **Arborguard** in Atlanta.

SavATree (No. 15) merged with Lakewood, Colo.-based **Mountain High Tree, Lawn & Landscape**. Mountain High, which dropped off of this year's list, was No. 147 on last year's list with \$10.4 million in 2015 revenue.

Heron Home & Outdoor (No. 118) in Apopka, Fla., was acquired by **Rentokil Steritech**, a pest control company based in Reading, Pa.

150

Fast-growing firms

There were 58 companies with double-digit growth. Here's what a few of them are working on.

Level Green Landscape

When it comes to finding young talent to train and grow, this Washington, D.C. firm is fighting the good fight along with the rest of the industry. A "keep plugging away" mentality drives the company to find new ways to improve retention, like when it began supplying free uniforms to its hourly employees. This seemingly small change has shown a real improvement in employee retention.

Signature Landscapes

Learn more on [page S7](#).

NJ Best Lawns Sprinklers & Fencing

Based in Lakewood, N.J., NJ Best has grown by embracing the modern way to get the word out—social media. In 2016, it began shifting its marketing spend from print to online advertising. The company even hired a social media director at the end of 2016, a move executives say will keep future growth in the double digits.

Landscape Workshop

Learn more on [page S14](#).

Growth Rank	Overall Rank	Company	% Change Over 2015
1	17	Elite Team Offices	143%
2	35	Clean Scapes	119%
3	74	Baytree Landscape Contractors	60%
4	91	Ecoscape Solutions Group	58%
5	31	Juniper Landscaping	40%
	75	The Loving Cos.	40%
7	24	The Greenery	39%
	70	Earth Tones Design	39%
9	45	Maldonado Nursery & Landscaping	37%
10	64	Complete Landscaping Service	35%
11	112	Pacific Landscape Management	34%
12	2	TruGreen	32%
13	89	The Munie Co.	31%
14	22	Terracare Associates	30%
15	97	Bland Landscaping Co.	29%
	128	Coast Landscape Management	29%
17	132	GreenScapes Landscape Co.	28%
	138	Native Land Design	28%
19	116	Level Green Landscape	27%
20	53	Dennis' 7 Dees Landscaping & Garden Center	26%
	114	Cutting Edge Landscape	26%
22	18	The Grounds Guys	25%
23	122	Signature Landscapes	24%
	123	Greenscape	24%
25	88	Designs By Sundown	23%
26	134	The Spencer Co.	22%
27	7	Ruppert Landscape	21%
28	99	Andre Landscape Service	20%
	126	The Joyce Cos.	20%
30	104	Complete Landsculpture	19%
31	98	Southview Design	18%
	92	Cleary Bros. Landscape	18%
33	56	Merchants Landscape Services	17%
	81	David J. Frank Landscape Contracting	17%
	140	Cherrylake (Formerly LegacyScapes)	17%
	142	NJ Best Lawns Sprinklers & Fencing	17%
	9	Yellowstone Landscape	17%
38	11	McGuire & Hester	15%
	47	Pierre Landscape	15%
	52	Environmental Management Services	15%
	54	AAA Landscape	15%
	79	Russell Landscape Group	15%
	86	Harvest Landscape Enterprises	15%
	130	Providence Landscape Group	15%
	135	LandCare Innovations	15%
46	55	Landscape Workshop	14%
47	46	Somerset Landscape	13%
	119	Earthworks	13%
49	41	Sebert Landscaping	12%
	25	Garden Design	12%
	43	Chapel Valley Landscape Co.	12%
	62	Beary Landscaping	12%
	23	Denison Landscaping	12%
54	139	Crystal Greens Landscape	11%
55	29	TBG Environmental	10%
	67	Southern Botanical	10%
	73	Naturescape	10%
	20	Massey Services	10%

Elite Team Offices

The Clovis, Calif.-based company invested time and energy in its people—and it saw huge returns. It enhanced its training programs to improve the knowledge and skill set of each employee. It also worked on team-building exercises to stir up excitement and camaraderie and promote longevity among its team.

Coast Landscape Management

Learn more on [page S8](#).

Ruppert Landscape

The Maryland-based company improved its HR systems, starting at the application process, which now features a tracking system that lets potential candidates seamlessly follow up, schedule interviews and receive custom reports. In 2016, staffers were also introduced to RuppertLearns, a system that hosts training content and has record-keeping abilities.

Andre Landscape Service

Increased revenue is a side effect of a focus on self-improvement for this Azusa, Calif.-based company. Founded by a former youth pastor, Andre Landscape Service hired a doctor of psychology in 2016 to work with team members to improve their overall health. The move is part of a larger effort to help employees live happy, healthy and meaningful lives. The company credits the decision as a major factor in its 20 percent growth.

Crystal Greens Landscape

Previously, account managers were responsible for customer service, managing the labor force, quality assurance and more. Now, since hiring production managers, account managers dedicate their time to client relations and selling extras. Executives at the Clackamas, Ore.-based firm say this move has improved both customer service and production.

LM150 Company Index

Company name LM150 rank

AAA Landscape	54
ABM Landscape & Turf Services.....	35
Acres Group.....	32
American Landscape Systems.....	136
Andre Landscape Service.....	99
Arbor-Nomics Turf.....	150
Arteka Cos.....	130
ArtisTree Landscape Maintenance & Design	110
Bartlett Tree Experts.....	4
Baytree Landscape Contractors.....	74
Beary Landscaping	61
Bemus Landscape	48
Benchmark Landscape.....	85
Berghoff Design Group	84
Bland Landscaping Co.....	97
BrightView	1
Bruce Co. of Wisconsin, The	69
C. Caramanico & Sons.....	144
Cagwin & Dorward.....	38
Caretaker Landscape & Tree Management	77
Chalet.....	59
Chapel Valley Landscape Co.....	43
Cherrylake (formerly LegacyScapes).....	140
Christy Webber & Co.....	39
Clarence Davids & Co.....	105
Clean Scapes.....	35
Cleary Bros. Landscape	92
Clintar Landscape Management	26
Coast Landscape Management.....	128
Complete Landscaping Service.....	64
Complete Landsculpture.....	104
Complete Property Maintenance.....	107
Crystal Greens Landscape	139
Cutting Edge Landscape.....	114
Davey Tree Expert Co., The	3
David J. Frank Landscape Contracting.....	81
Denison Landscaping.....	23
Dennis' 7 Dees Landscaping & Garden Center.....	53
Desert Classic Landscaping.....	117
Designs By Sundown	88
Dixie Landscape Co.....	44
DLC Resources.....	94
Earth Tones Design.....	70
Earthworks.....	119
Eastern Land Management.....	149
Ecoscape Solutions Group.....	91
Elite Team Offices.....	17
Emerald Isle Landscaping.....	145
Engledow Group.....	115
Environmental Earthscapes (The Groundskeeper/ Greater Texas Landscapes).....	21

