

# WEEDS TREES & TURF

The Magazine of Landscape and Golf Course Management Since 1962

The Turf Vehicle Market

Winter Plant Survival

Going Full-Service

A large, detailed illustration of a hand holding a clump of soil with roots. The hand is positioned in the center, with fingers curled around the soil. The soil is dark brown and has several roots extending downwards. The background is a light green, suggesting grass or a lawn. The overall scene is framed by a white border. The text 'LAWN CARE '85' is overlaid on the bottom right of the illustration.

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# WEEDS TREES & TURF

The Magazine of Landscape and Golf Course Management Since 1962



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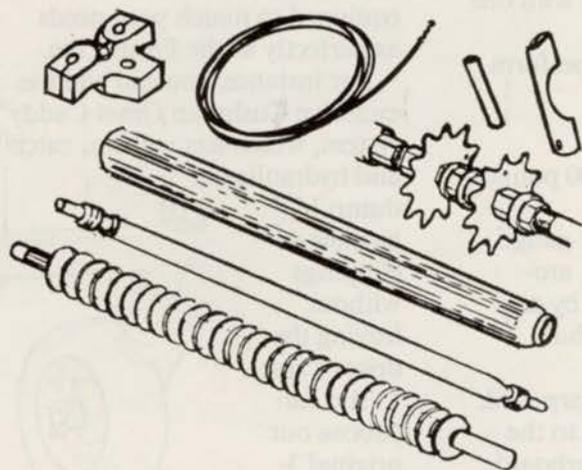
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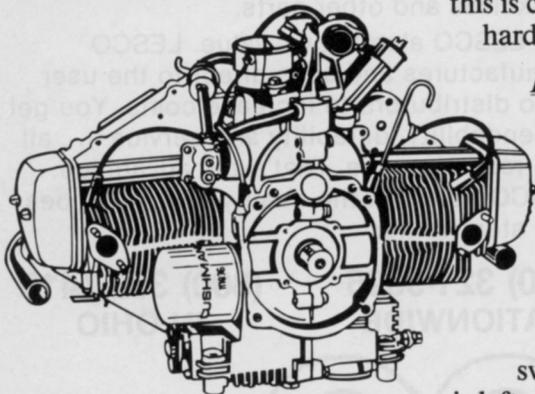
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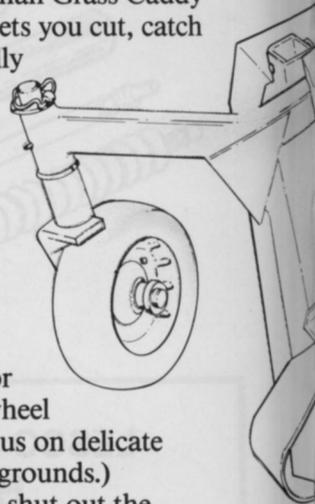
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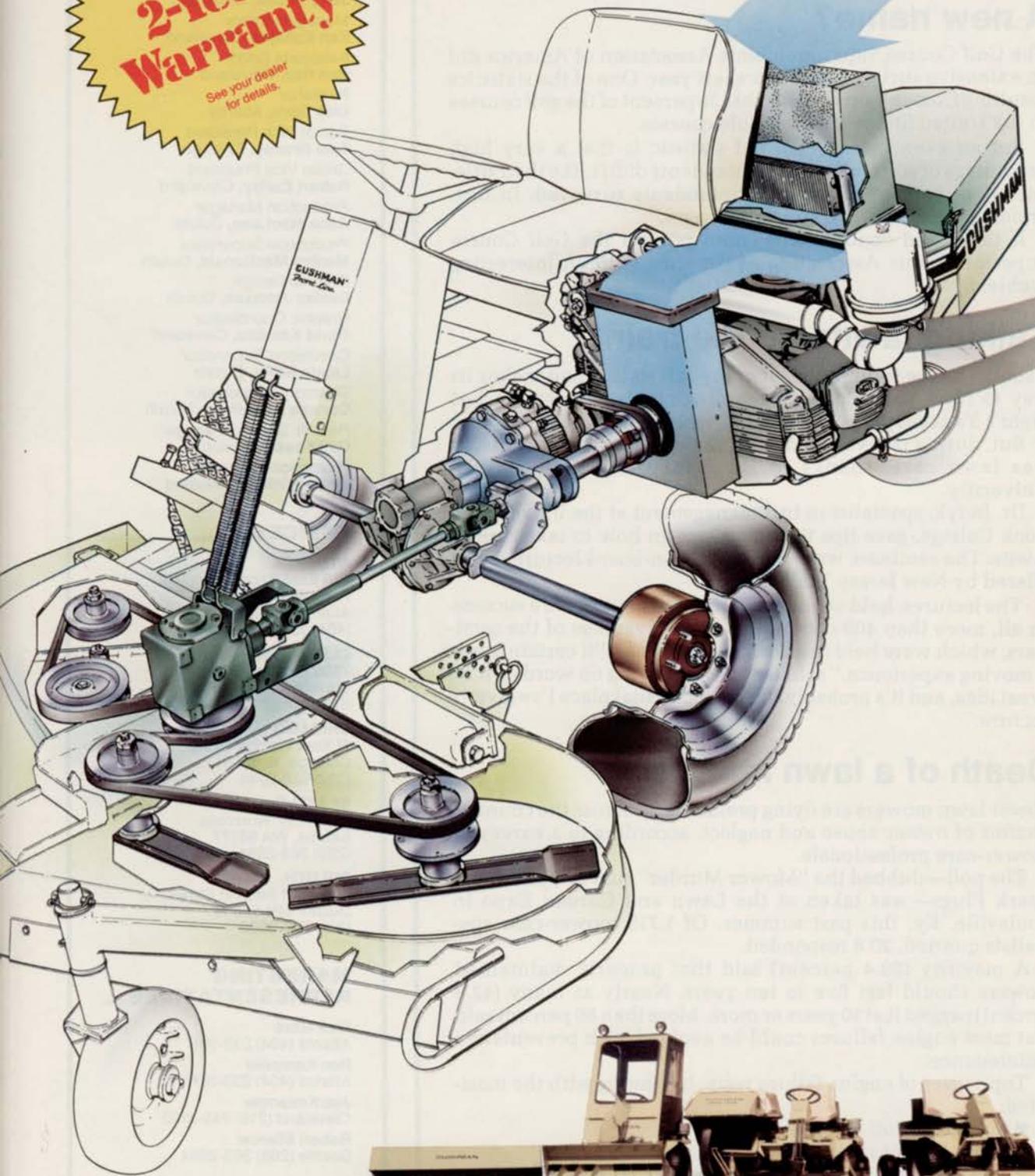
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by the editorial staff, Weeds Trees & Turf

## A new name?

The Golf Course Superintendents Association of America did an extensive survey of members last year. One of the statistics resulting from the survey was that 36 percent of the golf courses in the United States are nine-hole courses.

But an even more important statistic is that a very high percentage of golf course superintendents didn't like their title. Forty-five percent of the superintendents surveyed, in fact, preferred the title "golf course manager."

If this trend continues, it could present the Golf Course Superintendents Association of America with an interesting problem.

## Talking lawns on the train

Usually, as the train pulls out of the rail station and makes its way to New York City, the morning chatter centers on last night's Yankees game or the latest news from Wall Street.

But, during last May and June, the main topic of discussion was lawn care, thanks to Dr. Henry Indyk of Rutgers University.

Dr. Indyk, specialist in turf management at the university's Cook College, gave tips to commuters on how to take care of lawns. The seminars were a part of an on-board lecture series offered by New Jersey Transit.

The lectures, held on four different rail lines, were a success. In all, more than 400 commuters took advantage of the seminars, which were held in a designated rail car. "It certainly was a moving experience," said Dr. Indyk, playing on words. "It's a great idea, and it's probably the most unusual place I've given a lecture."

## Death of a lawn mower

Power lawn mowers are dying prematurely across the country, victims of owner abuse and neglect, according to a survey of mower-care professionals.

The poll—dubbed the "Mower Murder" survey by Autolite Spark Plugs—was taken at the Lawn and Garden Expo in Louisville, Ky. this past summer. Of 1,715 mower-care specialists queried, 20.8 responded.

A majority (50.4 percent) said that properly maintained mowers should last five to ten years. Nearly as many (42.9 percent) pegged it at 10 years or more. More than 80 percent said that most engine failures could be avoided with preventative maintenance.

Top causes of engine failure were, beginning with the most-cited:

- insufficient oil (89.4 percent)
- poor air filter maintenance (60.2 percent)
- striking rocks or objects with mowers (51.8 percent)
- old oil in the crankcase (47.1 percent) and
- overheating due to clogged cooling fins (37.5 percent).

