

AUGUST 2023

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**PLUGGED  
IN**

PG. 42

**SEED  
VS. SOD**

PG. 52

**ALL HANDS  
ON DECK**

PG. 62



## A CROWNING MOMENT

TWO BROTHERS, WITH HELP FROM THEIR FAMILY, HAVE FULFILLED A LIFELONG DREAM WITH THEIR MULTIMILLION-DOLLAR COMPANY **ROYAL LANDSCAPING.**

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# CONTENTS

AUGUST 2023

A GIE Media publication  
Volume 44, Number 8



## FEATURES

### 26 | A crowning moment

Two brothers, with help from their family, have fulfilled a lifelong dream with their multimillion-dollar company Royal Landscaping.

### 42 | Plugged in all year

Holiday lighting has become a popular money-making service.

### 50 | Up to date, up north

Morgan K Landscapes created two cool hangout spots for their Canadian customer.

### 52 | Seed vs. sod

A new lawn can be a fresh slate and there's several factors that dictate which is the best option.

### 58 | Posting for prospects

Turf Pride Lawn Care is using social media to win customers and doing their best to educate them once they are on board.

### 62 | Piling up

Major snow events are an all-hands-on-deck experience.



LAWN & LANDSCAPE

## BRANDSPOTLIGHT

▶ WITH ENVI

Options for controlling fall *Poa annua* in warm-season lawns, **PAGE 8**

## DEPARTMENTS

- 4 Online contents
- 6 Editor's Insight: The Rock says
- 10 Insider: Latest industry news
- 18 Huston: The best KPI
- 20 Wilson: All about outsourcing
- 22 Harvesters: Pounce on every day
- 24 Women in Landscaping: Brigitte Orrick
- 66 Raise the bar: Plug the leaky bucket

Classifieds 64 • Ad Index 65

Cover photo: Brandon Tigrett

## ONLINE CONTENTS

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# LESSONS IN LEARNING



On this month's **Student Spotlight**, we talked with **Naomi Clark** at Carteret Community College.

Naomi told us all about how she turned her interest in plants into a full career in horticulture. Go

to our website to listen now. Make sure you catch up on all the episodes

of our Student Spotlight podcast series.

If there's a student you'd like to see featured on the podcast, then email Associate Editor, Jimmy Miller, at [jmiller@gie.net](mailto:jmiller@gie.net).

## CONNECT WITH US ON SOCIAL MEDIA!

Have a recent project you're particularly proud of? Are you and your business doing something fun and innovative that you'd like to show off? Tag us on Facebook, Twitter and Instagram, too! Tell us about it. Make sure you're following us on all our social media channels as well to stay up to date on all the latest industry news.

## SEND US YOUR STANDOUTS

Every year we highlight individuals who are not only standout employees at their workplace, but who are also kind, compassionate and looking to make a difference through our **Employee of the Year contest**. Now it's time for you to nominate your best and brightest employees. Tell us what sets them apart in and out of the green industry. Head to [bit.ly/leoy](https://bit.ly/leoy) now to find an application for 2023. While you're there, take a look back at all our past Employee of the Year honorees.



## GET READY, GET SET!

Trade show season is gearing up. Now is the time to learn how to maximize your experience when attending these industry events. The Harvest Group's Ed Laflamme and Bill Arman share how to better develop relationships, get hands-on experience with the latest products and learn more tips to bring back to your business while attending these shows. Visit [bit.ly/HarvesterTradeShowTips](https://bit.ly/HarvesterTradeShowTips) to watch and learn.

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**Brian Horn**  
Editor, Lawn & Landscape

**“It’s a common problem I hear from different companies — things are dicey until they figure out who does what.”**

# The Rock says

**I**t was great being in college and a professional wrestling fan during the early 2000s. Every Monday night the two wrestling companies, World Championship Wrestling the now known as World Wrestling Entertainment, put on competing television shows. A bunch of us dorks would all pick a dorm room, set up two TVs and pile in with food and drinks for a Monday night party.

One of the biggest stars at that time was Dwayne “The Rock” Johnson, and one of his famous catchphrases was “Know your role and shut your mouth.” Words to live by, right?

Well, that saying — the first part at least — kept replaying in my head as I read this month’s cover story.

It chronicles the growth of a family-run company, Royal Landscaping, where the brothers who operate it almost parted ways a couple of times because they didn’t know how to work together.

But things changed when the family members finally defined each other’s roles and responsibilities.

It’s a common problem I hear from different companies — things are dicey until they figure out who does what. Once those roles are defined and communicated, a lot of the problems go away or become less significant. While dividing up responsibilities can be uncomfortable, it needs to happen in order for the business to function.

Of course, it’s not always perfect, and there will always be disagreements at work, especially in a family business.

But if you’ve established who does what ahead of time, it becomes much easier to manage situations when they arise. The others may not like it, but they have to respect it.

Oh, and the second part of The Rock’s statement can also be true. Sometimes it’s best to shut up and listen to what others are trying to say before you say your piece.

— *Brian Horn*

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# Options for controlling fall *Poa annua* in warm-season lawns

Zac Reicher, Ph.D., Envu

Recent research and practical experience clearly show that mid-to-late fall is the most effective time to control *Poa annua* in warm-season turf. Not only can highly effective control be expected but herbicide mixes used at this time will also go a long way to minimize the chances of resistance.

## A traditional PRE option you can save on now

Specticle® FLO herbicide from Envu has been exceptionally effective for many years when applied in early fall. *Poa annua* starts germinating when 4-inch soil temperature reaches 72° F, but germination flushes are always accompanied by rainfall. Apply Specticle FLO herbicide prior to reaching this soil temperature and water in with 0.25-inch irrigation. Plan on a split application to mitigate the effects of tropical storms and inconsistent winter weather.

If you're planning a fall application or need other products for the next few months, you can take advantage of the Envu NOW Solutions program from August 1-September 30. It's available to all My Envu Rewards members and offers significant savings on the research-based solutions from Envu that help your business thrive.

Recent research at the University of Tennessee indicates that some *Poa annua* may survive on collars, in shade and in other minimal stress areas, but

they are usually small and not visible in the bermudagrass canopy. Consider including a POST like Tribute® Total herbicide to help control early escapes.

## Or apply later in the fall to control *Poa annua*

- Wider window of application since annual bluegrass germination can vary from year to year.
- More flexibility with reduced labor forces.
- Improved control of later-germinating winter annuals like henbit, chickweed, etc.
- More flexibility due to variable fall/winter weather, including heavy rainfall that can degrade herbicides, warm temperatures that could encourage annual bluegrass germination throughout the winter, and severe cold that could exaggerate winterkill.
- University research has shown that tank-mixing herbicides with different sites of action is more effective at combating resistance than rotating those same herbicides.



## A highly effective fall option

PRE3 is a tank mix of three herbicides (Specticle FLO herbicide, Tribute Total herbicide and simazine) that controls annual bluegrass and winter annual broadleaf weeds, and it reduces the likelihood of developing resistance. This method is designed to be applied later than the traditional PRE-only applications in late summer. Make single or split applications starting in late October or November based on your location, weather, amount of annual bluegrass germination, etc.

## Two reminders

Remember to always refer to the label for specific recommendations and contact your Envu area sales manager if you need assistance.

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## Graze appoints Logan Fahey as CEO

Fahey is the former CEO of Robin Autopilot.

**GRAZE, A DEVELOPER** of autonomous commercial lawn mowers, has appointed Logan Fahey as its chief executive officer. Fahey is the former CEO of Robin Autopilot, a robotic lawn care company, and is the founder of Fahey Group, a holdings company dedicated to investing in the green industry.

Graze's autonomous electric mowers are designed to serve large-scale properties such as airports, parks and government facilities, including properties with high security requirements.

Graze will open an office in the Dallas area while its R&D operations will continue to be located at its Los Angeles headquarters.

Over the next year, Graze plans to focus on running key pilot programs for enterprise-level customers throughout Texas and Florida.

"We see a significant opportunity to serve the commercial market in the rapidly growing autonomous mowing industry, and Logan is uniquely qualified to further build our team and take our company to the next level of growth," says Buck Jordan, chairman of the board for Graze. "Logan is a true visionary and pioneer in this industry. He has built Robin Autopilot as a successful robotic mowing company in partnership with Husqvarna Group, the world leader in robotics, and he has successfully run a large-scale landscaping company. We are privileged to have Logan's expertise and vision at the forefront in this exciting time for our company."

Fahey will continue as chairman of the board for Robin Autopilot, a synergistic partner of Graze. In recent years, Fahey's team repositioned Robin as a robots-as-a-service (RaaS) firm offering multi-manufacturer fleet management software solutions.

Fahey also led the management team of Landmark Lawn and Garden Supply based in northeast Ohio, where he formed Landmark Automation as an RaaS company focused on eco-efficient and labor-saving solutions for the lawn care industry.

"Our engineers have created a truly remarkable product that is the most advanced solution in the market," Fahey says. "By focusing our initial efforts on key commercial markets in the Dallas area, we are building a strong foundation for long-term growth for our company as a pioneer in this exciting industry."



## Senske Services acquires National Turf Service

National Turf Service in Virginia will be rebranded to Blades of Green, a division of Senske Services.

**SENSKE SERVICES** has acquired National Turf Service, headquartered in Springfield, Virginia.

Established in 1970, National Turf has delivered lawn care solutions to customers across Northern Virginia.

After more than 50 years of family-owned and operated excellence under former owner Clinton Quinn's guidance, Senske Services emerged as the ideal fit.

"When the time came for me to retire, I sought a partner who could provide the utmost care for my loyal customers and dedicated employees," Quinn says. "Senske was the obvious choice. They possess the values and commitment that have defined National Turf."

"We are pleased to welcome the new employees to our team," says Casey Taylor, Senske CEO.

As part of the transition, National Turf Service will be rebranded to Blades of Green, a division of Senske Services.

The Springfield office of National Turf will operate as Blades of Green's second branch location.

Brad Leahy, president of Blades of Green, will take charge of both operations.

# Empower Brands adds Canopy Lawn Care

Canopy Lawn Care was founded in 2016. Its services span from weed control and fertilization to lawn aeration to fungal protection and more.

**EMPOWER BRANDS**, multi-brand franchisor of commercial and residential services, has added Canopy Lawn Care. Canopy marks Empower Brands' fourth new brand under its umbrella in 2023 following the additions of Koala Insulation, Wallaby Windows and Bumble Roofing.

"When we began conversations with Canopy a few months back, I knew they would be a great fit for our portfolio and organization," says Scott Zide, CEO of Empower Brands. "The brands' mission is to leave people and properties better than they found them, and they live by a service-first code of values. Now, we have the privilege of partnering with an already great brand and proven business model that we can expand nationally via a franchise system."