Environmental Management Services.....	52
Ferrandino & Son.....	10
Gachina Landscape Management	50
Garden Design	25
Gardeners' Guild	148
Gibbs Landscape Co.....	65
Girard Environmental Services.....	40
Gothic Landscape.....	12
Greenery, The.....	24
Greenscape	123
Greenscape Land Design.....	58
Greenscapes.....	100
GreenScapes Landscape Co.....	132
Grounds Control	141
Grounds Guys, The.....	18
Harvest Landscape Enterprises.....	86
Heads Up Landscape	96
HeartLand	34
Heaven & Earth Landscapes.....	82
Heron Home & Outdoor.....	118
High Tech Landscapes.....	90
HighGrove Partners	101
Hittle Landscaping	108
Hoffman Landscapes	129
Integrated Landscape Management	93
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John Mini Distinctive Landscapes	113
Joyce Cos., The.....	126
Juniper Landscaping.....	31
Kujawa Enterprises.....	146
Lambert's.....	137
LandCare.....	6
LandCare Innovations	135
LandOpt.....	16
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Landscape Maintenance Professionals.....	111
Landscape Workshop	55
Lawn Dawg.....	125
Lawn Doctor.....	13
Level Green Landscape.....	116
LMI Landscapes.....	106
Loving Cos., The.....	74
Lucas Tree Expert Co.....	32
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Maldonado Nursery & Landscaping.....	45
Mariani Landscape	35
Massey Services	20
McFall & Berry Landscape Management	51
McGuire & Hester.....	11
McHale Landscape Design	94
Meadows Farms.....	30
Merchants Landscape Services.....	56

Merit Service Solutions.....	14
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Reliable Property Services	49
Richmond & Associates Landscaping.....	127
Rotolo Consultants.....	42
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Russell Landscape Group	79
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Southview Design	98
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Swingle Lawn, Tree & Landscape Care	80
TBG Environmental.....	29
Terracare Associates.....	22
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TruGreen	2
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Westco Grounds Maintenance.....	101
Yard-Nique.....	71
Yellowstone Landscape.....	9



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DIGGING DRIP

The adoption of drip irrigation is slower than some might like, but its water efficiency and benefits are hard to ignore.

► PAGE 53

TURF+ORNAMENTAL CARE

Cost of a callback

How to limit lawn care return visits.

BY LAUREN DOWDLE

As surely as weeds grow, there will be callbacks. But figuring out exactly how much a callback costs your company—and the best ways to prevent them—isn't as clear.

"A lot of (lawn care operators) don't budget for callbacks, so when there is one, that's a hit to their bottom line," says Jay Young, herbicide product manager for PBI-Gordon.

Beyond determining the cost, lawn care pros also must figure out ways to reduce callbacks altogether. These tactics include correctly identifying the weed and properly calibrating equipment to reduce problems, Young says. But, there are other variables that are out of their control.

So, how can lawn care operators best budget for, reduce and react to callbacks from their lawn care customers? Two professionals share their techniques and how to break down the cost.

LIMITING LOST TIME

While there are several factors that affect the exact cost of a callback, Terry Jungels, co-owner and founder of Total Lawn Care, and his team have estimated the cost is \$8 to \$10 per 1,000 square feet—since that's the missed opportunity to provide that time to another client.

The company provides an organic-based lawn fertility and weed-control program, perimeter pest control, grub control, seeding, aeration and lawn renovation. Located in the Indianapolis region, Total Lawn Care generates a seven-figure revenue.

"The cost of a callback is not only the labor and time to manage it but also the lost time in producing revenue," Jungels adds. "Our time is at a premium in the busy seasons when we need it to produce



Jay Young

revenue, so any time spent on callbacks is time not spent on producing revenue."

The majority of their callbacks typically come in the spring, Jungels says, and the reasons for them include the weather and unmet expectations.

"Our customers are often not home during the day and have concerns if it rains after an application, or they still see some weeds in their lawn after an application," he says.

The best way to reduce callbacks is to leave good notes with the customer, he says, and that should include explaining what the client can expect to see following an application.

"Letting new customers know that while the weeds may be dead, the tissue will still be present," Jungels says, "that the majority of herbicides are taken in within one hour, rain is normally not a factor, that mowing and cutting off the product getting translocated to the root is a bigger issue and then even the rosette of the broadleaf weed is often lower than the mowing height."

Total Lawn Care works to educate clients to reduce inquiries and confusion, helping them to identify which weeds they have on their lawn.

"We post pictures of tall fescue explaining that it's not crabgrass," he says. "Every spring, we receive

Continued on page 46

NEWSFEED

SAVATREE EXPANDS

SavATree acquired Sterling, Va.-based Thrive Plant Health Care Solutions, ex-

panding its presence in Virginia. SavATree, which also acquired Mountain High Tree, Lawn & Landscape in

Colorado earlier this year, raked in \$89.7 million in 2016 revenue.

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TURF+ORNAMENTAL CARE

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calls saying someone thinks they have crabgrass in March, which is often the coarse, tall fescue. We leave information on summer diseases with pictures describing dollar spot, red thread and rust.”