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## GOLF

### Firestone gets cosmetic surgery

Firestone Country Club in Akron, Ohio, looked a bit tattered in September: all that lied at the end of each fairway on the South Course were craters and mounds of dirt.

No worry, says club superintendent Brian Mabie, who oversaw the replacement of all 18 greens after a two-year fight against bacterial wilt.

"You've got to make a mess to make progress. We had a lot of work to do," he tells WEEDS TREES & TURF. But by the spring, "all we should have to do is put on finishing touches."

Work began immediately after the annual World Series of Golf held Aug. 21-25, says Mabie.

And it was more than just replacing greens. At the same time, Firestone employees and independent contractors installed a drainage system beneath all greens where previously there was none.

Spectator mounds were constructed and small, subtle changes made.

It was all part of bringing the course up to USGA specs, he says.

Some of those changes: slope alterations on 10 greens with a severe contour change on No. 17; widening both the pond and fairway on No. 16 (the Monster); shortening No. 5 to 200 yards (from 234); reducing the green at 18 to almost half of what it was; and a general rebunkering.

"We're not trying to redesign things here. We're doing what everyone has suggested doing for years. We're working with a design that was developed in the 1920s," says Mabie.

Tom Pearson, respected architect for Golfforce Inc., suggested the changes after perusing the Firestone layout. Golfforce Inc. is owned by Jack Nicklaus.

"It was a tough thing that Tom did," says Mabie. "We've tried to improve the course without losing the characteristics that make it Firestone."

Mabie called in Tifton, Ga., resident Ernest Jones to shape the greens to specs suggested by Golfforce.



Brian Mabie, Firestone CC golf superintendent.

Those greens were seeded with Penncross bentgrass, says Mabie. No more local bentgrasses for Firestone.

The old Nimisila bentgrass developed bacterial wilt in the spring of 1984 and was effectively controlled with a bactericide over two golf seasons.

"It's funny," says Mabie. "They say the disease is stress-related but I didn't have it in my stress areas."

He continues: "We're one of the few course in northeast Ohio to have the disease, but it's really not that big of deal. I was amazed at the misinformation that came out about our greens."

Mabie says not one media type contacted him during tournament week to get facts on the problem.

Firestone, owned and operated by Club Corporation of America (CCA), will be new and improved by next spring, says Mabie, for both the golfer and spectator.

—Ken Kuhajda

## GOLF

### Survey lists turf maintenance problems

Annual bluegrass, dandelions and crabgrass are the most prominent problem weeds in the green industry, according to a survey recently released by the Moby Chemical Co., Kansas City, Mo.

Forty-nine-and-a-half percent of all golf course superintendents who responded to the survey indicated that crabgrass was a major summer weed problem. Fifty percent said that dandelions were a major spring weed problem. *Poa annua* was most-cited as a major problem in the fall and winter.

Leading disease problems, by season, were helminthosporium leaf spot (spring), brown patch (summer), dollar spot (fall) and fusarium patch (winter). Each of those diseases was named as a problem by more than 50



percent of the survey respondents. Fusarium and fairy ring were called the "most difficult to control diseases because there's no effective product on the market" by 6.1 and 5.8 percent of golf course superintendents polled.

Cutworms were cited as a major summer insect problem by the most superintendents. Grubworms were ranked first in the spring and fall, and mole crickets were tops (on only 3.4 percent of responses) in the winter.

Most-named "difficult-to-control insect problem because there's not an effective product on the market" was the mole cricket, cited on 4.5 percent of the returned questionnaires.

Approximately 300 responses

were received from golf course superintendents. Questionnaires were also received from three other turf care segments: chemical lawn care, landscape contractors and grounds superintendents. Results of those segments closely approximated those from the golf course market.

Specific to the golf course market, however, was one question: "What trends most affect golf course management?"

Most frequent responses, in order of frequency, were:

- "increased maintenance costs/budget cuts"
- "increased play that is hard on the course"
- "restrictions on pesticide applications"
- "increasing green speeds that require more maintenance" and
- "lower fairway mowing heights."

## TREES

# Chain saw massacre ends in \$17,000 fine

The next time your neighbor trims your tree that's dropping leaves on his property, show him this story.

Back in 1982, Julie Mattison of Mission Hills, Calif., and her mother were raking leaves in the back of their home when mom asked daughter to trim the neighbor's tree, an Oriental Orchid (*Bauhinia variegata*), whose leaves were falling onto the Mattison's property.

The story, as reported by the *Los Angeles Times* and reprinted in *Landscape Contractor* (the publication by the California Landscape and Irrigation Council Inc.), continues:

Julie, now a 17-year-old high school senior, went a little crazy with the saw. By the time she finished the 30-foot, 15-year-old Orchid was reduced to a five-foot dwarf.

"I guess I got carried away," Julie told the *Times*.

The Mattison's neighbor, Carollee

Dunson, obviously unamused, decided to prosecute the Mattisons and a Van Nuys jury awarded her \$8,753 in actual damages and \$100 in punitive damages.

But that's not all. The Superior Court judge, citing a state law designed to protect trees against "wrongful injury," doubled the actual damage total to \$17,506!

Why such a high total?

According to the article, a nursery employee testified that a new Oriental Orchid costs \$1,800.

However, planting the 54-inch box containing the tree requires a 100-ton crane with a 210-foot boom at a cost of \$6,000, the nurseryman said.

That's no typo. The Mattison's attorney couldn't believe it either. "Outrageous," said attorney Robert Priver. "Do you mean to say you need a 210-foot crane to replace a little tree?"



The jury evidently bought the nurseryman's testimony.

And here's the kicker: the tree's original buyer testified during the two-day trial that she paid 99 cents for the two-inch Orchid 15 years ago.

In Dunson's original suit filed in late October 1982, she had asked \$126,259 in damages.

## WEEDS

### This Weed has good turf

An unlikely name, Weed, but a jewel of a town at the base of Mount Shasta in Northern California. Nice parks too.

Patrick "Pappy" Lobis says its the soot from the old powerhouse that enriches his soil, makes his park turfgrass grow.

Years ago when lumber was a bigger deal than it is now in Weed they carted tons of sawdust from the sawmill to the powerhouse and burned it to generate electricity.

"I think all that soot worked into the soil and helped it," says Lobis, parks supervisor for the Weed Recreation and Park District.

Whatever the reason, Weed boasts a small but enviable parks system. "Pappy" and his small crew (two fulltime, two seasonal workers) tend four parks, about 30 acres of healthy Kentucky bluegrass.

"We've got a great Little League program, co-ed softball, and the high school and college (College of the Siskiyou) use our parks too."



Steve Feldman, city administrator of Weed, Calif.

City administrator Steve Feldman says Weed has about 3,000 people, but the parks department serves another 2,000 in the immediate area.

Feldman came to Weed almost two years ago after picking up his

PhD at Oregon State University. He says he came to Weed in large part because of the beauty of the area.

The name Weed?

"The town was named after Abner Weed. He began the lumber mill here," says Feldman.

## TREES

### Plant wise; reap fuel savings and comfort

You can save 20 percent of home winter heating costs and as much as 80 percent of summer air conditioning expenses with effective landscaping, says one Northeast expert.

"It's important for homeowners to consider summer and winter energy needs when developing a landscaping plan," says Dr. David R. DeWalle of Pennsylvania State University. The forestry specialist adds, "I've seen more homes with improper landscaping than with proper landscaping."

Dr. DeWalle gives these tips:

- Vegetation should not shade the home in winter. It reduces natural solar heating.
- Shade trees should not be planted on the south side of the home. Shade for east and west walls reduces air conditioning costs more.
- Single or double rows of trees planted upwind from the home reduce wind velocity and cut down on cold air through doors and windows.
- Shrubs planted around the foun-

dition of the home save energy by deflecting winds from the home.

Says Dr. DeWalle, "Landscaping is most beneficial for single-family homes. While homeowners may face practical limitations on their lots, there are still things they can do with landscaping to reduce their fuel bills."

## PESTICIDES

### Insurance law threatens 1986 spraying in Mass.

A revision in Massachusetts' pesticide laws will be needed before applicators will be able to spray in that state in 1986. The reason?

Applicators must show, in addition to general liability coverage, evidence of pollution and contamination insurance. But, because of sweeping changes in the insurance industry, that coverage either is or soon will be unavailable.

The National Arborist Association (NAA) and the Professional Lawn Care Association of America (PLCAA) are working with the state pesticide bureau to find a solution.