Canopy Lawn Care was founded in 2016. Its services span from weed control and fertilization to lawn aeration to fungal protection and more.

Through this partnership, Empower



Brands will incorporate Canopy Lawn Care's services and business model into its incubation function that launches new franchise brands.

This will provide Canopy with the necessary tools, resources and support it needs to establish a successful franchise framework. In turn, Empower will expand its services

with a new market segment and build an established brand into a thriving franchise opportunity.

"We're looking forward to partnering with Empower Brands and combining our shared vision for business growth and entrepreneurial success," says Canopy Lawn Care Founder Hunt Davis.

## NALP partners with FEWA on H-2B assistance program

NALP's new partnership with the Federation of Employers and Workers of America will give members access to FEWA's expertise.

**THE NATIONAL ASSOCIATION OF** Landscape Professionals has formed a strategic provider relationship with the Federation of Employers and Workers of America, a non-profit association created to assist employers and workers with labor needs. FEWA has

specific expertise in assisting employers navigate the H-2B visa program.

Finding seasonal workers continues to be the top obstacle confronting the landscape industry and the H-2B guest worker program is critical to alleviating the current work

force crisis. The landscape industry is the largest user of the H-2B program.

"We receive questions and concerns about the H-2B program from members and prospective members on a near daily basis because of the complexity and uncertainty associated with the program," says Andrew Bray, senior vice president of NALP. "FEWA and NALP have been collaborating on our H-2B advocacy efforts for many years and this new partnership will only strengthen our collaboration while also offering their expertise to NALP members."

"FEWA members have the unique benefit of joining one association to file the H-2B paperwork, process workers abroad, advocate in DC, educate on compliance and have access to legal resources," says Arnulfo Hinojosa, vice president of FEWA.

NALP's new partnership with FEWA will give members access to FEWA's expertise. Members will also have access to exclusive content, including webinars and other resources, to help program users stay compliant with the programs' complex rules and regulations.

## Arbor Masters acquires second Kansas City company in 2 months

The company has acquired Heath Nelson Tree Services, which was founded in 1981.

**KANSAS CITY-BASED** tree care services provider Arbor Masters has made another acquisition in the Kansas City market, merging with Heath Nelson Tree Services.

The acquisition is the second in two months after their merger with Jennings Tree & Lawn Care in May.

The latest move gives Arbor Masters more than 180 years of family-owned business experience between the three companies.

Arbor Masters Founder and CEO Ron Keith says the company's Kansas City roots and growth planning have inspired their recent business moves.

"We've been serving our neighbors in the Kansas City metro for more than 65 years," Keith says.

"Both Jennings and Heath Nelson share the same community-first values, as well as stellar customer service and reputations that we hold above everything else."

Our business is growing faster than ever right now in Kansas City and throughout the central U.S.

Jennings Tree & Lawn Care: An Arbor Masters Company has been providing professional tree care, lawn care and organic removal services in Johnson County, Kansas and Kansas City, Missouri, for more than 75 years.

Heath Nelson Tree Service: An Arbor Masters Company has provided tree care services for their customers in Independence, Sugar Creek and Lee's Summit, Missouri customers since 1981.

The acquisitions are Arbor Masters' most recent expansions follow-

**"Our business is growing faster than ever right now in Kansas City and throughout the central U.S. We are proud to bring these two long-standing, family-owned companies into the Arbor Masters family."**

**— Arbor Masters Founder and CEO Ron Keith**

ing their November 2022 purchase of Advantage Tree Services; an Arbor Masters Company in Iowa bringing its services to six U.S. states.

With locations in Kansas, Missouri, Oklahoma, Texas and Iowa, Arbor Masters provides comprehensive tree and plant health care services to customers throughout the central U.S.

The fully accredited and certified arborists offer tree pruning, stump grinding, fertilization, disease and infestation control, cabling and bracing and tree removal services to their customers.

The mergers add to a total of 175 Arbor Masters employees across the states of Kansas, Missouri, Oklahoma, Texas and Iowa.

## MMC Land Management names new director of maintenance

Jim Salva started at MMC Land Management as a crew member in 2007 and has grown within the company since.

**MMC LAND MANAGEMENT** has promoted Jim Salva as director of maintenance across all three branch locations.

Salva started at MMC Land Management as a crew member in 2007 with no landscaping background.

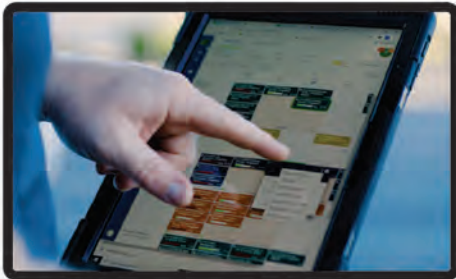
Once he mastered mowing, Salva began driving a truck and supervising a crew of his own. From there he rose into the production manager role, followed by the operations manager role, and eventually transitioned into an account manager. His most recent title was Gibsonia branch maintenance manager, where he led the branch's landscape maintenance and snow removal divisions.

In his new position, Salva will oversee MMC's three maintenance branches which produce over \$10 million in revenue and employ 94 team members.

Co-Owner Mark Platt. "Whether it's mid-spring and the grass is growing like crazy or it's Christmas morning and a blizzard is rolling through, (Salva) always has his finger on the pulse," Co-Owner Mark Platt.

"You can bet that work will be completed timely and properly under his watch. There is no one else more deserving of this role and I could not be happier for him. I am looking forward to seeing how Jim will position our maintenance division for the future."

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# BOSS Software, SiteRecon announce new integration partnership

The move provides access in the office or in the field to all mapping information for crews and managers.

**THE INTEGRA GROUP**, the developer behind BOSS Software, has announced an integration partnership with SiteRecon.

The integration between the two partners provides users of BOSS Software with an advanced property measurement tool that will improve the accuracy, speed and depth of proposals and job plans.

The addition of SiteRecon to BOSS Software will provide landscape contractors, lawn care and snow removal professionals with the following benefits and business building tools:

- Automated take-offs in as little as 30

seconds for residential properties and just a few hours for large commercial properties.

- Cost estimates that account details including slope of the turf, plant mulch split and more.
- The ability to communicate seamlessly through the field logs app.
- Create custom maps in a few simple steps that include fire hydrants, drainage routes, flower beds, HVAC units and more.
- Instant access in the office or in the field to all mapping information for crews and managers.

“Our two teams have worked together on this integration to create a highly efficient process for BOSS users to more accurately measure properties they are servicing,” says Mike Cossins, CEO & founder of The Integra Group. “The integration will give users a proven, easy-to-use tool that will help drive revenue as well as streamline backend operations.”

Cossins said contractors will save time by submitting properties to SiteRecon for property takeoff measurements directly into BOSS Software. These measurements will be imported directly into a BOSS Property and used in estimates.

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**“The integration will give users a proven, easy-to-use tool that will help drive revenue as well as streamline backend operations.”**

— Mike Cossins, CEO & founder of The Integra Group

Maps can also be shared digitally with customers and crews.

“SiteRecon aims to bring the best in mapping technology right where users need it. We're proud to partner with BOSS Software, to introduce a powerful estimating solution that automates property measurements and creates math-based quotes for maintenance contracts in a few clicks,” says Utkarsh Sharma, CEO & co-founder of SiteRecon.

## HCI Equity Partners acquires Grasshopper Lawns in Pennsylvania

Headquartered in Larksville, Pennsylvania, Grasshopper is a fourth-generation, family-owned company.

**HCI EQUITY PARTNERS**, a lower middle-market private equity firm, has acquired Grasshopper Lawns.

This is the first acquisition for HCI in the green industry. Financial terms were not disclosed.

Headquartered in Larksville, Pennsylvania, Grasshopper is a fourth-generation, family-owned provider of lawn care treatment services to residential customers across Eastern Pennsylvania. The company has built a strong reputation for delivering a wide range of high-quality services, including lawn treatment



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# KICHLER

**“We look forward to partnering with the Grasshopper team to unlock new opportunities for transformational growth, innovation and geographic expansion.”**

— HCI Managing Partner Doug McCormick



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and fertilization, aeration, mosquito and pest control and tree and shrub services.

“We are excited to welcome the Kravitsky family and the entire Grasshopper team to the HCI portfolio of companies,” says HCI Managing Partner Doug McCormick. “They have built a market-leading company in Eastern Pennsylvania with consistent organic growth throughout multiple economic cycles, and a loyal and growing customer base. We look forward to partnering with the Grasshopper team to unlock new opportunities for transformational growth, innovation and geographic expansion.”

“We are excited about this new chapter in the history of Grasshopper,” says Michael Kravitsky, IV, Grasshopper owner and president. “We’ve enjoyed our time getting to know the HCI team and firmly believe partnering with them will provide us with the resources and support needed to provide increased opportunities to our family of employees, accelerate our growth initiatives, expand our service offerings and ultimately deliver an even better experience to our valued customers.”

Michael Kravitsky IV will remain with Grasshopper in a consulting and board role, and the day-to-day operations will transition to Michael Kravitsky V, which continues a trend of family leadership that has spanned for decades.

“The investment thesis HCI has developed for the lawn care treatment market is highly favorable. It has a route-based, recurring service model with a growing, resilient customer demand for services, in a large and very fragmented market, making it a strong candidate for aggressive M&A consolidation,” says HCI Principal Nate Novak.

“We believe Grasshopper is an ideal starting point for us to build a leading player in the industry that offers best-in-class service to customers.”

Quarles & Brady served as legal counsel to HCI. LR Tullius represented and acted as exclusive financial advisor to Grasshopper Lawns on the transaction. ■





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TRAVELS WITH JIM follows Jim Huston around the country as he visits with landscapers and helps them understand their numbers to make smarter decisions.

# GROSS PROFIT MARGIN, AN ESTIMATOR'S BEST KPI

→ WE'VE BEEN DISCUSSING MARGINS AND MARKUPS on direct costs when it comes to pricing your projects and services. One of the most popular methods for doing so is the Multiple Overhead Recovery Systems (MORS).

Traditionally you would mark up material costs in bids 10% to allocate general and administrative (G&A) overhead cost. Subcontractors are usually marked up 5%, truck and equipment costs 25% and anywhere from 35% to 95% for field labor and burden costs. A net profit margin is then applied to the total of all of these. The problem with the MORS system (and any percentage-based system that multiplies your direct costs by a multiplier) is that the markups are totally pulled out of thin air.

