money per se. "It was not at all a site one would choose," Raulston says. "It was flat land with heavy clay soil, and there were ugly views in all directions." But the site was available and had the virtue of being beside a road and therefore easily accessible to the public.

**Lean operation**
The NCSU arboretum has been a shoestring operation from the beginning—but it is amazing what a talented man can do with a shoestring. With a little money and a lot of creative student labor, Raulston has developed both an active research center and an interesting, attractive community resource.

Today a visitor enters the arboretum through an inviting entrance center, designed and built by Will Hooker when he was a graduate student (he is now teaching at NCSU). The surrounding ugly industrial sites have been screened from view by vines on the chain link fence and the large curving beds, killed the grass and then turned them loose, with little supervision, to make that project their own.

Raulston also uses the arboretum to make landscape architects and nurserymen aware of innovations in standard woody plants. Dogwoods are a deciduous oak and hickory woodlands. It thrives in N.C. Probably almost all plants thrive in this mulch, Cornus florida, is a native N.C. plant, the common understory in the deciduous oak and hickory woodlands. It thrives in N.C. Probably every nursery in the state carries C. florida and a number of them offer a pink or red variety. However, at the arboretum, Raulston has acquired a number of different cultivars of C. florida, including a weeping, a dwarf and a double form—all of which should do very well in N.C. plantings.

**Promoter of new plants**
Raulston works closely with the landscape architects and nurserymen of the state. He sees one function of the arboretum as being a testing place for cultivars likely to do well in N.C.

Each year, students propagate and distribute thousands of plants to nurserymen to encourage them to try new cultivars.

"Nellie Stevens" holly, Tiuga "Emerald," and Leyland cypress.

Eight different sets of attractive benches, designed and built by Doug Bethune for his Masters in Landscape Architecture project, are situated throughout the arboretum. Tracy Traer, instructor in landscape horticulture, works with her class each year to develop a model landscape garden. Three are completed and two are in construction this year. When seven have been completed, this program will recycle. The first garden will be torn out and a new one built in its place.

Raulston is skilled in both recruiting volunteers and donations for the arboretum. He has established a Friends of the Arboretum group which provides about $2000 support each year. Local arborist Archie Beal frequently donates use of his Big John 88 tree transplanting machine for large projects, the most exciting of which was the rescue of a 14-foot, 65-year-old, cut-leaf Japanese maple which one class, with Beal's help, dug and successfully transplanted to the arboretum.

The 250-foot perennial bed and the lathouse are completely managed by volunteers Edith Eddleman and M.K. Ramm. With volunteers, as with students, Raulston gives them a project and then turns them loose, with little supervision, to make that project their own.

"I tell my students the larger the plant is going to become and the more permanent it is, the less useful backfill will be."

All the plantings, like the group of 20 cultivars of nandinas or the collection of 110 magnolia species and hybrids, are heavily mulched and then the beds are kept weed-free with herbicides and occasional hand weeding...the economically feasible way for this garden to operate, since there is only one full-time maintenance person year-round, helped by another worker for the four summer months. Six different pre-emergence herbicides are used for three major applications, in winter, late spring and late summer.

Raulston has created a special environment for the wide variety of plants like rhododendrons and heathers that will not tolerate N.C. native soils, particularly the heavy clay. It is a large lathhouse with beds with bark—no fancy additives, no complicated soil mixes, just plain bark. He has found that almost all plants thrive in this house.

Among the 1500 species in the lathouse, *Cornus canadensis*, frequently described as impossible in N.C., is a rampant ground cover. Raulston did note that because the shredded bark drains so quickly, it does require frequent waterings.

Students learn which plants require raised beds for successful Carolina culture. They are also exposed to a number of interesting, rare or unusual plants that are not currently available for landscape use in the Carolinas.
The landscape business is entering a new generation. Large landscape management corporations have set a pace and level of sophistication which smaller companies are following. This transformation, gradual during the 60’s and 70’s, has now reached the majority of the market.

The nursery market, foundation of all landscape markets, is primarily a product market in a business world where service is king. As a result, the landscape market is figuratively being turned on its head, for both exterior and interior landscape markets.