Says Robert Felix, executive director of the NAA: "The lawmakers in Massachusetts have to generate some kind of solution. They're the only ones who can."

Mark Buffone, certification coordinator for that state's pesticide board agrees and he's optimistic they will. But, he says pesticide applicators must also prepare themselves for tighter licensing requirements and stricter enforcement.

"We've been on top of this," Buffone tells WT&T, "probably to the industry's surprise. We know we've got to do something by January 1 or find out who's offering this type of coverage."

Slicing this legal Gordian knot, he explains, might not be more difficult than an "emergency regulation" which would allow applicators to work while giving lawmakers time to study the issue and meet with the insurance industry.

Even so, insurance is secondary to the main issue: the public's confidence, Buffone says.

"Let's have tough licensing standards and let the public know they're



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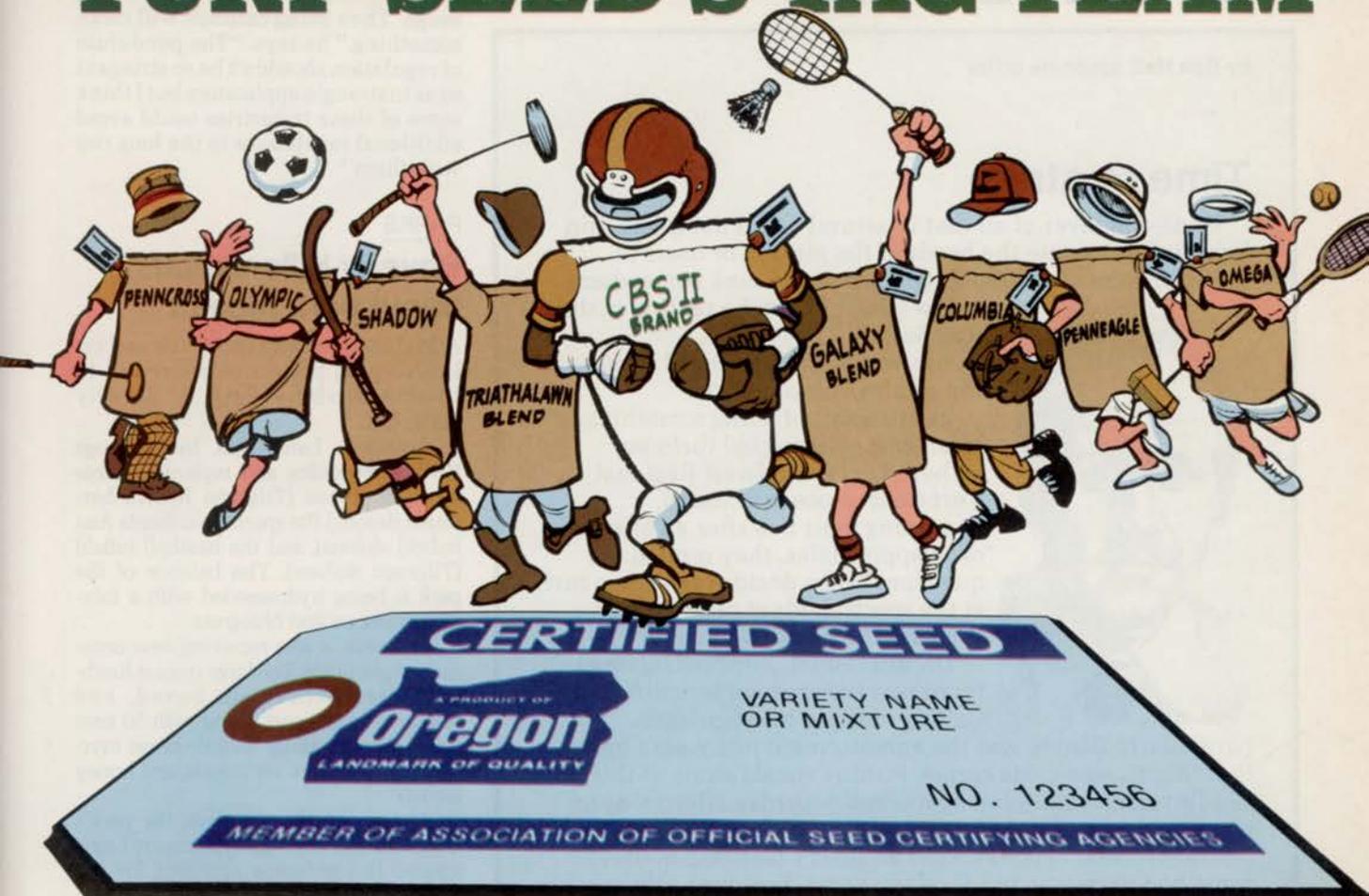
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# SPORTS TURF

by Ron Hall, associate editor

## Time to strike

God—the lover of all that is natural—will not likely rain lightning bolts onto the heads of the makers or users of artificial grass. As miracles go, that would rank somewhere below (way below) the parting of the Red Sea.



Anyway, we're supposed to do some things for ourselves.

In this spirit of doing something, a small cast of respected turfmen gathered at the Midwest Regional Turf Conference last March. Loosening their ties after an afternoon of swapping tales, they mulled the question: "Who decides synthetic turf at the sports fields at our schools? Who are the decision makers?"

Dr. Bill Daniel, Purdue University's imminent turfgrass expert, directed. Galling to those in attendance,

particularly Daniel, was the announcement just weeks before that Illinois was going carpet. Purdue stands alone as the only Big Ten school still playing football Saturday afternoons on grass, real grass.

The decision makers? After an hour's discussion, they remained nameless and faceless. Some, however—those who have decided fake over real—are suddenly drawing fire from the popular press. Opinions are being molded by magazines and newspapers at the breakfast table.

*Sports Illustrated* blistered sports carpets with a 21-page spread in its August 12 edition. *Nightline* fueled the controversy on national television. Syndicated columnist Jody Powell scalded synthetic turf in some of the nation's most respected newspapers.

But, proponents of synthetic surfaces aren't taking the critical press lightly.

Francis Reining, a Monsanto general manager (Monsanto's Astroturf is the most popular synthetic on the market), responded to *Sports Illustrated*. In part he wrote: "Opinion is one thing. But when you attempt to unilaterally denigrate an industry, you have a responsibility to present conflicting opinions of acknowledged experts and facts on both sides of the argument."

The controversy heats.

That's good news for us in the turf industry. We've shown we're not good crusaders. We've build a case—injury data and costs—but we can't seem to find, never mind convince, those with the final say.

Now we find ourselves with allies. That small group, as indecisive as it seemed last March, guides us.

Let's find these decision makers while public opinion simmers. Let's present our side of the story again. Soon.

tough. Then being certified will mean something," he says. "The pendulum of regulation shouldn't be so stringent so as to strangle applicators but I think some of these industries could avoid additional regulations in the long run with them."

## PARKS

### Beverly Hills serious about park facelift

A \$2.5 million turf renovation and re-landscaping project is underway in 10-acre Roxbury Park in Beverly Hills, Cal.

American Landscape, Inc., Canoga Park, is regrading and replanting three bowling greens (Tifgreen hybrid bermuda stolons), the sports field (Santa Ana hybrid stolons), and the baseball infield (Tifgreen stolons). The balance of the park is being hydroseeded with a mixture of fescue and bluegrass.

The park is also receiving new ornamental plantings. Ten large trees at Roxbury were excavated, boxed, and relocated in the park along with 50 new trees. New plantings include crape myrtles, liquidambers, redwoods, and honey locusts.

Along with the plantings, the park's irrigation and drainage systems are being upgraded. Landscape architect for the project is Ericksson, Peters, Thoms & Associates of Pasadena.

New lighting, bleachers, walkways, and a 7,000-sq-ft clubhouse round out the improvements which should be completed by mid-December.

## MUNICIPAL

### Dying tree alerts town to gas leaks

A dying 25-year-old shade tree alerted officials in the small town of Cinnaminson, N.J., to potentially dangerous natural gas leaks late this summer.

"We couldn't find anything organic wrong with the tree," says Fran Leusner, a 32-year veteran of the township public works department. "It didn't have an insect problem, so we had the gas lines checked out and found eight leaks in a small area."

Leusner tells WT&T he suspected natural gas after learning that the owners of the tree also reported losing two holly bushes and a neighbor complained of the death of part of a front lawn.

Leusner says dying grass and plants don't usually mean a gas leak, "but it's not the first time we've found something like this."

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Circle No. 140 on Reader Inquiry Card

## Renovation underway at Ga. turf facility

Change marks the turfgrass program at the Georgia Station in Griffin, Ga.