**WHAT TO DO.** Remember Harry from my June article? He had purchased and implemented an estimating software program utilizing the MORS pricing method. He wanted me to review his bids in the new software to see if they were accurately recovering his G&A overhead costs. As it turned out, they were not. His margins were too low for the bids that he was producing, and he didn't know what to do.

I told him not to worry because there was a simple solution to his dilemma. I call it "calibrating" an estimating or bidding system. To do so, first you have to understand how to define gross profit margin (GPM). GPM is the total of your G&A overhead in a bid added to your net profit margin (NPM). Calculated another way, it is the price for a bid minus the total direct costs (TDC) to include materials, field labor with burden, trucks and equipment costs, and subcontractor costs.

$$\text{GPM} = \text{G\&A overhead} + \text{net profit margin}$$

Or

$$\text{GPM} = \text{Price} - \text{Total direct costs}$$

Second, you have to realize that the market (customer) doesn't give a rip about how much of the GPM in a bid is G&A overhead or net profit margin. Finally, you need to know the clues that the market gives us as to how much GPM you should put on the bids that you are producing for your projects and services.

**BENCHMARK GPM KPIS.** As a result of more than 35 years of spreadsheet analysis of bids, budgets, financial statements and job cost reports, I've developed the following benchmark GPM KPIS (key performance indicators). Three caveats: first, these apply to projects and services priced in a normal (today's) market; second, owned field truck and equipment costs are not included in G&A overhead costs as they are bid separately in direct costs; and third, calculate your GPM on your projects and services without includ-

ing any subcontractor costs in them. Price subcontractor work separately.

As noted, these benchmark GPM KPIS apply to a normal market. They drop 10% to 15% in a recession. Often contractors panic and reduce their prices to their break-even point (BEP) in a knee-jerk reaction to an economic downturn. BEP is calculated by adding your G&A overhead costs to your TDC.

$$\text{BEP} = \text{TDC} + \text{G\&A overhead costs}$$

If you include your owned field trucks and equipment in your G&A overhead costs (which I do not recommend), add roughly 10% to the above KPIS to compensate for doing so.

**CONCLUSION.** Harry simply had to monitor the GPM in them and compare it to the chart above. He could increase or decrease the GPM on bids by increasing or decreasing the NPM. It's that simple. Most estimating software programs will show you the GPM on bids.

Use my benchmark GPM KPIS as a starting point and begin to monitor it in your bids and in your job cost reports. Your KPIS may be higher or lower than mine. The important thing is to adapt them to your pricing and your market. They will not only help you be more consistent in your pricing, but they will also increase your confidence level as you price your work. **L&L**

### THERE ARE A FEW KEY PERFORMANCE INDICATORS

that can better help you understand your gross profit margin and price your bids accordingly.

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WORDS OF WILSON features a rotating panel of consultants from Bruce Wilson & Company, a landscape consulting firm.

# ALL ABOUT OUTSOURCING

→ **THERE HAS NEVER BEEN A BETTER TIME** to decide if outsourcing is a strategy that could work for your business. We've found that the decision to outsource vs. hire in-house often comes down to how forward-thinking we are when it comes to taking risks. We must also determine how fast we can get needed talent with needed skills at the right price. There are many ways for companies to be efficient, cut costs and gain competitive advantage, and outsourcing may or may not be the answer. But with remote work not going away and every organization already operating with some version of a hybrid model, sourcing external knowledge to fill talent gaps has become an essential ingredient for innovation.

### HERE'S HOW TO IDENTIFY IF IT'S RIGHT FOR YOU:

**In-House vs. Outsourcing Pros and Cons.** There are three vital factors to consider: cost, expertise and flexibility. Outsourcing enables businesses to quickly scale and mobilize on a project, access experienced talent in a targeted discipline and get assignments completed and delivered faster.

On the flip side, it's important to understand the drawbacks it can have on company culture. While outsourcing can give your company strategic expertise, it can lower employee morale if employees feel they are being replaced. Clear communication, team building and opportunities for advancement and training can help your staff feel valued and optimistic.

### 7 OUTSOURCING TRENDS TO WATCH:

**1. Information Technology.** Companies can save time and money outsourcing to experts who can help employees understand the digital universe and apply the tools they need to work smarter and faster. As cloud technology and AI expands, vendors may begin consolidating services to make it easier for companies to access ongoing insight, training and support. For example, a CRM expert could be used to build out a new system, provide initial training and monitor for three to six months to troubleshoot.

**2. Fractional Executives-Finance.** A growing number of companies are hiring fractional CFOs (chief financial officers) and plug-in finance departments or accounting teams to help manage spending, financial strategy and risk management. If you're a small business or a start-up, you can hire an experienced fractional CFO with deep industry knowledge who doesn't require a lengthy tenure and is an objective, cost-effective problem solver at a fraction of the cost of a full-time hire.

**3. Fractional Executives-Marketing.** Fractional CMOs (chief marketing officers) are ideal for medium-sized businesses without the resources to hire a full-time marketing director or marketing services team or agency to help with market research, collateral, content and digital marketing. Like other fractional C-suite positions, interim executives bring perspective, experience and an understanding of the industry and target audience without the overhead of a full-time salaried position.

**4. Fractional Executives-Sales.** Fractional CROs (chief revenue officers) give companies a boost in sales leadership without the cost and effort that it takes to recruit and onboard a full-time sales leader position in a tight labor market. For business owners looking to accelerate revenue growth, outsourcing to an experienced executive on an interim basis can jump start the process.

**5. Business Processes Management.** Further down the org chart are non-customer facing operational functions being outsourced to external companies with specialized expertise in front- or back-office functions that can fill critical needs in payroll, cost estimating, validation studies, property mapping, safety training and procurement.

**6. HR Management.** For businesses with less than 200 employees, outsourcing various HR services such as employee compensation and benefits administration, workforce administration, legal compliance, workers' comp, talent management, recruiting and onboarding to industry specific experts solves capacity issues, delegates non-core work, and puts the people-focused work of human resources back to the internal human who does it best, without administrative overload.

**7. Customer Service.** A growing industry of articulate and knowledgeable customer concierge and CRM experts are becoming essential value-adds, offering 24/7 customizable support and handling everything from fielding inbound and outbound calls, leads and emails, analytics and website visitors. **L&L**



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**CREAM OF THE CROP** features a rotating panel from the Harvest Group, a landscape business consulting company.

## POUNCE ON EVERY DAY

→ **WE CAN'T BUY IT**, retrieve it or get more of it. You know what it is? It's time. The older we get, the faster it seems to pass us by. Ever notice how efficient you become right before a vacation? That's because we're time conscious and working against a deadline. We can make this happen every day if we "pounce on it." This was an expression my former client, the esteemed CEO of General Electric, Jack Welch, used to say. The secret is to adopt this approach every day. This can be done by working purposefully and with a plan. Remember, the goal isn't to let things happen but to make things happen. This requires careful planning each day, prioritizing the important tasks and executing the plan with a sense of urgency.

**Work on the Right Things:** Peter Drucker, the business management guru, said, "Efficiency is doing things right; effectiveness is doing the right things." So, the question is, are you doing the right things? To determine this, consider the advice of Dr. Stephen Covey from his book, "The Seven Habits of Highly Successful People." He suggests categorizing your tasks into urgent, important and long term. For example, an urgent task might be to finish a proposal due at 10 a.m., while an important one might be drafting a job description for a new sales position. Once you've sorted your tasks, you can rank them by importance, ensuring to schedule time for the "important" tasks throughout the week.

**Delegate It:** Another extremely important question to ask yourself once you get your list sorted is, "Can someone else do these items instead of me? Can they be delegated?" Many owners feel they can't afford to hire people to "do their work" but ask yourself, how valuable is your time? A common error I see with new clients is that they're immersed in company operations instead of working to grow and increase profits. If this resonates with you, it might be time for a change.

**Strategize Your Days:** My recommendation is to plan your week ahead and review each day either in the evening or early morning. Your list should contain the must-do tasks, and once they're accomplished, you can move on to the rest.

**Avoid Distractions:** In today's high-tech environment, it's easy to get distracted. To accomplish your critical tasks, it's essential to carve out uninterrupted time during the day. While it's necessary to remain flexible for emergencies, it's equally important

to establish a system with your team that allows you to maintain focus on your key tasks.


**Decision Making:** According to Tony Robbins, the renowned motivational coach, the difference between successful people and average people is that successful people make decisions. I find this to be true with my clients. Of course, it's crucial to avoid hasty or emotional decisions. Still, many people delay even fairly simple decisions, leading to stagnation. If decision-making is a challenge for you, seek help, perhaps from a business-savvy friend or a coach, to help expedite decision-making and move your company forward.

**Work with Urgency:** People with successful, profitable businesses work with urgency but not in a frenzy. They move from one project to the next in a deliberate and systematic way. They work to finish what they start. They make solid decisions. They don't waste time. Think about these things seriously, and certainly don't waste time. There's no instant replay. You are the star of your own show, so tomorrow morning when your feet hit the floor, if you want to "Harvest Your Potential," like the Harvesters always say, pounce on the day and make things happen. **L&L**



### ORGANIZING YOUR TASKS BY URGENCY

and deciding what you can delegate to others are just a few steps you can take to work more efficiently.





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# Brigitte Orrick

Director of Talent Development,  
The Davey Tree Expert Company

*Brigitte Orrick is an active member of the National Association of Landscape Professionals Women in Landscape Network (powered by Envu) which provides a forum for industry professionals to support each other's professional growth. The Network is free to all industry professionals.*

**EMPLOYEE RETENTION IS THE BUZZ WORD** in human resources and social media platforms today. There is a clear and direct bottom-line impact on revenue and profitability in service industries. Turnover impacts the culture of an organization, which drives client relationships and the ability to deliver services that meet expectations for all parties. Whether your company is designing and building beautiful landscapes, or you are maintaining established properties, culture drives everything you promise.

Some labor markets have unique challenges impacting employee retention. If your company struggles to find qualified staff, it's hard to justify strategic investments in the people and culture that serve your clients when you don't have the staff you need. Addressing talent acquisition while investing in employee retention seems expensive because it requires different strategies to address employee life cycle issues. However, the investments in your team create the culture magnet for talent and the talent acquisition problem solves itself. Here's a few items to examine internally, and strategies you may want to consider:

**WOMEN IN LANDSCAPING** is a column brought to you in partnership with the National Association of Landscape Professionals.

**1. Compensation and total rewards are hygiene factors.** Today's talent expects competitive compensation, reasonable working hours and other fringe benefits or they will not focus on staying and developing skills. If your employees are always looking over the fence in your labor market, then you have a hygiene problem. Additionally, today's workforce values downtime and the ability to balance career with family.