Design, construction, and maintenance services far outweigh the plant material used in a landscape. Furthermore, design and construction are one-time business propositions, whereas maintenance is continuous.

While construction firms expanded into maintenance and design, landscape architects avoided maintenance and construction. The majority of companies labelled design/build today were previously on the construction and maintenance end rather than the design end.

Landscape architects, who often voice concern over the installation of their designs by contractors, are apparently more worried about the responsibilities involved in construction and maintenance than installation by others.

The long-feared fly-by-nighter is less a threat today because his level of sophistication is noticeably less than leading companies. The groundskeeper is fading into extinction as the landscape manager takes his place.

Division of labor and specialization, both signs of higher level business, are in place in new generation firms. Companies dependent upon one person for both business and technical expertise can’t keep up with the volume or efficiency of firms using modern technology and business practices.

Most of the advancement has taken place in the maintenance end of the business. More than half the landscape contractors who were primarily construction in the early 70’s now have maintenance divisions. More than 80% also offer design services as well.

Colleges are changing to meet the needs of the modern landscape business, adding business and marketing courses to their horticulture and agronomy programs. Junior colleges find a growing demand for their landscape graduates. Many companies hire graduates of business colleges for business and marketing positions and then educate them to the technical part of the market.

It appears division of labor is resulting in landscape companies hiring graduates of two-year colleges to be technicians and graduates of business schools for upper management.

"We have seen good improvement in educational programs for the industry," says Rod Keppel, Arbor Heights Nursery, Webster, NY. "I think public relations and management are important. The technical knowledge seems to be there."

"I see the two-year schools carrying the ball," says Ray Gustin of Gustin Gardens, Gaithersburg, MD. "The two-year technical colleges seem to be really training more of a technician."

"Landscape contractors will have
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to have a better understanding of
money, particularly with interest
rates the way they are," says Dave
Pinkus, president of North Haven
Gardens in Dallas, TX. "They have
to have a better understanding of
business and business practices."

Contractors like J. C. Patrick of
Proscape, Baton Rouge, LA, want to go
beyond maintenance to 'total exterior
management'. "Once we get an ac-
count," Patrick says, "we want to take
care of everything having to do with
the exterior."

Most of Pro-Scape's growth came
from design/build work in 1984. Pa-
trick is optimistic because he expects
a new Jack Nicklaus development in
Baton Rouge to attract more com-
panies to his area and to raise stan-
dards of construction and main-
tenance.

DiSanto Companies in Cleveland,
OH, takes Patrick's thought a step
further, offering exterior and inte-
rior landscape design, construction,
and maintenance. President George
DiSanto maintains separate divi-
sions for exterior and interior work,
but often finds out about new inte-
terior work when bidding exterior
landscape projects. The interior
landscape market in the U.S. has
been estimated to have sales of $400
million in 1984.

David Burnley, Contra Costa Land-
scaping Inc., Martinez, CA, said his
company has gotten more into main-
tenance the past four to five years
due mainly to a building slump. Today,
Burnley sees construction and main-
tenance of the many business parks
being built in his area as his future
strength.

Maintenance does have its draw-
backs, says Greg Boykin, of Boyko
Maintenance in Wilson, NC. "If I'm
going to follow the installation con-
tractor or another maintenance com-
pany, I want to make sure he's done a
good job in the first place. If you don't
look the job over closely at first, all
kinds of problems pop up. Boykin says
he prefers to design and build a land-
scape, then put in a proposal for the
maintenance.

"The greatest need of
the industry is good
foremen who take
primary responsibility
and get the job
done."

—Burnley

Bob Domon of Planned Outdoor
Living in Ogden, UT, is finding his
business shifting from large residen-
tial to commercial. "Although our
company has concentrated on large
residential accounts, we have
recently gained more commercial accounts.

"There was a lot more commer-
cial work than a year ago, maybe
50% more," claims Ray Gustin,
Gustin Gardens, Gaithersburg, MD.
"But you have to remember, our res-
idential work didn't fall of as much
as the commercial during the reces-
sion, so it didn't have as far to come
back."