Educating his team is also an important aspect in curbing callbacks, Jungels adds. “By utilizing our downtime for training, our route managers can answer many questions with a phone call,” he explains.

Using quality products at the correct intervals is another way they limit callbacks.

“In our region, we are in a transition zone for crabgrass controls,” he says. “We use two treatments now to reduce callbacks in the late summer for crabgrass and spurge.”

EDUCATION

Ensuring techs leave good notes and can answer questions cuts down on callbacks at Total Lawn Care, owned by Mark Calvin (left) and Terry Jungels.

Half of Total Lawn Care’s calls during the late summer and fall are for spurge and crabgrass, Jungels says. His company uses two crabgrass controls on the lawns plus Dimension for customers who sign up late during the first round, which he says has resulted in a reduction in callbacks.

Knowing callbacks aren’t an “if” but a “when” issue, Jungels sets up his team’s routes so they are never too far away to make a quick call—helping to reduce the time spent and potential revenue lost.



“We attempt to manage our routes in a way that keeps them compact so our guys can be nearby any of their customers for any type of service or callback, which helps reduce the labor time,” he says.

And when Total Lawn Care does get a request, the team strives to return every call within eight hours, with the service being provided within four business days a maximum—preferably within a day.

Although callbacks affect revenue the company does its best to make the most of them to highlight their customer service. “Callbacks and service calls are a big part of our conversation on our application methods and on our service reputation,” Jungels says. “We attempt to reduce the number of callbacks from a labor and material standpoint but, we also prefer that folks do call us with any concerns or questions, as that’s a way to show how our customer service is great and separates us from our competition.”

CUTTING DOWN ‘CANCELS IN THE WAITING’

For Doug Cash, vice president of Arbor-Nomics Turf, a callback is the first indication of a cancelation.

“It’s a cancel in the waiting,” he says. “If you can eliminate them, it’s less cancels you’ll get.”

Arbor-Nomics Turf, with annual revenue above \$10 million, offers lawn care, aeration, outdoor pest control and ornamental tree and shrub care. The company has four locations in the Atlanta area and a franchise location in Nashville, Tenn. Ninety-five percent of its properties are residential.

Cash budgets 10 percent for service callbacks—which includes both physical



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site visits (about 75 percent of his callbacks) and also customer inquiries (phone, email, etc.). “Ninety-nine percent of the time, it’s going to be a non-revenue trip,” he says.

To reduce callbacks, Cash and his team focus on technician education. They provide classroom training, monthly tests and annual tests to ensure their techs are well educated. One benefit of that training is technicians are able to better answer client questions on their own, instead of needing to call in a manager.

“They go through that training, whether they’ve been there five weeks or five years,” he says.

Choosing the best available products and using them at the correct rates are also important factors in reducing callback rates. Cash went from a six- to a seven-application schedule and found the benefits were two-fold.

“It created another revenue source for the business and reduced callbacks,”

he says about increasing the number of applications.

The best number of applications will depend on the professionals’ locations, he adds.


Beyond the physical site concerns, callbacks can be just as much an issue of client communication, or the lack thereof. “A lot of times, it’s the technician not communicating well enough,” Cash says.

To prevent that from being the case, Cash says Arbor-Nomics works on being proactive, which includes leaving thorough notes after a treatment and being available for questions.

The company gives all of its techs cell phones so customers can contact them directly and address their concerns more quickly. “No one wants to wait for someone to get back to them,” Cash says. And when Arbor-Nomics does experience a callback, it

approaches it like a new sale, pulling out all the stops.

“The quicker you get out there, the better it will be,” says Cash, whose team responds to all service calls within 48 hours. “The response time has got to

be immediate. If it’s not, you’re going to be replacing that customer—and it’s much cheaper and better to retain current customers.” 

Dowdle is a freelance writer based in Nashville.



Doug Cash



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Robotic revolution

Dallas-based lawn maintenance company Robin looks to the future with robotic mowers. **BY EMILY SCHAPPACHER**

While flipping through an issue of *Wired*, Justin Crandall came across an article about robotic lawn mowers. With a background in business startups and technology, he was intrigued by the concept and wanted in on the action.

"We look at ourselves as a tech-forward company and want to be the future of this industry," says Crandall, co-founder and CEO of lawn maintenance company Robin, headquartered in Dallas, Texas. "If Uber is doing automatic cars and Amazon is doing drone delivery, we need to do robotic mowers."

After doing his research, Crandall learned robotic lawn mowers have been popular in Europe for nearly 20 years, but they haven't yet caught on in the U.S. In 2015, sales of robotic mowers in Western Europe were \$360 million compared to \$3 million in North America, according to a report by research firm Euro-monitor International.



Justin Crandall



CUTTING EDGE

Justin Crandall (right) and Bart Lomont are betting on a robotic mower boom.

Robotic mowers are more popular overseas for several reasons, Crandall says: Gas prices are higher, and there are fewer landscape companies.

"Over there you don't have this labor force that will roll up in front of your house and mow your lawn for \$25," he says, adding that robotic mowers cost anywhere from \$1,500 to \$4,500. "Most people in Europe aren't replacing a landscape contractor, they are replacing themselves as the mower."

Crandall and his partner, Bart Lomont, a U.S. Air Force veteran with a logistics background, founded Robin in 2015. The duo was inspired to start a lawn maintenance company after being frustrated by the bad experiences they've had when trying to find companies to service their own lawns. They launched Robin as an on-demand service in 2015 with a reported \$1.2 million in seed funding.

Robin's staff of 12 supports nearly 6,000 lawns in Dallas/Fort Worth, Austin, Houston, Atlanta, Miami and

Continued on page 50

NEWSFEED

HUSTLER ADDS UTV

Hustler Turf Equipment's new Maximum Duty Vehicle will be for sale nationwide by the

end of 2017. It lets users lift up to 750 pounds and dump material from any point in its arc of motion.