If you push or offer consistent overtime in recruiting, hiring and managing your workforce, you may be driving a misaligned message to the employee's individual values. For the purpose of benchmarking, you will find local compensation data by reaching out to your state workforce agency and requesting business assistance. Other hygiene factors include security, fairness and working conditions.

**2. Work hard to understand your real costs.** If you are making money but losing talent, you are putting business risk on the client relationship, and spending more time and effort hiring and training new employees. Your time is worth money to the business, so take a minute to understand the cost of turnover.

It may shock you to see how much is spent on the advertising, recruiting, hiring, onboarding and development process for your new employee. Additional costs are incurred when a manager trains the new employee, so include these items in your estimate.

**3. Map out the "moments that matter" in an employee experience.** Some examples include the first day on a new job, a promotion, ending or starting a new project, a performance appraisal, receiving feedback, a service anniversary and ending employment.

Employers with low turnover focus on the employee experience and leverage the employee's energy in this moment to help them feel valued, appreciated and heard.

You can also use these moments to show your team members the next step in their professional development, which reinforces a strong culture of inclusivity.

As a young woman in the green industry, I lacked confidence in using my feminine and nurturing energy to benefit my team and my company. Over the last 20 years, I've come to realize the sense of belonging is critical in the workplace.

While stereotypical, don't underrate the skills that round out the human experience and provide the critical component of retention: a sense of belonging. **L&L**

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# A CROWNING MOMENT

TWO BROTHERS, WITH HELP FROM THEIR FAMILY,  
HAVE FULFILLED A LIFELONG DREAM WITH THEIR MULTIMILLION-  
DOLLAR COMPANY **ROYAL LANDSCAPING.**

STORY BY KIM LUX

PHOTOGRAPHY BY BRANDON TIGRETT

**M**ost everyone is familiar with the proverb “it takes a village to raise a child,” but two brothers, along with their parents, have strengthened their bond and added to their village by building a business — Royal Landscaping.

Diego and Mario Hernandez say the Phoenix, Arizona-based business is a by-product of decades of hard work from themselves and their family even though the company wasn’t officially formed until 2018. Mario takes the helm as the company’s president and Diego serves as vice president.

“We started in August of 2018, and it was just myself and my brother,” Diego says. “We also had two guys who believed in us at the time, and we started the company with them on board as well.”

At the time, the pair was focused on doing residential maintenance and hard-scape work. In February of 2019, they landed their first HOA account and by April they were servicing five HOAs.

The work continued to flow in, and by 2020 Royal Landscaping was up to 22 employees. Today, the company bolsters 68 employees and 30 trucks to service 28 HOA accounts.

“We went from \$600,000 the first year to \$1.2 million and then to \$3 million and \$3.4 million last year,” Mario says. “This year, we’re already way past last year and on track to do over \$4 million.”



Diego Hernandez, right, and his brother, Mario, have been working together in the green industry since they were kids.



**Above:** Juan Carlos Moreno serves as CEO. **Opposite:** Royal Landscaping is a family affair. From left are Mario Hernandez, Juan Carlos Moreno, Carlos Moreno, Maria Castro and Diego Hernandez.

**FROM HUMBLE BEGINNINGS.** Both Diego and Mario say their parents have instilled a determined work ethic in them early on.

Their father, Juan Carlos Moreno, who now serves as Royal's CEO, previously worked for another landscape company for over 20 years. When Diego and Mario were young, he encouraged them to go out and service their neighbors' lawns.

"As far as my dad's eyes could see down the street of the neighborhood we lived in, we would pick the weeds there," Mario recalls. "And they would give us a nickel per root — and only if it had the root. At that time, we were saving up for Little Caesars pizza or school clothes.

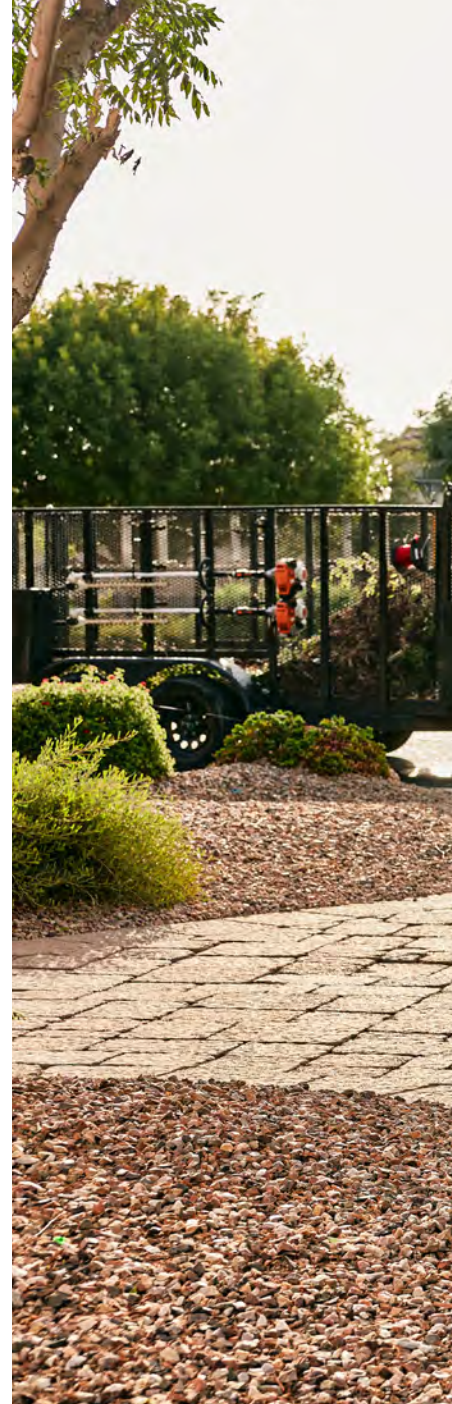
"Instead of going out and playing, we were more interested in working on our neighbors' yards," he adds. "Our dad then got us a lawn mower so we could start mowing lawns. Eventually he taught us how to use the blower and a weed eater, too. We did that all the way through high

school. We'd go up to the houses of the girls we had crushes on and we'd talk to them and ask if they wanted their yard done."

By the time the pair graduated high school, they had about 50 residential customers. They continued providing services to those customers on the side during the weekends even after gaining full-time jobs of their own.

It was during that time that Diego found another passion away from landscaping.

"Back in the day, if you'd have asked me if I thought we'd still be doing landscaping, I probably would've said no," Diego says. "I actually started working in the hotel industry at 17. I was a janitor at a Hilton and worked my way up... I was always a shy kid, but my bosses would push me to do front desk or become a manager... Eventually I was promoted to assistant general manager and was in the industry for eight years."



# IT TAKES A VILLAGE

ROYAL LANDSCAPING THROUGH THE YEARS

2018



2019



TIMELINE PHOTOS COURTESY OF ROYAL LANDSCAPING



2020

2021

2022





Mario says he was the one who originally pushed for starting their own family business after also working for another landscaping company just like Juan Carlos.

“At one point I had the opportunity to work for another landscaping company too and we started thinking — we’re helping somebody else grow their business, so why not try it for ourselves?” Mario says.

Mario admits though that it took a while for the family to determine Royal’s business model and how they’d differentiate themselves from the hundreds of other landscaping companies in the Phoenix market.

“Originally, we wanted to be solely a tree company, but we saw the insurance was a lot and didn’t really have money for one of those trucks. And then we thought about being an installation company,” Mario recalls. “They tend to pay better, and you don’t have to deal with the customers as much because it’s one job and then on to the next.”

Eventually, after receiving input from their dad, they settled on HOA maintenance as their focus.

“What made us want to do the HOAs world was I saw that’s where the money was at,” Mario says. “We’d been doing residential and were getting paid \$80 a visit or \$120 maximum but these HOAs would pay you thousands of dollars, so it was just a better market.”



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**TAKING THINGS UP A NOTCH.** With Juan Carlos' connections, the family was able to find valued HOAs to partner with.

"Because my dad was working for another company, he was already in the HOA world," Mario says. "That also helped us confirm this was the way to go."

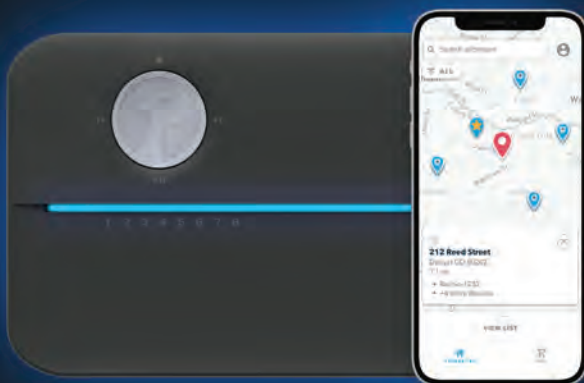
"People knew my dad from the industry and managers already knew him, so that's what really got us into it," he adds. "We already had our foot in the door because of those relationships. Plus, there's more money to be made."

An added bonus the brothers found after switching to HOA work was the ease in communication with clients. There were fewer issues that seemed to just pop up.

"It turned out to be less bosses, too," Mario notes. "When you're doing houses, that's 50 individual bosses you have to make happy and deal with."

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has been able to add on tree and irrigation divisions.

“We have five irrigation techs with their own individual service trucks, and we also have an enhancement division as well,” Mario says.

Diego and Mario say that Royal’s growth really started trending in the right direction after Juan Carlos came on board in 2019. They add that his knowledge has been invaluable.

“When our dad came on board, that was like our secret weapon,” Mario says. “His 20 years of experience and relationships were huge. He’s such a logical kind of numbers guy... he sat us down and we set up profit margins and minimums we’d charge, and we really started generating money after that.”

This focus on the financials not only grew profits but helped the company identify ideal clients and part ways with some jobs that weren’t worth it.



“About a year into my dad coming in, we had dropped about 16 communities,” Mario says. “I didn’t know better so I thought getting all these communities was great.

Once you sit and do the numbers, you realize you’re spinning your wheels and wasting your time on some communities that aren’t paying anything. You could have two

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**COVER STORY**

communities that pay you more than 16 little ones. That really skyrocketed our growth.”

And with their sights set on \$4 million this year, Mario says the best advice he’d give any fledgling family-owned company is pretty straightforward.

“Just sit down and have a plan,” he says. “Know your numbers and write down real goals. If a job or a service isn’t making money don’t do it... I think about this all the time and tell my employees — we’re not running a charity. We’re running a for-profit business. Know what’s making you money and what you’re good at.”