Part of good business planning is
controlling the customer base. Mike
McGuinnis, director of business de-
velopment for Reinhold Landscaping,
Flat Rock, MI, helped that company
reduce its dependence on auto-re-
lated industries. The Michigan com-
pany recently landed a Federal
Express account in Memphis, 360
miles from Detroit. The good news is
the auto market is booming again, but
McGuinnis is still seeking a broader
account base.

Still needed
"The Industry has two big needs at
the present time," says Burnley of
Contra Costa. "The greatest need is
for good foremen who can take pri-
mary job responsibility and get the
job done. Many companies feel
that's their biggest limiting factor
right now.

"Also, we need to educate prop-
erty managers and other prospective
clients to establish a set of pre-
qualifications for their mainte-
nance, says Burnley. They need to
look past the initial price in deter-
mining which company can meet
their needs.

"In the past, property managers
have looked at maintenance as a
very simple operation that almost
anyone can do. They eventually find
out they come out way ahead in the
long run if they work with an estab-
lished company with well-trained
personnel."

Good management skills are
needed more than anything else ac-
cording to Dorman of Planned Out-
door Living. "There a lot of people in
the industry who can read a blueprint
and do the technical work. But too
often they try to do all themselves
instead of delegating responsibility and
mandating people so that the job is
done right and on time. Of course,
they have to know how to deal with
clients too."

Registration is a solution to fly-by-
nighters says Boykin of Boyko. "To be
recognized as a registered landscaper
in North Carolina, you must first take
a test. It separated the men from the
boys."

A recent survey by Western Land-
scaping magazine pinpointed nine
primary problems facing the land-
scape industry. They include lack
of professionalism, low balling/under-
bidding, the economy, un-
qualified personnel, consumer igno-
rance, government regulations,
profitability, shortage of supplies,
and competition.

At the same time, the magazine
cited ten leading opportunities.
They are business diversification,
shortage tolerant planting, mainte-
nance, water management, drip irri-
gation, renovation, irrigation con-
sulting, automation/computers,
public awareness of profession, and
hardscaping.

The most dependable service ac-
cording to the magazine's readers is
maintenance, rated nearly twice as
dependable as construction (52.8%
to 31.8%).

The new generation of landscape
management companies have real-
ized that maintenance is a valuable
part of a service company. They are
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which can handle nearly any ser-
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division of labor and efficient tech-
nology, is the new foundation of the
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Yazoo can do!
Delmar Lied knows a little bit about putting down roots in the rich but rock-peppered soil of Wisconsin. He knows that with business, as with growing plants, you sink them deep and you nourish them.

Even then, when the seed of the idea flourishes as it has with his Lied's Nursery Co., Inc., you can still be surprised.

"I would have never thought it would have grown like this," Lied says of the growth of the company he started in 1946 when he and his brother set about building a small wooden wagon for lawn work.

In the 39 years since, Lied, a vigorous big man with the ruddy, sun-creased face of a sailor and a calloused grip that means business in spite of his 70-plus years, has been pretty well rooted to the Wisconsin land.

It's a fascinating land.

When the glaciers retreated for the last time they left a jumble of a mess, scraping away earth here and piling it there so that you don't know what the heck you've got just under the skin of topsoil; except Lied knows he's got a crumbled mountain of big, round rocks that pop up like mushrooms with each spring thaw. And he knows his trees and shrubs. He also knows people and business.

His one-time, tiny maintenance company can now put 20 work crews on various landscape projects during the growing season.

**Sprouting branches**

Lied's Nursery is a well-known concern in Wisconsin. Based in Sussex, a short drive from Milwaukee, it continues to spread and branch, providing landscape construction and maintenance services in addition to a nursery and a brisk retail store business. Although Delmar Lied is still actively involved in the business, the company has long since passed the point where one man can manage it.

Many of the decisions are now handled by a management team headed by his son, Tom, grandson, Robb, and Rich Skelton, an experienced landscape contractor originally from Youngstown, OH.
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LIMIT goes to work in the spring when you need help the most.