A 'PLUG' FOR BRIGHTVIEW

BrightView purchased and is in the process of deploying electric mowers and other equipment this spring. The national landscape company plans

to have 200 electric mowers rolled out this



year. BrightView is also piloting electric charging trailers, blowers, trimmers and edgers with the goal of having select teams test new models of emission-free equipment this summer.

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MOWING+LANDSCAPE MAINTENANCE

Continued from page 48

Tampa, Fla. With the tagline “Put Your Lawn on Autopilot,” the company’s goal now is to use robotic mowers to supplement the work of a traditional landscape crew.

“Our focus has always been on that wide-open, wild west of the fragmented residential maintenance market, as opposed to other companies that try to get out of that area as fast as they can and into other services like design/build and irrigation,” says Crandall. “We see this as the biggest opportunity to create good experiences for the customer.”

Last winter, Robin tested robotic mowers on 12 yards, including Crandall’s and Lomont’s. Crandall has so far tested seven different robotic mowers from five different manufacturers in his own yard. According to a story on DallasNews.com, he settled on custom units provided by Positech, Robomow and Husqvarna.

Since March, when the company formally introduced its robotic lawn care services to new and existing customers, Robin has installed more than 50 units. The model is install and lease. Customers pay an upfront cost of \$99-\$199, depending on yard size and whether they chose a month-to-month or annual contract, for the company to install the boundary wire within which the machine operates. Recurring pricing ranges from \$15 per week for just mowing to \$37 per week for full-service maintenance, which includes biweekly edging, weeding, trimming and fertilization.

“Customers are responding really well. People get out and take pictures of these things in action,” Crandall says. “But like any new service, we are having to learn things along the way and there have been challenges.”

WORKING OUT THE KINKS

One big challenge was theft. Of the 12 mowers installed at beta sites, three were stolen within two weeks. The company decided to install an aftermarket GPS tracker inside each unit. After reinstalling the remaining mowers, three of them were stolen again but were recovered thanks to the GPS capabilities. Right now, Husqvarna is the only manufacturer that includes a GPS tracker in one of its higher-end robotic mowers, Crandall says. His team is working to provide manufacturers feedback that GPS is a necessary addition to every model. All of Robin’s robotic mower service packages include insurance on the mowers and protection against theft.

Another concern has been the accidental cutting of the system’s wires by aerators and other machinery. The company also had to figure out how to deal with accessing fenced-in backyards without requiring the homeowner to purchase two units or having to physically move the mower from the front yard to the backyard. Crandall and his team invented a patented door technology that allows



PRIZED


POSSESSION

Robotic mowers attract attention—from both prospective clients and thieves.



goal to be fully robotic in two to three years. He told DallasNews.com that the company's goal is to install 50 mowers a month.

While he says he believes all homeowners who can afford to outsource their lawn maintenance will eventually go robotic, he adds that there are still many challenges for the industry to solve before that day comes.

"Eventually the combination of environmental friendliness, quiet operation, reliability and lower cost will win out," Crandall says. "Successful landscapers already move up market away from basic mowing and toward higher margin services. We believe robots will just accelerate that natural evolution for the pros." 

Schappacher is a freelance writer based in Cleveland.

the robot to go through fences during mowing and remain locked when the mower is not in use to keep pets inside. The company spent the last six months creating and testing the prototype, and building the first 200 units.

The biggest downside is the systems are difficult to install.

"It takes five or six hours to install the first time, and you'll want to beat it with a shovel," Crandall says. "Now, with some experience, it takes us about three or four hours to install each unit."

ON THE BRIGHT SIDE

But there are plenty of positives, too, Crandall says. One of the major benefits is reliability and uptime.

Because the mowers are so quiet, they can run virtually any time, even at night, which helps keep Robin's crews on schedule even during rainy or busy periods. While traditional crews are still needed for services such as edging, weeding, trimming and fertilization, Crandall says the robotic mowers allow their crews to dedicate more time to providing value-added services rather than sitting on a mower.

The mowers are also easy on the environment, using about 11 kilowatts of electricity—roughly the equivalent of a 60-watt light bulb—per month.

"With smog and pollution being such a big problem, this helps to reduce that," Crandall says. "It may not

be the reason a customer decides to get a robot mower, but it's a reason they can feel good about it."

For now, Crandall says Robin will continue to manage both its robotic and manual mowing services with a

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What's hot

The 2017 Residential Landscape Architecture Trends Survey conducted by the American Society of Landscape Architects sheds light on what homeowners want. **BY MARISA PALMIERI**



1. Fire pits/
fireplaces
(72%)



2. Wireless/
internet
connectivity
(71%)



3. Lighting
(68%)



4. Outdoor
furniture
(63%)



5. Seating/
dining
areas
(62%)



Consumers prefer sustainable—yet tech-friendly—design elements for their outdoor living spaces, according to the 2017 Residential Landscape Architecture Trends Survey conducted by the American Society of Landscape Architects (ASLA). For the first time, wireless/internet connectivity entered the top 10 project types, suggesting that people want a backyard that allows them to enjoy both nature and connectivity.

Landscape architects were asked to rate the expected popularity of a variety of residential outdoor design elements in 2017. The survey was

fielded in February and netted 817 responses.

The top landscape and garden elements include native plants (82 percent), low-maintenance landscapes (79 percent) and food/vegetable gardens (77 percent). Pergolas (50 percent), decks (41 percent), fencing (40 percent) and arbors (39 percent) are expected to be the most popular outdoor structures.

The top five elements in the outdoor design category are illustrated above.



INSPIRATION
This project by Arterra Landscape Architects won an ASLA 2016 Honor Award in the Residential Design Category.

Rethinking drip

As drip irrigation technology evolves, pros embrace the benefits beyond saving water. **BY EMILY SCHAPPACHER**

In April, California's governor officially declared the state's nearly five-year-long drought to be over. While that news might be considered bad news for water conservation efforts, Rick Foster, principal product manager for drip irrigation for Rain Bird in Azusa, Calif., isn't worried.