Diego and Mario say they don’t anticipate Royal’s growth slowing down anytime soon. In fact, they are actively working to scale the company even bigger.

The company has carved out its niche in the Phoenix market by targeting high-end HOA clients.



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“Our end goal is just to get as big as God will let us,” Mario says. “We’d love to be multi-state and compete with some of the biggest companies.”

**FAMILY EXTENDS BEYOND BLOOD.** But to reach all these lofty goals, the brothers know they have to focus on maintaining

the heart of the business — its employees and the workplace culture.

The brothers’ leadership style is simple and harkens back to a firm family belief — treat others how you’d like to be treated.

“One of the biggest things I always say is to be genuine,” Mario says. “We’ve worked with these guys before and we’ve been

regular employees before, so we know how we’d want to be treated. We knew what we liked and what we didn’t and wanted to treat everyone like people.”

Mario notes it’s also easy to improve the company’s culture as he and his family are so instilled in the community and the local Hispanic culture — as are Royal’s employees.

“We have a lot of family. We speak their language here in Arizona. A lot of the workforce is Hispanic. We know what they like, their tendencies, how they like to be rewarded and how to manage them. Those things have been really key for us,” he says.

Diego says there was one major takeaway from his years in the hotel industry that he made sure to do when starting Royal.

“One thing I noticed early on is if you’re going to do something, you always have to do it,” he says. “For example, we do an Employee of the Month. We did it at my hotel I worked at for two months and then they took it away because they said it got too expensive. You could tell people were upset right away. So, when we do something here, we stick to it. That’s what everybody appreciates.”

In fact, Diego adds that over the last five years, they’ve continuously added to the Employee of the Month program.

“Now it’s not just \$100 bonus, but we have a plaque, and everybody gets to see their name on there,” he says.

Royal Landscaping is also covering 75% of its employees’ medical, dental and vision insurance, along with giving them important cultural holidays off of work — something Diego and Mario say is truly appreciated.

“Happy people will bring on more happy people,” Mario adds. “Once you get to the point of 20 people, you have an established culture. They know the rules and know that we’re going to take care of them. We all eat off this table and we’re going to share the pie, but to do so we’ve all got to put in the work.”

The company also instituted \$300 referral bonuses about three years ago for anyone who bring in others to join the Royal family — not just employees. New employees must work a minimum of 90 days in order for the bonus to be paid.

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“They look forward to getting that money and they’re bringing on good people,” Mario says. “We have a list of people who want to come work for us, but right now we just don’t have enough work to bring everybody in.”

The brothers remember an instance where one person earned \$900 for recruiting three new employees who’ve all stayed on board.

Diego adds another company goal is to continue to inspire and educate its employees — whether that’s through promoting

from within or paying for continuing education courses and certifications.

“We want to continue to take care of the guys who are here with us,” Diego says. “We want to continue to give them opportunities.”

**FOREVER FAITHFUL.** Yet Diego and Mario say none of Royal’s successes would have been possible if the family wasn’t able to work together so well.

“We’re all so close,” Diego says. “Growing up, our father taught us the true

meaning of work and the rewards that come with it. And our mom, Maria, has been the fire behind the family. She’s always the one to give great input and motivate us. She puts our feet back on the ground.”

They add that it’s their parents who help them see the big picture and think long-term about the future of Royal Landscaping.

Though the brothers confess that, at first, they weren’t sure their business would be able to withstand some turbu-

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## COVER STORY

lence when they were trying to learn how to work together for real.

“A lot of people told us ‘good luck’ and said family businesses never work,” Diego recalls. “Mario and I have been working together since we were little and have struggled together since Day 1. We’ve always gone 50/50 on everything.”

“Twice in the history of Royal we almost split up,” Mario says. “The biggest struggle we had there were there were just too many cooks in the kitchen, but it was so new and we didn’t know better.”

To overcome these early arguments, Diego says the brothers and their father had to sit down and figure out who was taking on what role.

“We almost always parted ways due to the lack of experience,” he says. “At the beginning, our individual roles were never really talked about or assigned... Another issue we ran into was relatively along the same lines was the feeling of who was doing



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more or less than one another. This went hand-in-hand with finding our roles or our place within the company. With time we found the solution to all of our internal issues was communication.”

The pair acknowledges that once everyone took on their own individualized roles, things ran much more smoothly. Nowadays, the three men try to find time to talk daily, weekly and monthly to address any issues and hold each other to the highest standards.

“The greed part is the thing that gets people, so once you eliminate that, you know you’re doing this for the betterment of your family as a whole and that allows you to overcome and struggle,” Diego says.

The Hernandez brothers say that while they try not to bring any problems from work home with them, it’s inevitable that the business is discussed off the clock.

“Although we try to avoid certain topics or events, we definitely do talk about busi-

ness at home. We’re all so heavily vested and involved in it that it’s hard not to,” Diego says. “Speaking about it at home also really allows us to get our mom’s outside point of view, too...Her outside point of view has really been critical to our success as well. Although she is not entirely involved in the day-to-day decisions and activities, she plays a key role in final decision making.”

That’s why it’s not all about money for Diego and Mario. It’s about getting the opportunity to live out an ongoing family dream and show up to work every day with your favorite people by your side.

“To us, it’s fun,” Diego says. “They always told us in school to work or do something that you love so it never feels like work. It sounds cliché, but I truly do wake up in the morning and get excited to go to work.” **L&L**

The author is an assistant editor with Lawn & Landscape.

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Holiday lighting has become a popular money-making service.

By Jimmy Miller



oliday lighting has grown into more than just a way to keep landscapers busy in the winter — it's now a service that can bolster a company's bottom line.

"What was so attractive about it was that it was a way to build work into the offseason," says Brandon Stephens, president at The Décor Group. "A lot of people just got into it to stay busy throughout the year, but it's really evolved into a specialty service offering. It's still a great fit seasonally... but what contractors are starting to realize is that the benefits go beyond keeping trucks out on the round."

The holiday lighting segment of the industry isn't just evolving into a great boon for landscaper's pocketbooks — it has also become a year-round exercise, incorporating holidays like Halloween, Diwali, St. Patrick's Day or the Fourth of July into a service still dominated by Christmas.

"Christmas is far and away the biggest holiday," says Bryan Beaudry, a sales manager with Holiday Bright Lights, "but I think guys are starting to look outside the box."

The new approach to holiday lighting includes remote-controlled and app-controlled lighting, plus extra pieces like inflatables or cutouts to help a design pop.

**RGB LIGHTING.** Scott Heese, the president and CEO at Holidynamics, believes RGB lighting is the way forward for most contractors. It allows for designs to be customizable across a longer stretch of time — installing the lights means



# PLUGGO

PHOTO © JONBILLOUS | ADOBE STOCK



# GED IN

*all year*

## HOLIDAY LIGHTING

clients and their families can often choose the color scheme and flashing patterns on their landscapes.

Heese adds that this is an added benefit to landscapers, too, as the labor shortage has meant adding holiday lighting could be a strain on their tapped out crews. In this case, one installation can save crews the time from going back out several times to adjust the lighting.

“(Landscapers) will say, ‘Hey, we only have the bandwidth to get so many homes decorated in the month of November,’” Heese says, adding that their primary product is remote controlled with preset options that help the end user easily adapt their lights. “You can make some quick, easy functions on the remote so the consumer can make quick adjustments,” he adds.

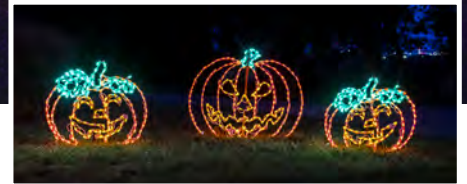
This could mean anything from a Halloween button, which turns the lights purple with a twinkle with one press and a gold, harvest color with another press of the



RGB lighting has become the industry norm for its flexibility across different holidays.

button. Heese says the creativity can also include more options by pressing a button, like purple colors appearing for a few seconds on a hold then fading into gold, or a chase-through feature that gives the lights some combination of purple, green or gold.

And that’s just Halloween — Heese adds that he’s seen lots of clients, especially com-



mercial buildings, do red, white and blue designs for Independence Day, Labor Day or Memorial Day.

Meanwhile, Stephens says he’s seen most installations now go up in October

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## HOLIDAY LIGHTING

and takedown doesn't need to happen until January or later through the RGB products. In some cases, crews could even do one pass-through by just putting up some lights on the roof line in September, then adding more garland and wrapping around trees and shrubs by Christmastime. The color-changing products means some low-voltage, permanent lighting setups can turn green for St. Patrick's Day or the colors of the local high school football team on game day.

"We've used that (flexibility) as a platform or as an incentive to keep someone plugged in throughout the year," Stephens says.

Of course, upselling clients into something more long-term or even permanent means they're buying a product that's more expensive.

"There's definitely a greater price point on the RGB, and that's what we're seeing," Beaudry says, adding that the remote control lighting systems are a bit less expensive

than the app-driven ones. App-driven lights tend to have even more flexibility rather than the presets on physical remotes. "I don't know that they necessarily sell against each other—I think they each have their place among the different types of clients.

"Price points go away when you properly explain the way to expand your season or cover multiple seasons," Beaudry adds. "The price point melts away for clients at that point."

**ADDING ON.** Stephens has seen lots of creativity from landscapers who have helped their clients have the best house on the block. This is especially true around Christmas, where there are the most product offerings to help a client stand out.

"For the last four or five years, we're incorporating a lot more large-scale displays," Stephens says. "If I go out and wrap a tree with lights, that's fairly labor intensive. A lot of our contractors are instead doing low-labor add-ons."



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Christmas lighting is still the main staple of any company's holiday lighting services, though other holidays are also picking up traction.

These add-ons can be anything from giant toy soldiers guarding the front door or a six-foot-tall snowflake out in the front yard. Maybe it's Santa Claus climbing down a chimney on the roof or it's a rotating deer that twinkles with lights. These products can be bought from suppliers or, in some cases, even rented and leased.

"Everyone has lights on the roof, windows, trees in an affluent neighborhood," Stephens says. "But what if I had a scene with an igloo and two polar bears? There's some items that adds an element of creativity to the industry."

Beaudry says it's often the simple stuff that stands out. Snowflakes on wire frames that twinkle at different intervals can add a great dimension to your design, for example.

"Sometimes it's not an earth-shattering change or idea," he says. "It's not anything that's going to set the world on its ear, but you see it out there, and you say, 'it's different, it's kind of neat.'"

**KNOW YOUR STUFF.** Especially considering most landscapers are jumping into holiday lighting as an add-on service, all three suppliers recommend undergoing proper training avenues to ensure the crews are prepared to do it all the right way.