Spring brings a flurry of activity to turf care. It's a time spent planting, re-seeding, fertilizing, controlling weeds, raking, trimming, shaping, sodding, pruning and mowing... all at once. And if your operation depends upon summer help, it's too much, too soon.

LIMIT™ turf regulator, new from Monsanto, can help you cut hours from time-consuming spring and early summer mowings when grass growth is most vigorous. Properly applied in the spring, LIMIT will reduce growth of cool-season grasses (Kentucky bluegrass, tall and fine fescue, perennial ryegrass) for up to six weeks allowing you to re-deploy labor and cut back on fuel and machinery.

Its uses are numerous. LIMIT can be used on nonresidential sites such as cemeteries, parks, office and shopping centers, golf course roughs, industrial parks, institutional grounds, airports, and roadsides.

LIMIT can save valuable time.

LIMIT can be used in numerous ways to cut back on valuable labor hours... on broad expanses of low-traffic turf such as golf course roughs, campuses or institutional grounds and industrial parks as well as smaller, hard-to-mow areas where obstacles such as trees, shrubs or monuments are present.

Regardless of the turf, reduced growth rate reduces the urgency to mow and frees-up labor to take care of the multitude of jobs required to maintain your grounds.

LIMIT can help reduce the risks of mowing dangerous areas.

High-grade slopes, ravines and hills present tremendous mowing risks to both people and machinery. When you apply LIMIT to these difficult and dangerous areas you'll help cut these risks by reducing the need to mow. (And you can make these kinds of applications without fear of leaching.) You'll also save wear and tear on equipment and possible costly repairs that may occur from accidents. Not to mention the liabilities of personal injury.
cut cutting, save labor by your work force.

LIMIT is versatile and easy to use.

Your options are open. LIMIT can be used with either water or fluid based fertilizers and in conjunction with commonly used turf herbicides.

Your choice of application equipment is also flexible permitting you to use the best method to fit varying needs. In fact, you can apply LIMIT with standard equipment used for other pesticides, including: multi-nozzle spray booms, single-nozzle Floodjets* or Teejets,* backpacks, hand-pumps or wheel-pump sprayers.

To apply LIMIT, you need no special skills or training. (Just follow standard procedures and precautions as directed by the label.) Application can be overlapped without quality loss or uneven growth... which makes it easy to treat landscaped or irregular-shaped areas where overlapping would be impossible to avoid.

*Trademark of Spraying Systems Company.

LIMIT is weather-proof.

LIMIT goes to work as it is taken up by the plant’s roots and moves upward in the plant to the growing points where it slows down the growth. No longer do you have to treat your turf with one eye on the clouds and an ear to the weather report. Moderate rainfall or sprinkling will actually enhance its performance. In fact, turf managers have applied LIMIT in moderate rain and capitalized on wet spring weather to reduce turf growth later on.

LIMIT turf regulator can indeed cut labor hours from mowing, thereby cutting costs at the same time. And it allows turf managers to use their time more wisely towards other projects that are more timely and require greater care. But the best thing about LIMIT is that it works... and it works consistently. It’s been proven in trial after trial.

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One of the Lied's crews completes a major landscape project at a fashionable Wisconsin home.

Rich Skelton, left, confers with Bob Koca in the Lied's Sussex, Wisconsin office.

Tom, with a formal education in horticulture and landscape architecture at Michigan State University and experience gained as a lifelong part of the family business, is the driving force behind the operation now. His son, Robb, 26, gave up a promising career as a public accountant in Dallas to come home as the company's secretary-treasurer. Skelton is the administrative vice president.

"We're beefing up the top management," Tom Lied explains. "We'll be responsible for monitoring the progress of our various divisions and teaching in some areas. Dad wants to slow down and be more of a teacher. He still works a full schedule and has more enthusiasm than most men half his age."

Best not biggest

Although the business has been expanding, the company's management does not pursue growth for growth's sake.

"We had to decide what our market was and we came to the conclusion that we couldn't do everything for everybody," Tom Lied says. "We decided we would spend all of our efforts to be known as the best and none of our efforts to be known as the biggest. The philosophy is great and the ideas are sound, but there are always the tune-ups and moves to keep everything in place. We know we don't have all the answers, but we have capitalized on a number of opportunities and we have grown to a reasonable size."