"Even in places where it starts to rain again, our industry continues to value drip irrigation not only because of water conservation but because of its other benefits too," says Foster. "Water scarcity stimulated a need and introduced drip to people who hadn't considered it before, but once they get a taste of it, they see more of its advantages."

Drip irrigation technology continues to evolve as contractors embrace the benefits that drip systems can provide. Many manufacturers have introduced drip emitters with built-in check valves to prevent water from draining out of the lower emitters after the system valve closes. This feature is currently available in both drip line and individual point source drip



Rick Foster

emitters. Manufacturers and distributors are also producing new one-piece pressure-regulating filters, retrofit connection kits and adapters, and a greater variety of drip irrigation zone control kits and flow sensors.

On the controller side, the industry is seeing an increase in Wi-Fi- and Bluetooth-capable systems that work in conjunction with smartphones and the internet.

Stuart Spaulding, training and communications manager for Dig Corp. in Vista, Calif., says most advancements in drip irrigation products aim to increase irrigation efficiency, resulting in less water waste. Other benefits include lower system installation costs. He adds that the factors driving these new product trends include the rising cost of water and global competition, as well as increasing consumer



Stuart Spaulding



DUAL BENEFITS

Though heralded as a water conservation tactic, drip irrigation has unexpected benefits and uses, experts say.

education and awareness, consumer demand and governmental regulations.

"Manufacturers are always trying to make products that are more convenient to use and install, which saves consumers and contractors both time and money," Spaulding says. "The smart contractors are adapting and educating their employees and clients about the benefits of these new technologies and products."

But it's not just about water conservation when it comes to drip irrigation. Foster says contractors are discovering drip's additional uses and benefits as more of them become familiar with the technology.

"I would say five years ago those of us in drip were really focused on water conservation, but that's old news now, it's obvious," says Foster. "The good news is there are other benefits that

NEWSPEED

IRRIGATION SCHOLARSHIP

The Irrigation Foundation awarded \$1,000 to \$2,500 scholarships to 16 students

from technical schools nationwide. The scholarship recipients are enrolled in associate, bachelor or graduate

programs geared towards the study of and careers in irrigation. Recipients came from schools such as Kansas State University, Clemson University and more.

SUCTION PUMP UPGRADE

Underhill International released MudGuard, a slip-on filter for Gulp UltraMax Plus suction pumps. Underhill says it minimizes clogging and helps dirty water

clean-outs from valve boxes, sprinkler leaks or other water-soaked turf and landscape areas. The Gulp UltraMax Plus was introduced last year in three sizes.

IRRIGATION+WATER MANAGEMENT

end users and contractors have learned about that continue to drive growth in drip irrigation.”

For example, Foster says contractors are beginning to realize that drip and subsurface drip irrigation can maximize water efficiency in windy environments. In particular, he has seen an increase in the use of drip irrigation on the green spaces of car dealerships to prevent overspray on their inventory. Public agencies, many of which were introduced to drip irrigation because of water scarcity issues, now use drip to decrease the likelihood of vandalism and to prevent damage from high levels of foot traffic. Sports fields are seeing the benefits of drip and subsurface drip irrigation, which provides water at such a slow rate the systems can run even while the fields are in use. This flexibility also helps control the firmness of the playing fields and eliminates slippery, unsafe surfaces.

“These uses have nothing to do with water conservation,” Foster says. “We are seeing customers leveraging drip because of its other benefits. It’s a very exciting time.”

STILL A SMALL SHARE

Steve Hamburg, senior irrigation technician at Twin Oaks Landscape in Ann Arbor, Mich., says the company began installing irrigation systems about 10 years ago. While he says advancements in drip technology allow for intricate system designs that provide greater control with less water waste, less than 1 percent of the systems he installs are drip lines. Only about 2 percent of the company’s irrigation maintenance clients use drip lines for part of their systems. Twin Oaks provides 60 percent maintenance and 40 percent design/build services to a half residential, half commercial clientele.



Steve Hamburg

SLOW ADOPTION
Though beneficial, drip irrigation makes up a small percentage of revenue for many pros.

“We have tried to embrace the new technology, but it’s really a product that is specific to a particular environment and to a particular client,” Hamburg says, noting the company is more focused on introducing their clients to Wi-Fi controllers. “We provide the information, but generally, our clients lean toward standard systems.”

Allan Wittur, owner of Aqua Irrigation in Brentwood Bay, British Columbia, says his company has been installing drip irrigation systems for about 10 years. While he agrees drip systems are much more efficient than their traditional counterparts, he says it can be challenging to educate customers on these benefits.

“People equate beautiful sprays with a well-run irrigation system,” Wittur says. “But that is not the only version of quality irrigation. Our clients are asking about drip, and some municipalities are insisting on it.”

Wittur says drip irrigation systems are a solution to water shortages that are taking place throughout North America, and are also ideal for mature garden spaces or for landscapes with plants that will grow quickly and block sprays. He notes the biggest challenge to installing drip systems is educating his crews about the importance of the aesthetics of the drip line.



Allan Wittur

“Customers don’t want to see the line,” he says. “We have to spend a little bit more time not only with the installation process to address this but in educating our install crews about the aesthetic issue.”

Industry experts agree that it’s important for contractors to be properly educated on new advancements to see their benefits.

Spaulding says most drawbacks to new technology occur because of a lack of product knowledge and improper installation procedures.

“It’s now more important than ever to choose the right product for each and every installation site,” he says. “Contractors should not hesitate to receive and accept various forms of product support and training if necessary.”

Foster says the Rain Bird Academy Irrigation Training Classes provide professional training and certification courses to help keep contractors in the know. The Irrigation Association, distributors and other manufacturers also provide drip-specific training.

“There are some contractors who have built their businesses on drip only,” Foster says. “Doing it well and creating a reputation for doing it well will only enhance their profitability over time.”

Schappacher is a freelance writer based in Cleveland.