The aim? To make that turfgrass research facility one of the finest in the nation, reports Dr. Robert N. Carrow of the College of Agriculture at the University of Georgia.

Here is what's happening at Griffin:

- Turfgrass research plots of warm and cool season grass species (bermuda, zoysia, centipede, St. Au-

gustine, bahia, tall fescue, and creeping bentgrass) are being consolidated into a 10-acre plot.

- New irrigation systems are being installed at the plot site, and also at a special plot of native soil and at a USGA bentgrass green. These last two areas will be used to study water use, drought stress, and irrigation scheduling.

- Creeping bentgrass research is underway on a 32,000-sq-ft golf green.

- A modern equipment storage and shop building is up.

- A stress physiology laboratory is

being developed.

- Two new full-time technicians are being added to the turf program.

The annual turf field day, not held this year because of the work, will return August 12, 1986, Dr. Carrow reports.

## ASSOCIATION

### Conn. nurserymen putting bloom in state

All 169 towns in Connecticut will be receiving six-to-eight-foot flowering crabapple trees this spring thanks to the Connecticut Nurserymen's Association (CNA).

Each town will be getting a tree to celebrate the state's 350th birthday. They will be planted the week of April 25 as an Arbor Day project involving local elementary school children. A grove of crabapple trees will also be planted at the capitol as part of the celebration.

The CNA is comprised of 383 wholesale, retail, and landscape nurserymen.

## PEOPLE

### Dr. Smiley leaves Cornell; heads west

After 12 years at Cornell University, Ithaca, N.Y., Dr. Richard Smiley accepted a position in Oregon. On Oct. 15, he became the superintendent of the Columbia Basin Agricultural Research Center, Pendleton, Ore. He has also reportedly accepted a courtesy appointment as professor of plant pathology at Oregon State University.

"I view the move as an opportunity for professional advancement," Dr. Smiley tells WEEDS TREES & TURF. A Californian, Dr. Smiley studied at Washington State University.

Other news from the Northwest has Dr. Richard C. Skogley being named "Man of the Year" by the Oregon Seed Trade Association. Dr. Skogley, in his 26th year at the University of Rhode Island, is the 11th person to receive the award.

Congratulations are also in order to Jim Green, Oregon State University Extension horticultural specialist. The American Society for Horticultural Science feted Green with its 1985 "Nursery Extension Award."

Green launched the "Ornamentals Northwest" newsletter series which began as an Oregon Extension publication but grew to include Washington, Idaho, and British Columbia.

Also in the Northwest, the 32nd annual meeting of the Merion Bluegrass Association saw the election of

**JAN.** A sun with a sad face and sweat drops, indicating heat stress.

**FEB.** A person watering a plant, with a watering can and a plant in a pot.

**MAR.** A person planting a tree in a field.

**APR.** A person watering a plant in a pot.

**MAY** A person using a shovel to dig in the soil.

**JUNE** A person watering a plant in a pot.

**JULY** A person watering a plant in a field.

**AUG.** A sun with a sad face and sweat drops, indicating heat stress.

**SEPT.** A person watering a plant in a field.

**OCT.** A person watering a plant in a pot.

**NOV.** A person watering a plant in a field.

**DEC.** A person watering a plant in a field.

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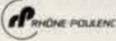
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Circle No. 153 on Reader Inquiry Card

# SHORTCUTS

**REBUILDING GREENS.....**The American Society of Golf Course Architects has reprinted "Evolution of the Modern Green" by immediate past president Dr. Michael Hurdzan, in answer to the demand for information on how to rebuild greens. The 24-page brochure is available from the organization for \$5. To receive one, send a check or money order to ASGCA, 221 North La Salle St., Chicago, Ill., 60601.

**MOVABLE DOCK.....**Gary Thornton of Thornton Landscape Management has come up with an interesting concept for receiving nursery and landscape stock: a movable dock. Tractor-trailers making deliveries need only pull into the loading area and park without having to worry about backing into any



docks. The heavy steel dock is then put into place by a fork lift. When the goods are unloaded from the truck, they can then be transported via pallet, and when empty the dock can be returned to its storage area.

**FREEBIE.....**A free brochure that helps calculate the costs of mowing grass is available from 3M. It also tells you how 3M's Embark plant growth regulator can affect changes in your mowing budget, of course.

To receive your copy, send your name and address to Agricultural Products/3M, P.O. Box 33600, 3M Center, St. Paul, Minn., 55133-3600, or phone (800) 328-1300.

**ARCHITECTS DIRECTORY.....**The American Society of Golf Course Architects has published a new membership directory. Copies of the directory are available free of charge by writing the organization at 221 N. LaSalle St., Chicago, Ill., 60601.

**NEW TURFGRASSES.....**Finelawn I Turf Type Tall Fescue has been granted a U.S. Patent Variety Protection Certificate. It's a new-generation tall fescue with a lush green color and narrow tapering leaves that has been highly rated by the USDA's National Turfgrass Evaluation Program.

Also, Gator turf-type perennial ryegrass and Hounddog turf-type tall fescue—popular North American turfgrasses—are taking a trip overseas. Both will be sold in Germany and France, according to J.L. Carnes of International Seeds, Halsey, Ore.

**STMA CONFERENCE.....**The Sports Turf Manager's Association (STMA) will hold its annual educational conference, meeting, and elections in San Francisco, Feb. 1-3, 1986. It will be held in conjunction with the 57th GCSAA Conference and Show.

the following directors: **Don Cornwall**, Fairfield, Wash.; **William Howell**, Imbler, Ore.; **Don Jacklin**, Post Falls, Id.; **Clifford Mattila**, Mercer Island, Wash.; and **Al Pohlschneider**, St. Paul, Ore.

**Ralph Reid** is president of the new **Oklahoma Professional Herbicide Applicators Association**. Reid, a custom applicator from Enid, says "usually it's misuse of the chemical, not the chemical itself, that causes any problems."

The 35-member association is already studying insurance, licensing, and state reciprocity laws. **Betty Mendl**, DuPont industrial weed control specialist, is credited with organizing the association.

This summer saw the formation of the **Nebraska Professional Lawn Care Association (NPLCA)**. President is **Dale Amstutz**, vice president **John Skomal**, and secretary-treasurer **Richard Penn**.

NPLCA directors are: **Rich Mulder**, **Tery Anderson**, **Gary Carstens**, and **Tom Urbanek**.

For membership and information contact Executive Secretary **Don Ellerbe**, NPLCA, 209 W. Ninth St., Hastings, Neb. 68901. (402) 463-5691.

A jacaranda tree at the Disneyland Hotel bears the name of **Frank Conriquez**. This summer he was honored for the 30 years as head gardener at the hotel.

**Bill Rose**, president of Turf-Seed, Inc., Hubbard, Ore., announces the appointment of **Margaret Herbst**, New York, N.Y., as a public relations consultant for special projects.

**Ike Thomas**, Granbury, Tex., is 1985-86 president of the **American Sod Producers Association (ASPA)**. **Al Gardner**, Broomfield, Colo., steps in as vice president and **Doug Morgan**, Wethersfield, Conn., secretary-treasurer.

Newly elected ASPA trustees are: **Ed Davis**, Okeechobee, Fla., and **Bob Goodrich**, Camarillo, Calif.

**R. Douglas Cowan** was elected president of **The Davey Tree Expert Company**, Kent, Ohio, late this summer. Cowan joined Davey Tree 11 years ago.

**Phillip Whitney Yelverton** joins **The Fertilizer Institute** as director, member services. He previously served as marketing analyst for USS AgriChemicals, Atlanta, Ga.

**American Cyanamid** promotes **Brenda S. Krause** to Fort Dodge district sales manager for crop protection chemicals in the Midwest region. **William L. Clark** takes a similar post as Syracuse district manager in the Eastern region. Both are nine-year veterans of Cyanamid.



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# Turf vehicles



E-Z-Go

Circle No. 159 on Reader Inquiry Card

Golf car and utility vehicle manufacturers look to a bull market, even though they aren't exactly certain what turf managers really want.

by Ron Hall, associate editor and Jerry Roche, editor

**T**he golf course market smiles. Manufacturers of golf cars and utility vehicles look with optimism to 1986, some beyond.

Witness the healthy construction of new golf courses, a reflection perhaps of a national economy that continues to climb from the doldrums of just a few years ago. With unemployment and interest rates at more favorable levels, the number of golfers taking to the links rises. Their expectations about the quality of play increase.