Stephens says that most suppliers offer training modules of their own, and Beaudry adds that some information can even be found on YouTube for free. For more intensive training, Heese encourages landscapers to budget out for some classes that he's seen run as expensive as \$2,000 or so. These classes range from how to install to how to properly price out your products for clients.

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## HOLIDAY LIGHTING



Most manufacturers provide training for contractors just jumping into the holiday lighting segment of the industry.

The addition of LED lights has made jumping into this industry so much easier than it was 15 years ago when lights were predominantly incandescent, Beaudry says. Some of those requirements with power have gone away, which was the biggest hurdle to entering the market. But now the challenge comes with the proper training and selecting the right product.

Plus, contractors need to provide the best service possible because it's a high-income add-on. Communicating frequently with clients and fixing things fast is essential.

Beaudry says contractors should look for products that are UL Listed, or in other words, have been rigorously tested by the Underwriters Laboratories. Check that the products are waterproof and that they offer a multiyear warranty.

Beyond that, he adds that he's seen contractors who were afraid to jump in because they didn't understand the market. Beaudry says he's often seen them enter the market anyway a few years after they should've because they were too nervous to jump in.

"I think it's an industry that has grown by leaps and bounds," Beaudry says. "Guys that are looking to get into it but are hesitant to get into it, but there's a lot of trainings to ease or transition into it."

And for contractors who are skeptical but run a snow side of the business?

There's no guarantee with snow," Beaudry says. "But Christmas comes every 25<sup>th</sup> of December each year, whether you want it to or not."

The good news is that most contractors already know how to build a business, let alone an add-on service. Stephens says high-end residential or commercial clients are willing to buy into this white-glove service, which has grown into a profitable model for contractors. One of Stephens's clients is knocking on \$6 million in added annual revenue through holiday lighting.

"I openly tell people — there are a lot of landscape contractors who are self-made people. They're pretty good at figuring things out," Stephens says. "Odds are that with some time and a calculator, they could figure out ways to make money. Where we fit is we help contractors maximize that." **L&L**

The author is associate editor with Lawn & Landscape.

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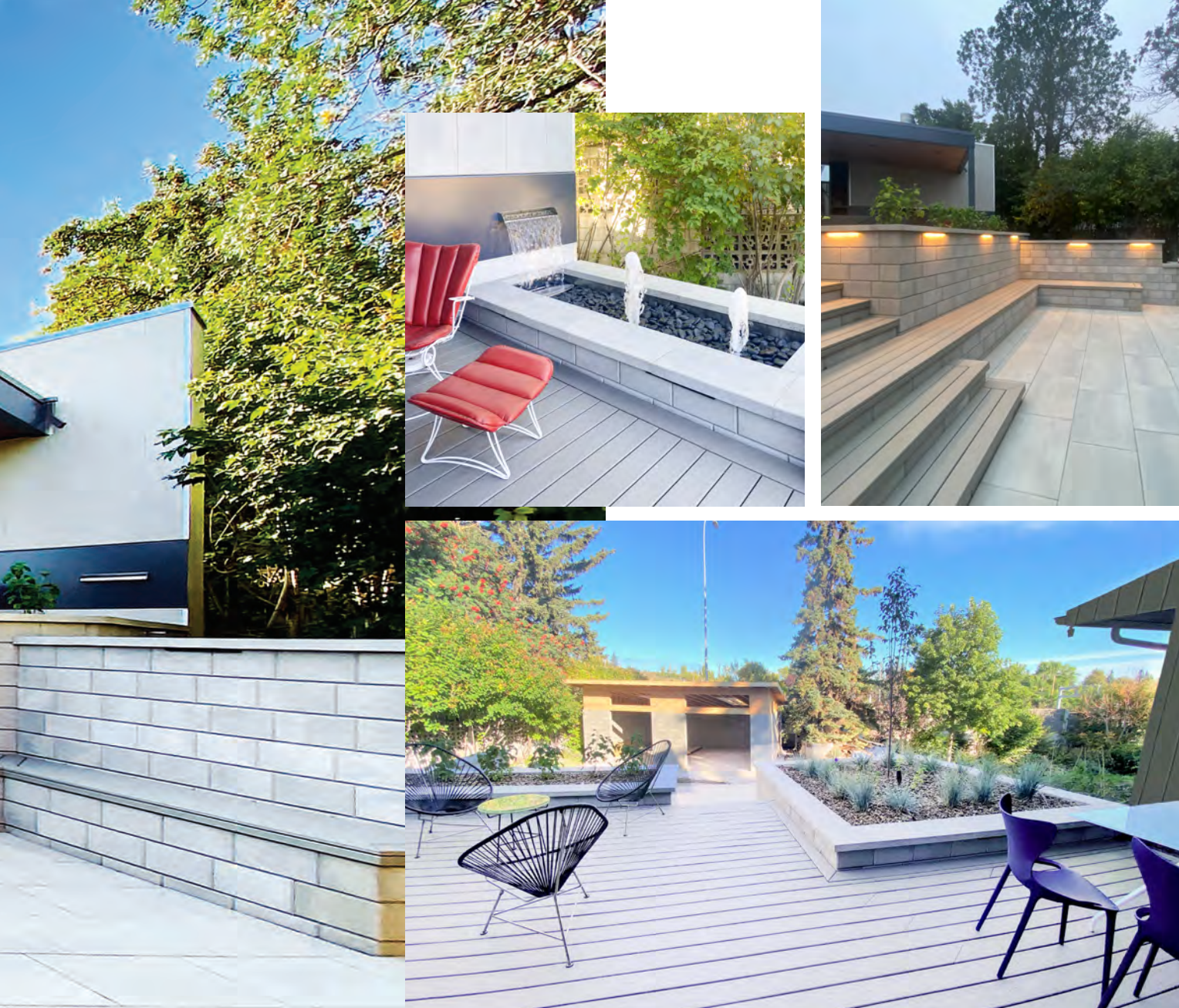
**A** customer of Morgan K Landscapes in Calgary, Alberta, Canada wanted a contemporary style sitting area with a water feature to offset the road noise as this property backed onto a busy road. The water feature needed to be simple and low maintenance. They also wanted different vibes separating the upper and lower spaces.

The upper deck being constructed out of composite offers a warm inviting space. The lower patio, with large

paver slabs, is great for nighttime fires and hanging out.

One challenge was to mitigate the elevations so the sitting areas would be functional and flow seamlessly. With the custom steps made of precast block and composite cap, Owner Perry Wilderman says he feels the transition from upper to lower is functional and appealing.

The company also wanted to keep the retaining walls within city bylaws to avoid additional engineering above and beyond the manufacturer's recommendations.



**Above:** The client wanted the upper and lower decks to have different vibes but both be great spaces for entertaining.

By implementing tiered walls/planters they were able to avoid one 7-foot-high-wall. Having two lower height walls helped meet city bylaws and were installed within the manufactures recommended structural loads.

Staying within a feasible budget was also a factor in making this project possible. The company tried to match the conceptual design as close as possible while keeping install very efficient. The team tried not to have any additional overages above and beyond the initial budget projection.



Left: This before shot shows the house in Calgary before Morgan K Landscapes got to work.

**SEED VS. SOD**

*A new lawn can be a fresh slate and there's several factors that dictate which is the best option.*

## When it's time to install a new lawn, contractors

must weigh numerous factors including time of year, terrain, customer expectations and their own preferences to make the choice between seeding or installing sod.

Yet with its instant gratification for customers and ease of installation, more and more contractors are ready to roll out the sod rather than spend time spreading seed.

"So, we have three different methods when we put in a new lawn," says Scott Lamon, owner of Tynic Landscaping in Southwick, Massachusetts. "They are seed rolling, hydroseeding and then sod. And the way I view those are good, better, best."

Dave DiGregorio, general manager with Ground Works Land Design, based in Westlake, Ohio, adds that nothing beats the "wow factor" associated with sod.

"There are pros and cons to both seed and sod," he says. "The instant gratification of sod is always a hit with clients and with us.

By Kim Lux

Usually in a day or two you go from an old lawn or no lawn to a full, beautiful green lawn. That's always a nice big shock value and impressive service to offer."

**GREAT EXPECTATIONS.** After switching his company in New Port Ritzey, Florida, over to strictly landscape installs, Owner Drake Mailhot says Southern Landscape Solution's customers don't want to sit around and wait for a seeded lawn to flourish.

"My clientele likes that instant gratification of sod versus seed," he says. "My customers wouldn't be laying seed. They want it done instantly. They don't have the patience to wait."

Before opting for a sod installation, Lamon says there are two things customers must have in order to move forward — a solid budget and easy access to irrigation.

"What we recommend to the customer depends upon budget first and foremost, and then does the customer have irrigation," he says.

"Because if they do not, then sod is off the table...If we can educate a customer on the benefits of using sod and the proper care and maintenance techniques after the sod is installed, it's by far our preferred method of putting in a new lawn."

Although it tends to be the more expensive option, Lamon says customers still prefer it to seeding.

"Customers who want lawns put in immediately and don't want to deal with weeds...the benefits of sod really outweigh the costs," he adds.

DiGregorio says the biggest benefit to seeding over sod is easily the cost savings.

"It's more cost effective to do a seeded lawn as sod has a lot more material costs involved with it," he says.

However, DiGregorio says getting a seeded lawn to look great takes time and it can be hard to establish customer expectations during this time.

"It almost takes two to almost three full seasons for a seeded lawn's root system to mature. So, people paying for a service are hoping for a quick result, which you get with sod, but seed really takes a while," DiGregorio says. "There's bound to be holes and spots that don't grow in, and you can seed it until you're blue in the face, but really it just takes time and long-term care to get a seeded lawn up to 100% maturity."

In Ground Works' market, DiGregorio says customers' choices between seed and sod are typically split fairly evenly.

"It really just comes down to the appetite of the client's budget," he says. "We try to always push the sod because of that instant gratification — there's really no replacing that. And you can kind of fast-forward that two-to-three-year process. The sod is already grown and has gone through that."

But no matter how many times they tell clients that their newly seeded lawn will look beautiful eventually, DiGregorio says they still field a lot of questions and concerns.

"People just get antsy," he says. "We try to be very clear during the upfront that it's a two- to three-year process. And it'll be about what's happening underground that's more important than what we see on the topside of the soil."

**WATER, WATER EVERYWHERE.** Like Lamon, DiGregorio says having a trustworthy irrigation system is imperative for getting sod to successfully root.