BUSINESS INSIDER

PRACTICAL
ADVICE FOR
RUNNING A
PROFITABLE
COMPANY

BUSINESS BASICS: PLANNING

LET'S GROW

CASE STUDY: OUR WAY

REV UP SALES

Jeffrey Scott shares
six steps to improve
your salespeople's
performance.

 PAGE 58



SALES
/
START

Steps toward employee engagement

Imagine being able to attract and retain the best people—frontline workers, managers, salespeople and others. How different would your life be not worrying about selling more work due to operational capacity constraints? What else could you accomplish if the burden of hiring and training vanished? How much more profitable could you be?

There are a few employers in every industry who've developed the right mix of ingredients to make their companies attractive and rewarding places to work, while their competitors struggle to find people and hold onto them. Profitability mirrors this fact. A few firms are extremely profitable every year, while others struggle.

One of the essential ingredients is incentives, rewards and recognition. It's not the only one and perhaps not even the most important one. However, it's one that's often not seen as a critical component, even though it is.

Incentives, rewards and recognition affect employee engagement, which in turn affects satisfaction and turnover. Engaged employees are less likely to seek out greener pastures or be interested in having a conversation with a headhunter or competitor.

A TALE OF TWO EMPLOYEES

At the core of employee engagement is the sense of being connected to some-

thing that has meaning—mission. We all have a natural desire to achieve something meaningful versus just going through the motions and collecting a paycheck. Connecting mission to goals, incentives, rewards and recognition is powerful. But it's difficult and that's why so few companies do it well.

First, a company's mission needs to be clearly articulated and inspiring. Furthermore, a company needs to establish goals, track and report accurate data, establish feedback mechanisms and celebrate when it achieves its goals. Plus, folks at the top of the organization must commit to make all of this a reality.

Let's compare two hypothetical employees. The first one works for a company where the mission is unknown, goals are unstated, rewards are few and recognition is rare. What's his or her incentive to go above and beyond? Not much, other than pride, a sense of professionalism or some other factor. He or she will most likely leave as soon as something better comes along because engagement is low.

As the company searches for this person's replacement, it will operate short-handed, burdening the remaining staff. Recruiting, onboarding and training are expensive and time consuming. The new hire may or may not work out. Everything suffers in this never-ending cycle.



BY PHIL HARWOOD

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

The second employee works for a company with a compelling mission that gives everyone a common purpose. There are team and personal goals, and there is a sense of unified effort toward something meaningful. Managers track and share key data so everyone knows how far from goal things stand. When goals are met, people and teams are recognized, rewarded when appropriate and celebrated by everyone. What's this person's incentive to go above and beyond? Everything. Because engagement is high, this person is not likely to leave.

In the second scenario, the company benefits greatly. It retains institutional knowledge year after year. Productivity and efficiency improve. Mistakes drop. Quality improves, which boosts customer satisfaction and retention. Recruitment costs are low. Profits climb.

Examples of *Fortune* 500 companies with high employee engagement are Disney, Ritz-Carlton and Southwest Airlines. Examples in the landscape industry are few, but they do exist. It's possible to obtain high employee engagement, satisfaction and retention in the green industry. I've worked for both types of companies, and I can tell you it's way more fun and rewarding to work for the second type.

Where to begin? Start slowly and with simple recognition to develop a culture of appreciation. One of my clients has started to acknowledge individual achievements at its semi-monthly all-staff meeting—something it had not done before on a regular basis. It's a small step but it's a step in the right direction. What can you commit to doing to get started? Or, what's the next step you're willing to take?

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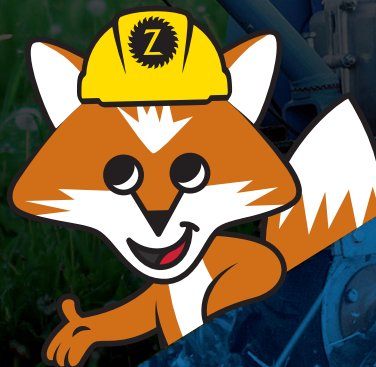
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Are your salespeople mediocre?



BY JEFFREY SCOTT

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

Salespeople misrepresent how much time they spend with clients. According to a *Wall Street Journal* story, account managers spent only a third of their time with clients, while self-reporting they were spending much more than that. Perhaps they were bad at tracking their own time or perhaps they were lying, but either way they were distracted. This same story says account managers spent 40 percent of their customer time with low-performing accounts.

This bad behavior is not necessarily the salesperson's fault. Their boss, aka the sales manager, isn't spending adequate time managing and guiding the salesperson. And when they do, they're not making the best decisions.

Why? You can't go to school to learn how to become a sales manager. You can't find many books that cover this subject, and it's difficult to find a qualified mentor on sales management.

Most entrepreneurs start as their company's salesperson, and at some point they decide to hire an additional sales pro. Voila! They have now graduated from salesperson to sales manager. Now they must learn to recruit, hire, train, set up compensation for, manage and inspire their salespeople.

Here are a few tips, based on the six steps I call "Jeffrey's Sales Management Mastery" concept that you can use immediately to increase your salespeople's performance and increase your company's sales.

1. RECRUIT

- Don't assume that someone with high technical skills and the gift of gab will make a good salesperson. It's hard for a technician to make the jump into sales, especially high-ticket sales.

- If the prospect interviewing for the job can't "sell" you during the interview process, don't assume they will figure it out as they go.
- A good salesperson should have a track record of selling elsewhere. Look for evidence of past success!

2. HIRE

- Use a personality-profiling tool to support your decision-making. Don't just follow your gut.
- Ensure the person fits into your company culture. Great salespeople will ultimately fail if they don't fit in.
- During the interview process, look for behaviors you want in a good salesperson: an error-free resume, responsiveness, organization, confidence and great listening skills. You want collaborators, not lone wolves.
- Ask the prospect to help you outline his or her own onboarding process. He or she should have a thoughtful plan or at least some good ideas on how to spend the first 90 days.