Longtime golf car manufacturer E-Z-Go's plunge into the utility vehicle market in 1985 highlights the confidence of domestic manufacturers. Other evidence is the new muscle OMC-Lincoln engineers into its 1985 line, making more powerful and versatile Cushman machines.

"We see the market for turf vehicles continuing strong through 1986," says OMC-Lincoln marketing manager Frank McDonald.

Cushman vehicles, long the mainstay of the utility vehicle market, are now equipped with 22 hp engines, giving almost 1/4 more power than previous models. Reliability and longev-

ity were prime concerns for the move to more muscle.

"Customers want water-cooled, low-maintenance vehicles that function like regular on-road vehicles," says Tony M. Nunes, marketing vice-president for SDS Motor Import, Oxnard, Calif. His firm offers the Japanese-manufactured Sanfu line.

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**'We see the the market for turf vehicles continuing strong through 1986.'**

**—McDonald**

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And, while foreign manufacturers continue to nip at the edges of the turf market, the big event in the turf vehicle industry in 1985 happened in Augusta, Ga.—home of the Masters and E-Z-Go.

This past year, E-Z-Go purchased the Pargo Industrial line of vehicles from Eagle Vehicles, Dallas, Tex.

Coupled with the introduction of its own new vehicles in February, E-Z-Go can now boast offerings in 19

different styles, everything from a one-seater to an 11-passenger model.

Management at Augusta headquarters spent much of this year weaving an effective sales network. With distributors in place in 1986, E-Z-Go—with its 18-hp GXT-7 model as its workhorse—promises to pursue the turf market enthusiastically.

"The market has grown quite a bit the last couple of years," notes Dave Johnson of E-Z-Go. "In the turf vehicle market, I see a swing toward smaller-capacity units because of cost, versatility and maneuverability."

Which brings up a philosophical question: do turf managers want one vehicle that can, with attachments, do a myriad of functions, or do they want more specialized vehicles?

Kent S. Hahn, general sales manager of Hahn, Inc., Evansville, Ind., says, "the golf course superintendent is looking for more specialized turf vehicles. With the cost of chemicals increasing, there is a demand for more accurate applicators of both liquid and dry to reduce chemical waste and misapplication."

OMC-Lincoln's McDonald agrees.



**Club Car**

Circle No. 160 on Reader Inquiry Card



**Melex**

Circle No. 161 on Reader Inquiry Card



**Yamaha**

Circle No. 162 on Reader Inquiry Card



**Cushman**

Circle No. 163 on Reader Inquiry Card



**Hahn**

Circle No. 164 on Reader Inquiry Card



**Sanfu**

Circle No. 165 on Reader Inquiry Card

"Because more golf course superintendents are utilizing specialized attachments, we believe the 'system concept' will continue to grow. As their primary turf vehicles are increasingly dedicated to specific tasks, we find that they are relying more heavily on lower cost, all-purpose utility vehicles for administrative and runabout work."

It is in the "runabout" area that the relatively inexpensive work/play all-terrain vehicles (ATVs) are making their greatest impact. Even so, their use is not yet widespread in the day-

to-day tasks actually related to turf care.

The golf car market is also experiencing a profitable year with the outlook better than ever, partly due to changing tax laws.

"We see some buyers who are buying capital goods—such as golf cars—due to the probable change in tax laws during 1986," notes Sam W. Mays, marketing vice-president for Club Car, Augusta, Ga. "Of course, this applies to for-profit clubs, so they can achieve favored treatment with the investment tax credits and acceler-

ated depreciation."

Scott Pierce, president of American Continental, Wilmar, Minn., sees the same bull market as Mays.

"There's a lot of pent-up demand out there," he notes. "There's going to be quite a scramble for business, and next year will be an excellent one."

One other golf car manufacturer has experienced strong sales this year from buyers replacing entire fleets because of the strong economic conditions. "We expect this condition to continue at least over the near term," says Pierce.

**WT&T**



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## The money machine

Lawn care and landscape maintenance businesses begin to feel the nation's recovery from the recent economic recession, according to a survey by 'Lawn Care Industry' magazine.

by Jerry Roche, editor

Chemical lawn care revenues increased 40.2 percent from 1983 to 1984—a phenomenal rate—as the economy continued to recover from the recession of the early 1980s. Overall, according to LAWN CARE INDUSTRY magazine's 1985 "State of the Industry" report, the industry grew by 26.6 percent as landscape maintenance increased 11.1 percent from 1983 to 1984.

"From return on assets, this industry is a money machine," says John Kenney of Turf Doctor, a chemical lawn care company in Framingham, Mass. "Absolutely fabulous."

Spending by industry companies was also expected to increase drastically—22.5 percent—this year.

Chemical lawn care and landscape management companies predicted in the LCI survey that their expenditures on chemicals, equipment, and seed would be \$415.5 million in 1985. That's an increase of 22.45 percent over 1984 expenditures.

### Growth areas

Biggest gains were expected to be in the areas of tree care equipment, spray tanks, and irrigation equipment. Many companies are diversifying into tree care, while proper irrigation is playing a bigger role in creating beautiful landscapes, especially in high-growth areas like Southern California.

Tree care equipment purchases were expected to almost triple to \$8 million in 1985. Sales of spray tanks were predicted to double in sales to more than \$18 million. Irrigation equipment was supposed to hit the \$23 million mark, an increase of nearly 200 percent.

"There are some other interesting figures here," says Jerry Faulring of HydroLawn, Gaithersburg, Md. "It's



John Kenney



Jerry Faulring

interesting to note that granular fertilizer use is growing faster than liquid (13.5 percent to 8.6 percent). Pre-emergents should show a parallel relationship, but they're only up 4.6 percent. So people are becoming more selective in the use of pre-emergents.

"Insecticides (up 23.2 percent) are still not being used discriminately enough. A lot of seeding (up 53.9 percent), a lot of discrimination in post-emergents (down 4.6 percent), fungicides—a little more awareness (up 3.1 percent), and a lot more awareness of soil amendments (up 74.7 percent).

"I think that follows the trends real well," says Faulring.

### Replacing fleets

It appears that many of the companies founded in the late 1970s are begin-

ning to have to replace fleets, judging by predicted sales of spray tanks.

"The cost of money is favorable, compared to what it was two, three, or four years ago," notes Kenney. "Maybe it's expensive to replace equipment, but it's less expensive now, and if you wait the interest rates could go back up."

Number one complaint of customers, according to those responding to the LCI poll, is high cost. Other complaints run the gamut from poor weed control to improper scheduling to poor communication.

Nearly 68 percent of the respondents cited insurance costs as being a major business concern. Sixty-two percent said vehicle costs were a concern, while "liability costs," "government regulations," and "interest rates" were also cited by more than 50 percent.

### Big numbers

Not surprisingly, the survey found that the vast majority of chemical lawn care by its readers was being conducted in the East North Central region of the nation (Ohio, Indiana, Illinois, Michigan, Wisconsin). Lawn care companies owned by LCI readers in those states grossed an average of \$908,938 last year. The overall average for the East North Central region (\$415,338) led the industry.

The Mountain region (Montana, Idaho, Wyoming, Colorado, New Mexico, Arizona, Utah, Nevada), surprisingly, led the nation in landscape maintenance revenues with a per-company average of \$353,640.

New England was statistically the region of least lawn care/landscape maintenance with the average reader's business grossing just \$83,050.

*continued on page 28*

# A PREVIEW OF OUR COMPETITORS' 1989 MODELS.



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Circle No. 143 on Reader Inquiry Card

## PREDICTED EXPENDITURES (1985) FOR CHEMICAL LAWN CARE AND LANDSCAPE MANAGEMENT COMPANIES

	% Sample Purchasing	Average Per Purchaser	Projection To LCI Readership	% Change Since 1984
<b>Chemicals, Supplies</b>				
Granular Fertilizer	84.7	\$9,755.70	\$92.41 Million	+ 13.5
Pre-Emergence Herbicides	73.9	\$5,259.18	\$43.46 Million	+ 4.6
Liquid Fertilizer	32.9	\$11,701.40	\$43.05 Million	+ 8.6
Insecticides	75.0	\$3,518.92	\$29.51 Million	+ 23.2
Grass Seed	72.1	\$3,102.86	\$25.02 Million	+ 53.9
Post-Emergence Herbicides	73.7	\$2,748.33	\$22.65 Million	- 4.6
Fungicides	58.2	\$1,704.73	\$11.10 Million	+ 3.1
Soil Amendments	33.2	\$2,563.57	\$9.52 Million	+ 74.7
Plant Growth Regulators	16.6	\$501.03	\$0.93 Million	N/A
<b>Equipment</b>				
Tractors	19.7	\$11,551.33	\$25.46 Million	- 15.5
Irrigation Equipment	19.2	\$10,902.63	\$23.41 Million	+194.8
Spray Tanks	33.4	\$4,901.04	\$18.31 Million	+219.5
Riding Lawn Mowers	19.7	\$7,518.00	\$16.56 Million	+ 30.3
Walk-Behind Mowers	46.3	\$2,665.86	\$13.80 Million	- 17.1
Sprayers, Pumps, Etc.	52.1	\$2,350.63	\$13.70 Million	+ 27.8
Spreaders	47.4	\$1,520.19	\$8.06 Million	N/A
Tree Care Equipment	25.5	\$2,888.06	\$8.00 Million	+278.7
Aeration Equipment	22.1	\$2,805.37	\$6.93 Million	- 1.7
String Trimmers	41.3	\$778.47	\$3.60 Million	+ 11.8