During the growing season Lied's employs as many as 125 employees (the number drops to about 40 in the winter), filling more than 20 landscape construction and management crews in addition to the personnel needed in the retail store, Leid's Garden Valley, and a handful of managers and other experts such as landscape architects and draftsmen.

The business—which includes the retail store, landscape construction and landscape management divisions, and the nursery—has been so well received it has practically outgrown its Sussex facilities. A second story for office space was added above the retail store a few years back. Design and drafting is done in offices in the remodeled basement. Almost two years ago Lied's purchased a similar business 80 miles to the north in the rural community of Neenah in the Fox Valley.

Lumping all divisions of the company together, Tom Lied says the company did slightly more than $4 million in business in 1984 with $1 million from the retail section, $1 million from landscape management, and about $2 million from construction.

The company's landscape workload includes a hefty amount of "fussy, custom residential work," Lied says, in addition to simple residential projects and commercial jobs. Lied's handles few blockbuster accounts with the largest this past year being about $100,000. The smallest jobs tackled by the company cost $25 and, surprisingly, Tom points out, they get calls for these as well.

"I guess the significance of all the figures is not a great deal, except it involved a whole lot of work," Tom says.

Esthetics important

Lied's approaches both residential and commercial customers with the idea of being "both technically sound as well as esthetically pleasing." Tom Lied explains. "If we favor one over the other we may lean a little to the esthetically pleasing. We believe the plants are there to serve the client and they should be organized and maintained to serve that purpose."

That's the reason a Lied's consultant will never say to a client: "If I lived here I would do it this way," Tom says. "First, it's terribly unimportant how you would want it done. You don't live there. We have to find out how the client wants it done, how the client wants to feel in his garden. We have to know the things that please him."

Selling landscaping to commercial accounts calls for a slightly different approach.

"If we can dramatize to them what a well maintained landscape can do for them in terms of image, if we can
focus the competitive edge they can gain, then we’ve done them a service,” Lied stresses.

Experienced and capable landscaping firms are entitled to the fees they charge, Lied maintains. “We are in an extraordinarily high service industry and we should have a dollar sign attached to this service. We’re in a market where we have to generate 12 months income out of an 8½ month time frame. Our clients owe us the 12 months income for assembling the experts and specialized knowledge we’ve assembled.”

What does Tom Lied enjoy most about his role in the Green Industry? “I enjoy weaving the talent of people together to make things happen, using my talent to please people and to create and accomplish. Of course I like to get the compliment too,” he reflects.

It’s no secret what the company founder, Delmar, enjoys most either—his nursery stock, chosen and bred for Wisconsin’s sometimes harsh weather. A product of Wisconsin and the farm, Delmar is a Thoreau-like mother hen to his 200 acres of plantlife with species from as far away as Siberia and Korea.

In a sense, Delmar considers the nursery an experiment in living and he relishes the opportunity to get his hands dirty. His convictions are still as hard as the boulders that emerge each spring and are often used in sculpting a customer’s garden.

He doesn’t use chemicals in his nursery. He prefers to keep his fields weed free with regular cultivation, a practice, he admits, that creates a tremendous amount of labor but, he believes, results in heartier stock.

“I’m not interested in doing it easier, just doing it right,” he says. “By keeping this cultivated we eliminate the weeds and if we don’t have weeds we don’t have a place for the insects to stay.”

Delmar Lied’s hard-won experience is aided by an amazing curiosity in the genetic makeup of plantlife; and the work he has done (and continues to do) with clones and grafting has added significantly to the practical knowledge of plants and their adaptability to conditions in the Midwest.

“My mom and dad taught me soil and a love of soil and I guess I never lost it,” he says. Delmar remains the soul of the company and, in some respects, its inspiration, because after 40 years he’s about as down-to-earth as that weekend so long ago when he and his brother built a small wagon and went into business on their own.

“My brother had an axle and some hinges off some gates. We started the wagon on a Friday, worked on it that Saturday, and Monday we were in business.”
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