3. TRAIN

- Even the most experienced salesperson needs training. Lay out an

on-boarding plan to ensure an intentional start.

- Make sure they make internal connections as well as external ones.
- Identify and understand your new hire's weaknesses upfront and address them in your onboarding process.

4. COMPENSATE


- Use commissions/bonuses to drive the most important attributes of success: total year-end sales, profitability (net or gross profit) of the sales, cross sales goals, etc.
- Set up a plan that engenders excitement, builds confidence and removes doubt. The more confidence your salesperson has, the better.

5. MANAGE

- Even a hotshot with a laudable track record needs consistent management. Use a weekly meeting to review both activities (phone calls returned, meetings, proposals, etc.) and results (total sales, cross sales, etc.)
- Ensure the hire understands the company's strategy and priorities.
- Remove obstacles that slow down your salespeople (technology, communication barriers, etc.)
- Make sure they're part of the larger team and doing their team-related job as well as their sales job.

6. INSPIRE

- Don't assume your salesperson is motivated by money. Identify their natural motivation—and keep them inspired.

When salespeople are not hitting their stride, review each step (see figure) to see if you missed something, if you mis-hired or if you are mismanaging them. You may reconfigure your approach or reconfigure their position within the organization to help them achieve their true sales potential. 

JEFFREY'S SALES MANAGEMENT MASTERY



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CASE STUDY: OUR WAY

Portable party

With its towable event trailer, one landscape company's staff can entertain clients anywhere.

BY CASEY PAYTON

Having seen event trailers in action at some Arizona Cardinals football games, John Garigen and Robert Clinkenbeard, co-owners of Integrated Landscape Management (ILM), started thinking about implementing a similar idea for their business. The company, which has locations in Phoenix, Las Vegas and Tucson, Ariz., often entertains prospective and current clients. The partners thought adding an event trailer could enhance the experience, so two years ago the company invested in one—and it's been a success.

Of course, it wasn't exactly a small investment. At approximately \$30,000, the towable trailer was a big chunk of change. But Clinkenbeard says the response the company has gotten has made it well worth that cost. The trailer makes an impression—and therefore has helped land jobs—as it makes its rounds to various events at the company's three locations.

The trailer folds out and contains games like ping-pong and corn hole. There's also a full bar, two flat-screen televisions, a stereo system and lots of chairs available to set up around the trailer. It's the life of the party, and Clinkenbeard says it brings events to the next level.

"We've gotten really great feedback on the trailer," he says. "In fact, companies in similar industries that



Integrated Landscape Management's party trailer has made a splash with clients at local sponsorship events.

works best for you," he says. "You'll need a plan in place

we network with have asked to rent it out for their own events. We don't do that very often, but it just goes to show how useful it has been."

During the busy season, the trailer goes out for events at least once or twice a week, Clinkenbeard says. These events include sponsoring a hole at golf tournaments, pulling into clients' offices to host a meal, entertaining prospective customers and even serving staff parties at the company's different branches. The ILM's business development team helps Clinkenbeard coordinate the trailer's ongoing schedule.


Clinkenbeard says the maintenance on the trailer has been minimal. Of course, it does need to be cleaned after events so that it's ready for the next one. And food needs to be stored properly—but he notes that was an events-related concern before ILM had the trailer. Now there is the benefit of having access to refrigeration in the trailer for food storage.

Clinkenbeard says the decision to add a trailer is similar to buying any vehicle or piece of equipment.

"My best advice to other companies that might be considering something like this is to do the research and find the trailer that

regarding transportation and maintenance. Besides that, the biggest factor is having a good scheduling process so you have the trailer scheduled out regularly but with no overlap."

By planning ahead, it's easy to ensure the trailer is getting regular use and therefore paying for itself. While Clinkenbeard doesn't have exact return on investment figures, he says its value in "keeping people happy" is hard to beat.

"From existing employees to potential customers, the trailer makes an impression," Clinkenbeard adds. "And that alone is worth the investment." 

Payton is a freelance writer based in Philadelphia.

BUSINESS BREAKDOWN

COMPANY: Integrated Landscape Management

HEADQUARTERS: Tempe, Ariz.

EMPLOYEES: 320

ANNUAL REVENUE: \$20.3 million

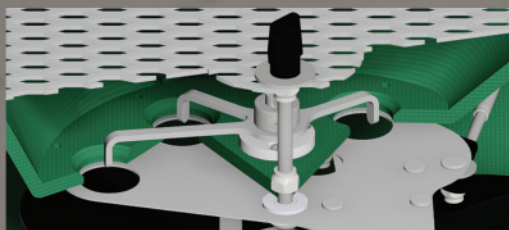
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AERATORS



TURNAER XT8

COMPANY: Turfco

URL: Turfco.com

The stand-on aerator features speeds up to 7 mph, a 30-in. aerating width that can fit through a 48-in. gate, raised ground clearance to get over most curbs and zero-turn agility. Auto-depth control allows operators to set a tine depth that is consistent across property regardless of turf conditions.



30-in. STAND-ON AERATOR

COMPANY: Toro

URL: Toro.com

With ground speeds up to 7.5 mph and the ability to adjust plug length on the fly, this unit also features an ergonomic foot pedal that raises and lowers tines easily. The floating operator platform isolates vibrations, reducing operator fatigue.



30-in. STAND-ON AERATOR

COMPANY: Exmark

URL: Exmark.com

The unit features a split-tine design to allow easy turning with tines engaged and zero-turn maneuverability with the tines up. The 7.5-mph top speed delivers productivity of up to 1.7 acres per hour. The 48 self-cleaning coring tines are adjustable from 2 to 5 in.



LAWNLAIRE ZTS STAND-ON AERATOR

COMPANY: Ryan

URL: RyanTurf.com

Features include an automatic chain-tensioning system, shock-absorbing operator platform and a low center of gravity. The zero-turn drive unit reaches up to 7 mph, with fast hydraulic tine lift and precise creation depth stop. Multiple easy-access panels keep out debris.