1985 Projected Totals = \$415.48 Million +22.45%

Source: LAWN CARE INDUSTRY MAGAZINE

### LAWN CARE from page 26

Nationally, the average size of a chemical lawn care business is in the \$350,000 range. Average size of a landscape management company is between \$175,000 and \$200,000. Overall, the average LCI reader's company grossed \$250,982 with a pre-tax profit of 21.25 percent (more than \$53,000).

### Still growing

So 1984 exceeded last year's expectations. In LCI's 1983 survey, readers predicted that their businesses would grow to an average of \$247,000, about

\$3,000 less than the final figure. And the growth trend will continue in 1985, poll respondents say.

They have predicted an industry average of 23.99 percent growth this year.

Diversification appears to be a growing trend within the industry. Of the 380 survey respondents, 50 said they are also involved in landscape installation and design. Twenty-two said they service trees, 19 said they are involved in landscape construction and 18 said they are involved in the sod business.

Snow removal, with 13 responses, was another popular sideline. **WT&T**



**Joe, why is it important to have a fungicide that will work against a lot of different fungus diseases?** "At any given time, conditions may be right for three or more different fungus diseases. And others may be dormant in your turf, waiting for conditions to change. You never really know what you'll be up against next."

**What makes Fertilizer Plus Fungicide VIII so special?** "It's a broad-spectrum fungicide—among the broadest on the market, in fact. It handles dollar spot, brown patch, leaf spot, red leaf spot, and pink snow mold. And it's a double-barreled weapon against disease: it works first on contact for quick action, then systemically for additional protection."

**Sounds like that would be helpful to any turf manager.** "Sure would. It makes things a little handier—you don't have to pick and choose from among several products for the best treatment."

**What about follow-up outbreaks of those diseases?** "You don't have to be as concerned about future disease problems, because Fertilizer Plus Fungicide VIII does more than just cure. It's also effective as a preventative."

**How often should you apply it?** "Every 10 days to 3 weeks, depending on the severity of the disease pressure."

**Won't that be too much nitrogen?** "No. At the recommended application rates, you'd be using a modest amount of nitrogen consistent with the development of quality greens."

**How does the price compare with other alternatives?** "The pricing is very competitive. Considering that the alternative is normally a combination of products—which may even call for different methods of application—I think a lot of turf managers will end up saving money with this fungicide combination."

**For more information about Fertilizer Plus Fungicide VIII, call your ProTurf® Tech Rep. Or call Scotts® direct at 800-543-0006.**

## "Economy and broad-spectrum action will make this one of your most powerful weapons against turf disease."

**Joe Bell, Scotts Research project leader (Turfgrass Fungicide R&D), talks about new Fertilizer Plus Fungicide VIII.**

Circle No. 137 on Reader Inquiry Card



## ServiceMaster goes 'Green'

Chicago's Richard White built Village Green from the ground up. Now he and his former company are part of an \$800 million service company that is building a nationwide network of 'ma and pa' lawn care operations.

by Ron Hall, associate editor

John Willis once taught flying at Chicago's Midway Airport. He traded that for the drudgery of cleaning homes and offices in Elgin and Schaumburg.

He dug hard cash out of his pocket and presented it to a company called ServiceMaster for the privilege.

Now his blue eyes dance as he describes the \$400,000 cleaning and disaster restoration business he owns and manages from his 10-year-old home, evidence of a profitable 14-year association with ServiceMaster.

This brick house, tucked in a corner of a wildlife preserve near Elgin, Ill., is a comfortable home. The basketball hoop over the garage suggests anything but the business beehive which is in the remodeled, basement where employees man the phones.

Opportunity comes knocking again, Willis believes. He digs again.

This time for lawn care.

The key again, ServiceMaster.

Says Willis, "I want to get in on the ground level of ServiceMaster Lawn Care. I enjoy the pioneering part of it more than anything. Who knows? Maybe I'll put all my efforts in one direction—lawn care."

You in lawn care ought to know more about ServiceMaster.

It knows about you and the healthy growth of your industry.

ServiceMaster, the \$800 million service giant headquartered in Downers Grove, Ill. about a half hour from O'Hare International and 45 minutes from the Willis' home, eased into lawn care in 1985 with the purchase of Village Green, the Chicago-area business headed by veteran lawn care businessman Richard White.

"ServiceMaster looked for nine

months, 12 months trying to find a good fit before it bought Village Green," White recalls. "I think our company did business the way ServiceMaster likes to do business."

White believes "they wanted a company to use as a model for lawn care. The management was in place to do lawn care."

The management, of course, was White. He'd already put together a comprehensive training manual. It was no secret he was thinking franchise with Village Green.

Industry insiders consider White, still trim and on the sunny side of middle age, one of lawn care's pioneers. The idea is that young. White treated his first lawn in 1962, before the industry had a name. He was 16. In 1973 he started Village Green in suburban Chicago.

*continued on page 34*



Richard White poses in front of ServiceMaster headquarters in Downers Grove, Ill. White, vice-president of the Lawn Care Division, is former owner of suburban Chicago's Village Green.

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Combine those features with our new 76-inch wide swept spindle mowing deck (available

on the F930 and F935) and you can forget about ever having to trim. You can cut around any tree or shrub, and leave an uncut circle of grass only 14 inches in diameter. Or use the turning brakes and mow right around a fence or lamppost.

If you have to cut grass anywhere but a totally flat surface, and who doesn't, our front mowers have two exclusive features that are tough to go without. Differential lock will improve traction on slopes or ditch banks. And our weight transfer valve will keep



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Grass is his livelihood. When he walks the grounds at corporate headquarters, a pancake of greensward big enough for three football fields, he eyeballs the turf like an old friend at a high school reunion. He knows this particular turf.

Not long ago, but before ServiceMaster made its move into lawn care, White convinced management to mow that grass more often. This erased bagging of grass clippings. It gave workers 25 percent more time for other jobs. The grass looked better, too.

White doesn't walk this lawn often now. He's vice president of the Lawn Care Division of ServiceMaster. He's a Heinz-57 blend: administrator, teacher, troubleshooter. His office is on the second floor of the Downers Grove building.

### Good vibes

His office bustles. Bright. Cheerful. It, like the others, displays a small plaque with these four maxims: "To honor God in all we do. To help other people develop. To pursue excellence. To grow profitably."

Business-watchers claim ServiceMaster pursues the fourth of these with particular zeal.

Fortune magazine in its June 11, 1984 issue described ServiceMaster as the nation's "most profitable" large service company with an astounding 30 percent return for its shareholders from 1974 to 1983.

It reaps these rewards by convincing and helping people build profitable "in-home" businesses: by granting franchises and training people to do jobs most people (and businesses) don't want to do for themselves.

Carpet and upholstery cleaning is one service often associated with the increasingly evident green-and-yellow ServiceMaster vans.

Company founder, the late Marion E. Wade, a hard-working Baptist not a bit bashful about mixing Christianity with business, started this way 35 years ago.

In 1962, ServiceMaster expanded its horizons, offering what it describes as "housekeeping management." And in the 1970s, business mushroomed as it spread into the health care industry.

Today ServiceMaster contracts with more than 1,000 hospitals, and provides management for everything from cleaning and laundry to the food that is prepared in hospital cafeterias. The locations of franchise-holders dot a huge map on a lobby wall.



ServiceMaster vans should become more common to lawn care customers. John Willis (left) and employee Ron Wizeck at Willis' home in Elgin, Ill.

### Training school

ServiceMaster nurtures its newest baby, lawn care, with a familiar formula: by licensing "ma and pa" businesses, providing the support of a respected and nationally-known business name, and giving licensees week-long training at its "service academy" located fittingly in a convent in Wheaton, Ill.