"It takes a lot of water when you first put sod in — same with seed. Without a sprinkler system it can be difficult to keep all of the sod watered 100%," he says. "If you put a sprinkler out there and it's not hitting some of the edges or some of the corners you can see that burnout and it dies off. But it will recover."



**Above:** The quick turnaround time and instant gratification of sod makes it a popular choice over seed for most clients — as long as their budget allows for it.

Mailhot says he puts strict watering rules in his customers' contracts when they opt for a sod installation. Mailhot acknowledges those rules can be difficult to adhere to during times of drought.

"You definitely have to give them that watering schedule because most of the time, customers just don't know," he says. "In our contract we include how to water shortly after your sod is installed. In Florida, we're on timed watering schedules. Sometimes, you have to break that rule, or you'll lose your whole crop because of how dry we get down here."

Sod needs continuous water every day for about a month or two, Mailhot adds.

"You do not want to water in the middle of the day because it allows for those water droplets to be like a magnifying glass and burn the leaves of the sod," he says. "You don't want to water too late at night either, or fungus starts to set in."

Lamon says it's very common to see customers over-watering their sod shortly after it's installed.

Lamon adds the signs that a freshly sodded lawn is either over- or under-watered are easy to spot.

"You can simply tell if the lawn is underwatered because the sod starts to shrink," Lamon says. "So, if you're seeing half-inch gaps between the rolls, you know that there's not enough water being put down. Conversely, if you have mushrooms right out of the gate, you know that they are putting down too much water."

**THE RIGHT TIME & PLACE.** It takes more than just the right amount of watering to make a seeded or sod lawn successful. One option may outweigh another depending on location, terrain and time of year.

In Massachusetts, Lamon says sometimes the hilly topography often causes him to hydroseed some lawns.

"On slopes, which we have a lot of here in Western (Massachusetts), we like to hydroseed on those," he says. "We can sod, and we can seed as well, but runoff remediation methods really need to be employed. That's either an erosion control tube or rows of straw holding back that water and knocking it down."

While most new lawns are done in the summer months, Lamon says sod does better during the heatwaves of July and early August.

"With our climate here, we'll have a day where the sun is shining but we're expecting heavy downpours in the afternoon," he says. "That's more conducive to a sod installation than it is a typical seed installation.

"If we're doing seed, we like to plant the last week of August through the first few weeks of September," Lamon adds. "We hope to get a few cuttings in before the ground freezes. Then in the springtime, that lawn will really take off."

Mailhot says the biggest hinderance he encounters along Florida's Gulf Coast are salt spray and hurricane season.

"We have so much washout here," he says. "If you're landscaping on the Gulf here, you've got to be very careful because whatever you put down has to be hearty to that salt spray...it's difficult because we don't have four seasons down here. It's either hot or cold. If you do seed, you



Educating the customer on proper care is the most important step when installing a new lawn.



really have to time it super right... so I'd say you'd want to lay seed in the springtime."

All that rain during the summer months can also impact the sod market. Mailhot says it's difficult to cut the sod due to flooding.

"Sod can't be cut down here in the rainy season because these fields flood out and you'd be doing nothing but tearing up sod," he says.

"So, you have to let those customers know that during rainy season. Sometimes we're booked two months out and then enter rainy season and they can't understand that the sod isn't being installed because it's not at the yard for us to pick up because it hasn't been cut because the fields are rained out."

In Ohio, DiGregorio suggests waiting until the fall for seeding.

"Fall time is the absolute best time to do either," he says.

He adds that seeding in the summer just results in more weeds, prolonging the process.

"When you start looking at seeded lawns in the spring or summer, what tends to happen is it gets hotter and weeds are germinating during that time, so when you have an open lawn full of soil, it invites a lot of undesirables," DiGregorio says.

"You can get like half weed growth and half grass. It takes a long time to work your way back and clean that back out."

The dry heat during the summer months also doesn't help get the most out of a seeded lawn.

"If you do it in the spring or early summer, the root system doesn't have enough time to mature before we get to the really hot months of July and August," he adds. "It tends to burn some of the new grass out when you're doing seed and invites more undesirables in. Fall time is really the best time to do a seeded lawn. You'll have all fall and all the next spring for that root system to mature and strengthen."

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“For a perfect install, it’s cut in the morning and by the end of the day it’s in your yard. It’s a quick turnaround time and that gives it the best chance to be successful.”

— DAVE DIGREGORIO, GROUND WORKS LAND DESIGN

**WHAT WORKS WELL.** And when it comes to what kind of seed to be putting down, DiGregorio says he definitely has his preferences.

“The type of seed you use makes a big difference,” he says. “At Ground Works, we use turf type tall fescue with a bluegrass blend. We also use coded seed. It’s a more expensive product, but it yields a better return. And that’s the biggest goal — yielding a big return of as much grass as possible in a quick amount of time.”

DiGregorio notes the company has tried numerous seed varieties over the years before picking their new go-to.

“We’ve used all kinds of stuff and we’ve found the turf type tall fescue with a bluegrass blend has been the best hearty grass that stays nice and green, is drought tolerant and disease resistant,” he adds.

Down in Florida, Mailhot says he has two favorite sod selections.

“We always want that sod to be St. Augustine or Zosia because we’ve laid the Bahia and it usually comes brown and it’s in so many pieces that it takes double the time to lay,” he says. “Even though it’s cheaper, and the customers like it because it’s cheaper, the manhours it takes to lay it and the difficulty for my guys putting it together is harder. It’s like piecing together a jigsaw puzzle.”

**EASY ACCESS.** Now that COVID-19 related supply chain shortages have slowed, the three contractors say they’ve had less issues procuring both sod and seed.

“Our sod is readily available,” Lamon says. “We have not had issues like some of the members of my peer group have had a hard time getting sod and having that pipeline available throughout the season. We don’t have that challenge.”

While it is available, Lamon notes sod prices are up somewhat significantly.

“Like everything else, sod prices are going up,” he says. “They’ve gone up year-over-year and it usually follows the seed market. Although, we have seen seed prices come down this year in cost. Sod has not come down this year in price.”

Ground Works has had no trouble getting sod lately either, so much so that oftentimes, the sod they are laying was cut from the sod farm the same day.

“The sod farms we use are mainly in Michigan. It’s cut very early in the morning and rolled up. It’s shipped down here to Ohio and then we bring it to the customer’s house and roll it out,” DiGregorio says.

“For a perfect install, it’s cut in the morning and by the end of the day it’s in your yard. It’s a quick turnaround time and that gives it the best chance to be successful.” **L&L**

The author is assistant editor at Lawn & Landscape magazine.

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# posting for prospects

**Turf Pride Lawn Care** is using social media to win customers and doing their best to educate them once they are on board.

◆ ◆ ◆ ◆  
**By Kim Lux**

**T**urf Pride Lawn Care, based in Mentor, Ohio, has a new strategy in 2023 for boosting business.

The company, which offers a variety of lawn care and pest control programs, is making waves on social media to try and entice a new clientele.

President Dave Petti says he hopes to see the new initiative really take off.

Petti says his son, a recent college graduate, has also joined the Turf Pride team to help take the company's social media presence up a notch.

"We're actually on TikTok now," Petti says. "Though I don't even know how that works, we're getting a lot of views and followers from that. We're running Facebook ads as well."

Petti adds the motivation behind the social media emphasis stems from wanting to connect better with the community they serve and reach potential new clients.

"It's something we've always kind of lacked," he says of social media. "There are companies out there that do it for you, but it all looks the same. It's not genuine."

"We wanted to give customers a clear picture of our company and a feel for us so they could put a face to the name and all that," Petti adds. "I think social media is a good way to do that."

◆ For Turf Pride, the company's TikTok is a good balance between fun and educational.

Having a smaller team of 17 employees running eight routes, Petti says there hasn't always been time to prioritize social media before.



► In addition to reaching clients on social media, Turf Pride is adamant about follow-up communication to keep customers' lawns looking the best.



"I've never had the time or expertise to do it before in the proper way," he says.

But now that his son's on board, Petti says they've got a whole slew of ideas in the pipeline.

"We have a lot of projects for social media planned," he says.

For example, Turf Pride wants to show the true ramifications of slice seeding a lawn in the spring.

"We can't put our pre-emergent on it then," Petti says. "So, we will follow the process and show how it's not as effective if you do it in the spring as opposed to the fall."

Petti says the company's social media posts will be a healthy mix of fun videos and educational content.

"We want it entertaining and educational," he says. "It'll be like 60% educational content and 40% just entertaining. The TikToks tend to be more just for entertainment."

The videos usually feature the same few employees who are comfortable and eager to be on camera — something Petti says is important to respect.

"We'll go on a route and get some footage of them treating a lawn or doing certain things. There's a couple people who team up to work on them," he says. "We make sure the people who want to be on camera are and can do it. Some do not want to — like myself."

For any other lawn care companies looking to improve their social media presence, Petti's advice is simple.

"Always do more," he says. "Consistency is key, along with knowing when to post and how often.

"We try to keep a consistent brand image," Petti adds. "And we want to direct people to something, most likely our website, where we try to convert leads. But really, it's more about keeping your name out there for when they get your piece of direct mail or email, they recognize you."

And Petti adds it's important to try out the latest social media platforms, and not get stuck on stereotyping them.

"It's not just kids on TikTok," he says. "Your customer is on TikTok, so you should be there."

**EMPHASIZING EDUCATION.** Every client wants the perfect, pristine lawn.

But getting it isn't as easy as signing up for lawn care services. Petti says it's a two-way street between company and client.

"Education is one of the most important things," he says. "If your customer is not educated on what they have to do, your results won't be there."

Petti says the vast majority of customer complaints can be fixed with improved communication and educating the client on what they need to do to benefit the lawn once the technician leaves.

"Nine times out of 10 when the customers are not happy with the results, I can go on their account and find the issues... Usually it's something they are doing, like cutting the lawn too short," he says. "The problem isn't always our service; it's what they're doing. And you have to be willing to discuss that with the customer."

One of the most effective modes of communication are emails that are immediately sent to customers after each application.

## COMPANY PROFILE

“We always educate them by doing an after-service email that shows everything the lawn technician saw on their property and how they can fix those issues — whether it’s adding another service, or something they have to do,” Petti explains.

Petti also advises overcommunicating with clients.

“Communication is huge for us,” he says. “Every piece of the puzzle has to come together for that lawn to look its best.”

New this year, Turf Pride will have service managers follow up with customers who continually mow their grass too low with a phone call. That way, they can head off any problems later in the season.

“Emails are one way, but they’re not the only way,” he says. “If customers aren’t cutting properly, we will give them a phone call and ask if they’ve seen the email that says they’ve been mowing it too



▶ Turf Pride is a family-owned company started by Dave Petti and his wife Jamie in 2002.

short. We’ll tell them the why and how to do it and go that extra step.”