AE1300H 30-in. RECIPROCATING AERATOR

COMPANY: Billy Goat Industries

URL: BillyGoat.com

The hydrostatic drive unit features eight tines, variable aeration density (VAD), in-ground turning, FlexTech arms and speed up to 4.3 mph. Hydro drive controls allow feathering the speed in both forward and reverse. It's powered by a 390-cc Honda engine and Hydro-Gear drive and pump.



CLEANUP EQUIPMENT



TLP060 LEAF PUSHER

COMPANY: TurfEx

URL: TurfExProducts.com

As a top-mounted accessory for TurfEx's Thatch, Groom 'N' Sweep Package, the leaf pusher is 60 in. wide and 27 in. high. It can be used with either the brush or tine sections from the attachment package. The leaf pusher also benefits from TurfEx's exclusive Flex Hitch, a system for accommodating the ground contour. A lift kit is also available for raising the attachment off the ground when not in use.

TV35 TURF VACUUM

COMPANY: Harper Turf

URL: HarperTurfEquipment.com

This redesigned vacuum features an ergonomic operator station and foot-pedal operation. The remote-mounted radiator and oil cooler offer improved temperature control. The new hydraulic-powered cooling fan can be reversed to blow debris off the screen. The Kubota engine is available in diesel (44 hp) or gasoline (49 hp) models.



POWER SWEEPER

COMPANY: Yardmax

URL: Yardmax.com

With a 28-in. sweeping width and self-propelled drive, the manufacturer says this sweeper is ideal for easy spring cleanup—clearing up to 6 in. of debris from sidewalks, driveways and other decorative surfaces. It features a Briggs & Stratton engine.



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RESOURCES

Letter: Texting's drawbacks

I liked your write-up on texting ("Got the message," March). As a company that's trying to embrace more efficient ways of working with customers, this catches our attention.

I think you ignored major drawbacks, which highlight why email is preferred in almost all cases over texting. Email leaves a permanent record of communication. It's much more efficient to communicate concisely via email. You can't text an estimate with precise locations, specifications and prices. Further, email records are easy to search.

Email (addresses) can be blanket contacted and typically don't change.

I think all this points to a bigger picture—we must embrace multiple ways of communication, with each one having specific purposes and limits. I would be interested in an article on how contractors embrace each piece of technology and what they do and do not use each for.

PHILIP GERMANN, Owner,
GreenLawn Specialists
Lewis Center, Ohio

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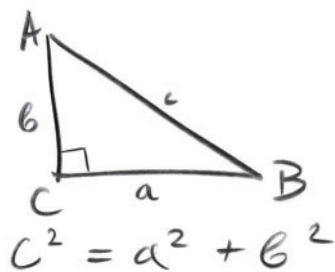
INTERVIEW BY DILLON STEWART



Chris Lambton



Lambton was inspired to launch his new project when his wife, Peyton, who hosts her own HGTV show, was pregnant with now 7-month-old Lyla. The web show, "Controlled Chaos," will air soon on BuildDesignLive.com. The show is designed to help new parents create kid-friendly living spaces—or as Lambton puts it, "control the chaos" that is parenting.

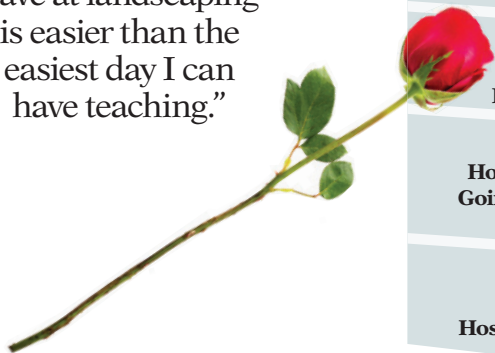


"Whether I'm doing patios or stonework, there's not a day that goes by where I don't use the Pythagorean theorem."



"The American dream is to have your own house and have your own place to entertain. We're helping people turn their ugly yards into something they're proud of."

"It made me appreciate landscaping. The hardest day I can have at landscaping is easier than the easiest day I can have teaching."



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Math and chemistry
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WORK EXPERIENCE

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Mutual fund analyst
Boston

2002

Cement Cutting
Demolition worker
San Diego

2003-2007

High School of
Economics and Finance
Teacher
New York City

2007-Present

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2010

The Bachelorette
Runner-up Season 6

2011-present

Host HGTV/DIY Network
Going Yard, Yard Crashers,
Lawn and Order

2017-present

Build. Design. Live.
Host of "Controlled Chaos"

"It was like that movie 'Office Space.' I had seven bosses. I was working long hours inside. It wasn't healthy, and I wasn't happy."

"I really like to do quotes and backyard plans for people. At night, I'll sit there at my desk, watch whatever Boston team is on TV and lay out landscaping plans."



WORDS OF WISDOM "A lot of markets are so saturated that you have to find a way to set yourself apart, but it takes time. Every job you do is another step towards name recognition. Anyone can mow a lawn and undercut you, but if you're honest and fair and constantly do a good job, you build up your reputation and your name."



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Look into ways to cut fuel spend.
vehicle tracking??

check odometer readings manually on all trucks

routes to next week

How can I rank my drivers?

Drivers:

Dan 480-499-8654
Jeff 8644
Mike S 8656
Jose 8643 Bill 8648

Toll Road Bill: \$1000-
Who was driving?

Monthly Fuel Usage

	Vehicle	Odometer	Miles Driven	Fuel Cost
3	121	3854	88	\$26
4	122	199	12	\$3
5	123	32565	398	\$1,19
6	124	10003	100	\$29
7	125	49987	600	\$1,79
8	126	97825	454	\$1,35
9	127	44862	520	\$1,55
10	128	32511	125	\$37
11	19	9663	325	\$97
	130	279	0	\$
	131	5544	123	\$36
	132	58962	0	\$
15	133	98123	410	\$1,22
16	134	54287	385	\$1,15
17	135	63555	460	\$1,37
18	136	87111	288	
19	137	92546	171	

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