"Everything is controlled at these academies," says White, who teaches agronomics to hopeful LCOs. Others instruct subjects like insurance, bookkeeping—skills needed to provide a service, to turn a profit. "These people (licensees) don't go out for dinner or anything. We just don't allow for any lost time. Besides, they have money invested in this."

This September, ServiceMaster graduated its second class of 16 hopeful lawn care businessmen. Next summer there will be another crop. In the fall of 1986, another.

"When they leave, we want them ready to go into business," White says. "After they leave we follow them. Our function is to assist these people to become successful."

All, like flight-instructor-turned-businessman Willis, a member of the first training class this past April, pay a \$10,500 license fee (\$6,000 down) to become an LCO. Startup costs, including van and materials, eventually come to \$18,000.

Franchise owners also purchase their supplies via an arrangement with ServiceMaster and return 8 per-

cent of their revenues to the company.

Although ServiceMaster promotes the "ma and pa" operation—the one-person, one-van business—don't let that mislead you.

Says White: "There really is no limitation. Sure, we think a one-man operation can be successful and some people will probably be happy with that kind of business, but they don't have to be."

Many of that first graduating class of LCOs, like Willis, already operate successful ServiceMaster cleaning businesses. Some, again like Willis, are distributors in the ServiceMaster cleaning chain. They provide the licensees (Willis has 20) with supplies and support.

These first training academies could provide the management link, the distributors, for ServiceMaster's nationwide lawn care network.

Willis sees opportunity here while he gauges the progress of his infant lawn care firm. He should reach 200 customers by year's end, hopefully 400 next season.

"These are minimum projections," he says. "Actually, I hope—and I think—we can do much better. I'm a builder. I'm enjoying the pioneering spirit of this."

How about ServiceMaster? How big does it want to become in the lawn care industry?

Says White: "Let's just say I decline comment. Everytime somebody says 'we're going to be as big as somebody else,' they flop."

WT&T

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## Growing in all directions

A Kalamazoo, Mich., company blends a lawn care operation with its pest control operation. And it's working. That versatility has lifted gross revenues to \$2 million.

by Ken Kuhajda, managing editor

When ChemLawn offers you the chance to become a franchisee you take it, right?

Today perhaps you would but, in the early 1970's, Linden Griffin said "no" to the giant's offer. His company, Griffin Pest Control of Kalamazoo, Mich., was strictly into pest and termite control.

At the time, he didn't catch the natural connection—the use of pesticides in both fields.

"It seemed kind of strange at the time," he recalls of the offer. "I thought, 'boy, they're emphasizing chemicals.' I didn't think that was a positive PR move."

In retrospect, Griffin says he should have accepted the offer.

"It was probably two or three years later before I really even considered getting into lawn care," he says. "At the time of their offer, I was really into making pest control a success. I still owed my parents money from my purchase of the business (1973)—that's why I was reluctant."

Within a short period, Griffin solidified the pest control operation and realized the natural relationship the field has to lawn care.

Three years later he began his own lawn care division with the help of a capable employee, Wayne Bro. "He is a young man who we thought could handle that kind of challenge," says Griffin.

With Bro providing guidance, Griffin Lawn Care traveled a bumpy road to profitability.

"We got 220 customers (from the pest control client list) and decided we'd better learn what we're doing," he says.

Griffin Lawn Care progressed from nursery school to graduate school in a period of months. Branch offices are now located in Battle Creek and



Griffin headquarters in Kalamazoo, one of three Griffin offices.

Grand Rapids, in addition to the home base in Kalamazoo.

### The right approach

"We'll do \$500,000 this year," says Griffin of the lawn care division.

That figure climbed sporadically as lawn care in his area has experienced "years where growth was flat."

Griffin will tell you he's made mistakes along the way.

He did a lot of television and radio advertising in 1982.

"It was a disaster," he says. "I think TV and radio advertising are impulse purchases. It didn't help us grow at all."

Instead, Griffin prefers phone solicitation. "We've been more successful with our phone solicitation program than with any other. That's the most cost-effective way of reaching the customer," he says.

Barely two years old, the program

netted 1,629 new customers in 1985, says Griffin.

With a week to go in the latest 10-week sales period, phone solicitation has recorded a gross intake of \$261,301, says Griffin, pointing to a sales chart in the corner of his office.

"Any lawn care company loses 20 to 30 percent of its customers each year," he says. Even when you consider that and other loss factors, he says, phone solicitation has been a boon for his company.

"We sold \$261,000 to get \$130,000," he says, figuring losses with gains. "That's not bad considering (hired lawn care) is discretionary income for a lot of people."

### Room for growth

Perhaps most encouraging for Griffin is the potential for growth. Three Griffin offices lie in markets totalling a million people. That's a lot of lawns.

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**Linden Griffin**, owner of Griffin Lawn Care and Pest Control, Kalamazoo, Mich.

Grand Rapids, a market Griffin entered just five years ago, has a population of 500,000. It offers the best potential of the three because of the numbers.

In Kalamazoo, Griffin has reached a "saturation point," but remains a stronghold in the industry.

Battle Creek, with just 125,000 people, has brought in steady income but lacks the numbers to become a wind-fall area.

A state unemployment rate hovering around 10 percent doesn't help

matters. "In Michigan, we haven't been under a 10 percent unemployment rate in the last decade," says Griffin. "In Michigan, you have to work hard to make your business grow."

Another factor related to Griffin's bottom line is the cold southwestern Michigan winter. His lawn care employees are sent onto the streets with their snow plows, sometimes working up to 14-hour days.

Snow removal doesn't generate much income, says Griffin, and takes a quick toll on equipment and personnel. He doesn't recommend it as a winter alternative.

The days of ice and snow can seriously damage a cyclical business, he says, adding, that the company's bottom line "looks like a giant roller coaster," over a year.

He's made an attempt to remedy winter's cash flow woes by implementing a pre-pay (or pre-bill) system for lawn care customers. It sometimes aids sagging cash flow. "\$40,000 in cash is helpful in January and February," he says.

### The total package

Among the three Griffin divisions, gross revenues of \$2 million are pro-

jected for 1985.

In Linden Griffin's first year at the helm (1973), revenues totalled \$180,000 (without lawn care, began in 1977).

Griffin almost missed out on a million dollar gross revenue figures.

He had no intention of following his parents into the bug business.

His parents, Linden Sr. and Irene, founded Griffin Pest Control in 1929 and their son worked on-and-off for 20 years beginning in 1954.

Linden Sr. became ill in the early '70s and reached an agreement with his son for the purchase of the business.

After a few months as president, Linden Jr. realized he had underestimated his parents.

"When I graduated from college (Western Michigan University in Kalamazoo), I felt I could do a better job running the business," he says. "After a year-and-a-half, my parents became a lot smarter."

Pest control was then and is today the cornerstone of the business. It accounts for 60 percent of gross revenues, while lawn care has reached 25 percent in just eight years. Termite control, always a small part of the operation, accounts for 15 percent.

In five years, he says, the company "may be out of the termite business."

Pest control continues to grow though not at the pace set by lawn care. "Lawn care has an excellent growth potential because it's in its infancy. It has more growth potential for us than pest control," says Griffin.

He predicts lawn care will provide 40 percent of the company's revenues in five years.

Currently, the company is carrying 3,000 lawn care customers.

### Pre-notification

Griffin is concerned about Michigan's notification question, requiring prior notification of the use of petro-sensitive chemicals to any sensitive person within a 2,000-foot radius.

In Michigan, Senate Bill 65 (pre-notification) is pending and Griffin, as local governmental affairs representative for the Michigan Pest Control Association and Professional Lawn Care Association of America, is lobbying for its defeat.

"I think states should have primacy over the use of pesticides," he says, agreeing with the recent Wauconda (Ill.) decision.

With a nod of his head Linden Griffin admits he enjoys speaking to gatherings of his peers. He sometimes practices for an hour, achieving just the right voice inflection or gesture.

It's the same care he puts into running his growing business. **WT&T**

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## Growing up in an adolescent market

Trendsetting Southern California lags in lawn care.  
A Riverside firm looked to the Midwest to tap this potentially lucrative market

by Ken Kuhajda, managing editor



This narrow strip of turf in front of Bourbonnais' Riverside office is a portion of the commercial real estate he maintains.

While Midwest-based lawn care companies like ChemLawn perfected their treatments in the late '70s and early '80s, Larry Bourbonnais didn't know there was such a thing as liquid lawn care.

His Riverside, Calif.-based firm, the Larry Bourbonnais Company, had specialized in professional grounds management since 1973; but he was, in his terms, one of a horde of Californians who call themselves "gardeners."