Petti notes the company might even use text messaging to get the point across, as customers have different communication preferences.

He adds that mowing length has always been an issue and something he’s been educating customers on since he started the business 20 years ago.

“When I was out treating lawns myself, there were many times I was in their garage raising the mower blade for them,” he says.

Instilling this education with customers

shows them you care just as much as they do, Petti says.

“I always tell customers we have the same goal as they do — we want them to have the best-looking lawns on the street,” he says. “Because our vans are wrapped, and we have marketing signs in their yard and that’s how we grow. If their lawn doesn’t look the best, then we’re not going to pick up the neighbors.

“We let them know what they can do on their end to get the best lawn and the best results out of our program,” Petti adds. **L&L**

The author is assistant editor at Lawn & Landscape.

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# Piling UP



Major snow events are an all-hands-on-deck experience.

By Kim Lux

**S**now events of any size take serious planning. But when Mother Nature drops seven feet of snow on a city, it takes things to a whole new level.

That's why Jonah Daigle, president and CEO of Outside Unlimited, says his team had to be ready for anything in Buffalo, N.Y. this past November.

"In an instance like what happened in Buffalo — it really just all comes down to the team and the services partners that work with you," he says.

Outside Unlimited, headquartered in New Hampshire, operates in 11 Northeastern states from Virginia to Maine. "Basically, we're a snow removal company that does landscaping in the off season and sweeping when we have to," Daigle says.

Daigle says the first step to any successful snow plan is being prepared ahead of time.

"We were fortunate. We were there before the snow even started," he says. "Our teams got there Thursday

night as it got dark and when the sun came up on Friday, and they were getting two to four inches an hour, crews were already in place getting rest, so we were able to hit the ground running."

Daigle says in terms of extreme events, companies with multiple branches should consolidate resources to the area being hit.

"As far as putting things together, you have to move equipment in from out of market because when you get seven feet of snow, there is no extra equipment in the market," he says.

"Everybody's working. Our out-of-town team was able to work with our local team to keep the stores open and keep people safe."

With decades of experience, Daigle says he has noticed one common weather pattern.

"Typically, when we have above average temperatures in the month of November, it tends to be a snowier winter overall," he says.

Outside Unlimited had to bring in snow melters and out-of-town staff to handle the 80 inches of snow that fell in three days in Buffalo, N.Y., this past November.



Daigle adds he's noticing other shifts in the weather over recent seasons.

"One of the other things we're seeing in the Northeast is we're getting a lot more ice events. But I would much rather plow a foot of snow than deal with a quarter inch of ice. I can make the snow go away. Ice is a whole other beast."

Daigle says the main problem with ice removal is the increased material costs.

"Ice costs more money to manage," he says. "Salt prices are high because the diesel prices are high. It can be up 15- to 20% depending on how close you are to a hub."

**MAKING SNOW MELT.** Daigle says the problem with so much snow is what to do with it. That's why his company got to work utilizing snow melters to assist their commercial clients.

He adds that snow melters are an extremely effective, and innovative, way of dealing with major snow events.

"We have the snow melters for what I would call extremely large events," Daigle says. "Like the nearly 80 inches Buffalo received. I had three snow melters in the market for that. And at that time, we were the only ones up there melting snow."

Daigle says not only was it important to clear the snow quickly for emergency services, but also for keeping customers happy.

"A lot of people don't understand what seven feet of snow looks like," he says. "Especially in three days. That's just an incredible amount of snow."

But despite rising fuel costs, Daigle says using a snow melter is still more profitable.

"When push comes to shove, the melters use a lot of fuel but we can melt 25 or 30 dump trucks an hour," he says. "Melting is more economical. The melters do burn a lot of fuel...but even though a melter uses 150 gallons an hour, the three dump trucks would burn between 200-300 gallons."

Daigle adds that no matter the method used for snow removal, everyone is compelled to charge more just to keep up with fuel increases. If diesel prices are inflated, melting is still cheaper.

Another benefit of utilizing the melters, or really any heavy equipment, is it saves on labor, something Daigle says is a constant struggle no matter the market.

"With the dump trucks, you need all those drives and employees are getting harder and harder to find," he says.

"It takes two people to run the melter plus the people operating the loaders...it just makes a lot more sense." **L&L**

The author is assistant editor with Lawn & Landscape.

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 WITH JUSTIN WHITE  
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**RAISE THE BAR** is a monthly column by Justin White, CEO of K&D Landscaping, written to help improve professionalism in the green industry.

# PLUG THE LEAKY BUCKET

→ I WAS RECENTLY TALKING with a few of our supervisors at our mid-year planning session and received some great feedback that I think many of us overlook. The busy rush of summer brings more work than available people, more leads than estimators and more to do than time allows. This leads to increased stress and reduced efficiency. We also tend to lose sight of important data points like “shop-time,” “drive-time” and “non-billable time,” or in other words, time spent by employees that you do not get paid for. This was what our supervisor team was worried about.

By now it's no surprise that labor hours and labor dollars hold the largest opportunity for any landscaper to improve profits. I've shared many examples of how we have increased our gross profit by focusing on this one critical area. As more jobs are booked and more employees are hired, efficiency goes down.

Not only does this happen on the jobsite but it happens in the yard, at the store and on the road (windshield time). If you are not measuring and tracking these occurrences, then chances are you are spending much more time in these areas than you think. At K&D, we use a comprehensive software to provide daily, weekly and monthly reports on these metrics. We realized that from January to July we almost doubled the amount of wasted time, which means we have a huge leak in our bucket.

Drive time is the worst waste for us right now, with over 15% of our maintenance/lawn care hours being spent in the truck. There is always going to be drive time, but the question you have to ask is, are you doing everything possible to improve routing and scheduling of properties to reduce drive time? Traffic, property time restrictions, noise restrictions and more need to be taken into account to ensure that any changes you make have a positive impact. As your sales team piles more properties on your routes, be sure to rearrange crew scheduling for the highest efficiency.

The next largest leak is most likely going to be the time that crews spend in the mornings at the yard. From the point when the crews clock in until they leave the yard in the trucks, they are usually using time you did not plan on spending. Depending on your operation and morning dispatch process, this could be soaking up another 3-15% of your total hours. I provide this range because we have been as high as 15% and as low as 3%. To improve this, create goals for your team around minutes spent in the yard and use alarms, music, or other announcements to encourage efficiency in the morning.

Another area that could be a profit leak is store visits. Our crews love to drop by the irrigation supply house in the morning and grab

some coffee and a few fittings that they “forgot.” Or the crew leader will leave halfway through the day to go pick up some screws they need to finish the deck. There are obvious issues with these situations and both of them drain profit from the bucket. You should be measuring and managing the number of store visits per week by the crew. You could even create a game out of it where the lowest scoring crew every month wins a prize, like a free lunch, gift certificates, etc.

If you add just those three areas together, you could be wasting up to 10%, 20%, maybe even 50% of your total labor hours on non-production related tasks. You will never be able to eliminate drive time, store visits or shop time, but you can manage it. Imagine if you improved every time-draining area by 10% this month. What type of gross profit gains could that bring your team? It comes down to awareness and communication; if you are talking about this with your team, the numbers should start to improve.

I recommend going a step further and creating a company policy that fits your situation and incentivizing your team on these time buckets.

If you can increase the time spent installing and maintaining landscapes every week without increasing your payroll or headcount, your top and bottom line should go up rapidly. **L&L**

↓  
**WHEN THINGS GET BUSY DURING THE SUMMER SEASON,** we tend to forget about things like “windshield time” or “non-billable” time.



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X2 lets you keep the dial-based programming that you're used to or upgrade to industry-leading Hydrowise cloud management with the plug-in WAND module. Hydrowise provides additional water savings, controller status alerts, and remote access capabilities. Now that's smart watering.



RESIDENTIAL & COMMERCIAL IRRIGATION | Built on Innovation®  
Learn more. Visit [hunter.info/X2](http://hunter.info/X2)

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# WORK VISAS



Robert Kershaw

**“Are you having a difficult time finding legal workers? Let us help you get the labor force that you need, just as we have for hundreds of other companies.”**

**Legal foreign workers with H2B and H2A visas may be the answer to your labor needs!**

• EARLY SIGN UP OFFER •

**H2B Visas \$3,700.\***

**(Landscape Companies Only) Offer valid until September 30, 2023  
That's \$3,700 in fees for all of your visas—not \$3,700 per visa!**



\*Flat rate per application paid in advance. Does not include USCIS (DHS) fees, Fed-Ex fees, newspaper ads, foreign processing & consulate fees, foreign recruiting fees, Seasonal Employment Alliance \$10.00 per visa worker fee for H2B lobbying, transportation costs, requests for evidence, audits, investigations, nor appeals.

**\*Number Of Potential Clients Is Limited**

**800-373-5705**

**ROBERT KERSHAW, THE KERSHAW LAW FIRM, PC**

**3355 Bee Caves Road, Suite 307, Austin, Texas 78746 • [Robert.kershaw@kershawlaw.com](mailto:Robert.kershaw@kershawlaw.com)**

*"The core values & culture at Juniper aligned with who we were as a person."*

-Jarrett Myers, Former Owner of Capital Land Management



**Join the Juniper Team!**

# ACTIVELY SEEKING ACQUISITION PARTNERSHIPS

We are looking for partnerships with tenacious teams that are fostering first-rate cultures within the landscaping services industry.

Let Juniper help your company cultivate that growth & achieve the goals that seemed unattainable!

**Interested parties contact: [acquisitions@juniperlandscaping.com](mailto:acquisitions@juniperlandscaping.com)**

\*ALL COMMUNICATIONS ARE CONFIDENTIAL\*

*“Juniper is a first-class organization focused on customer satisfaction.”*

— Raving Client



### **Design**

Our design team offers full-service landscape architecture. Starting at the land planning stage, Juniper ensures that all permitting, budgeting, & due diligence is accomplished before a design plan is generated. If you are in the planning stages of a project, rely on us to get it started on the right foot.



### **Build**

Juniper was built on landscape construction. We specialize in projects concerning landscape, irrigation, drainage, lighting, sod, and horticulture growth. We have the experience, resources, & manpower to produce a beautiful landscape on budget.



### **Maintain**

Our team knows that in the landscaping industry, no project is complete simply after it is built. Juniper preserves the quality and beauty of its projects through maintenance services in areas like landscape, irrigation, pest control, & fertilization. We pride ourselves on giving our clients a beautiful & sustainable environment.