Liquid fertilization? He'd never heard of it. Not until 1980.

While attending a Southern California Turfgrass show, he strolled to a booth featuring liquid fertilizer.

He'd stumbled on something that would forever change his business.

He went from shorts and no shirts to three-piece suits in less than four years (although he admits he's still a casual dresser).

"I asked the guy 'what is this?' and he said that liquid spraying was a big deal in the East."

The 37-year-old Bourbonnais was miffed. "I'd never heard of it. I'd been in business for almost eight years. Well, the guy said he'd ask a consultant in Chicago to get hold of me," he says.

Bourbonnais flew to Chicago, a first for the California boy, to meet with the consultant, Jim Mello, owner of Nice'N'Green lawn care service. He saw his first spray truck. Impressed yet undecided, Bourbonnais prayed for guidance and was answered.

### Spray Green

With Mello's assistance, Spray Green was born in the spring of 1981. Bourbonnais took the Midwest route into



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Five years of testing by Monsanto and turf managers have proven it: LIMIT can reduce *by half* the time you spend trim-

ming and mowing treated areas.

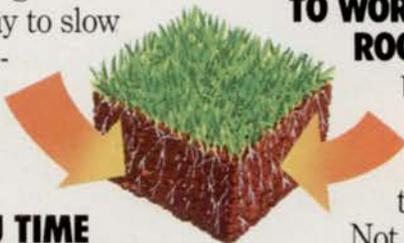
LIMIT buys you time. Time your crews can use for priority projects, especially in the spring.

## THE ONLY TURF REGULATOR TO WORK THROUGH THE ROOTS.

Unlike other turf regulators, LIMIT works through the roots.

Not through the foliage.

The result? You can spray LIMIT earlier. Only LIMIT works before green-up, as well as after. It fits your schedule. Not the other way around.



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*"...on real steep, hard-to-mow slopes, LIMIT reduced equipment usage, the hazard to my employees...and my labor of mowing."*

*"We use LIMIT in areas that require a lot of handwork. I'd recommend LIMIT to any golf course superintendent spending too many hours in areas he'd rather not be."*

# est cutting jobs by half.

## THE ONLY TURF REGULATOR THAT DOESN'T MIND THE RAIN.

Root uptake of LIMIT also means there's no wash-off worry. Let it rain. You can actually apply LIMIT while it's raining.



## LIMIT IS SAFE EVEN WHEN YOU OVERLAP.

LIMIT is safe to turf, too. It's formulated to get consistent response and

quality even where there's unavoidable overlapping; unlike other turf regulators that cause overlap browning.



What's more, LIMIT is harmless to ornamentals. And LIMIT won't stain monuments, sidewalks, or other fixtures.

## EASY TO MIX, EASY TO APPLY.

Adding LIMIT to your current spraying program is easy. No special equipment is needed.

Plus, LIMIT can be tank mixed with both fertilizer and commonly used herbicides, so you get one-pass efficiency.

And, compared with other turf regulators, LIMIT is unusually tolerant of mixing errors.



## MONSANTO GUARANTEES LIMIT WORKS.

This Spring, cut your toughest mowing and trimming jobs by half.

Monsanto guarantees that spraying LIMIT before seed-head will slow grass growth for up to six weeks. *Safely.*

Try new LIMIT where you want to mow and trim less. A lot less. And give your crew better things to do.

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TURF REGULATOR  
BY Monsanto



DICK STEDMAN  
President  
Wright Lawn and Tree Care, Inc.  
Clarence Center, NY



PHIL PIRRO  
Lawn Service Manager,  
Landscaping, Inc.,  
West Hartford, CT



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*"With LIMIT, I cut my mowing in half and freed up my personnel to do more detail work that my customers notice."*

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- One application controls growth for up to six weeks.
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- Saves you valuable manhours.
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- Overlaps safely.
- Safe to ornamentals, sidewalks, monuments, or other fixtures.
- Can be tank-mixed with fertilizer and commonly used turf herbicides for one-pass convenience.
- Easy to mix and apply.
- Available in quart or gallon size.
- Monsanto guarantees LIMIT will perform as promised on the label.  
*(Always read and follow label directions.)*



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Or call this toll-free number for the LIMIT dealer nearest you.

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For every 1 gallon of LIMIT<sup>®</sup> turf regulator you buy between November 1, 1985 and April 15, 1986, you get 1 quart of Roundup<sup>®</sup> herbicide free! This purchase may include any combination of quart or gallon containers of LIMIT. One quart of Roundup for each whole gallon of LIMIT purchased.



Please use the attached business reply envelope to take advantage of this offer.

lawn care. He and Spray Green said "hello" to the '80s.

The "Inland Empire," as Riverside, San Bernadino, and surrounding areas are called, was a market aching to be tapped.

Bourbonnais instituted a direct mail campaign. "Response was good," he says. Oddly, Spray Green trucks boosted interest in his business. People asked what they were.

"I'd never heard of it (liquid lawn care); they hadn't either. But they were fascinated by the truck," he says.

Curiosity and profits and two different things though. The locals didn't educate easily. "Most thought it was hydroseeding, some thought maybe we sprayed dye on lawns," he says with a straight face.

Today, his clients are a bit more sophisticated (as is Spray Green's application schedule), but education remains a top priority for Spray Green crews.

Here, Bourbonnais feels he can't compete with big lawn care companies. "Companies like ChemLawn and others have a lot more money than we do. They can spend the money to educate their customers," he says. "Sometimes I feel like the man from Mars when I talk to these people."

ChemLawn has moved into neighboring Ontario, he says, and is "expanding inward." He expects heavy competition from the Midwest-based giant in the near future.

### A promising market

Larry Bourbonnais has the level personality needed to make it in the business world. A born-again Christian, he treats both employees and customers with respect, although he's the first to tell you he's short on positive feedback to his employees.

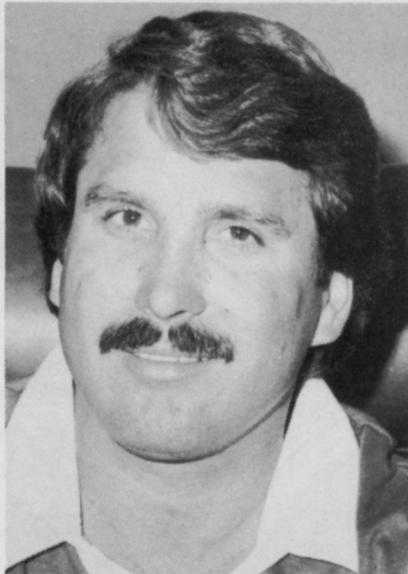
He will compromise. Example: Bourbonnais enjoys the comfort of an air-conditioned office. Company secretary Mary Steinkoenig, whose desk is located directly inside the front door, has an aversion to air-conditioning.

They reached an agreement. He leaves his office door almost closed (to trap the cool air) and she opens the front door (and keeps it open) to let in the sometimes smoggy Riverside air.

It's the same with the customer—a lot of give and take.

With a wink, Bourbonnais tells you it's a lot more give.

"We have the best reputation in town but people don't call me and say



Larry Bourbonnais, owner of The Larry Bourbonnais Company of Riverside, Calif.

'I want you to bid on my property' or 'I want to hire you.' I have to call on people, I have to knock on doors," he says.

The cold-call strategy, however cumbersome, has been a boon. He landed his two largest commercial accounts (Bournes Inc. and Bear Medical) with cold calls.

In Riverside, they're just two in a market that could make Bourbonnais a rich man. Development is everywhere, laying a foundation for a million-dollar lawn care business.

Bourbonnais hasn't reached that point. He's looking at a gross of \$250,000 this year between the landscaping and lawn care divisions. That figure is doubled from 1980. It's a long way from the \$150 (used to buy a mower and edger) he started with in 1973.

With his usual candor, Bourbonnais says his growth is slower than anticipated.

"Riverside is a good market, but it hasn't taken off like I thought it would. The problem is that the area is growing tremendously, but you don't have the big bucks like you do in Orange County," he says, noting that most living in Riverside have emigrated from affluent Orange County.

The reason is obvious, he says. You can buy the same home in Riverside for half of what you would pay in Orange.

Locals want to save money. And that means many skimp on other costs, including lawn care.

"Most don't know much about

lawn care around here," he says. "They don't know how to water their lawns correctly during our hot spells. We had 17 days this past June and July over 100 degrees. Our environment (semi-arid) makes it tough on lawns."

### An image

In laid-back Southern California employing a "gardener" is a status symbol but Bourbonnais bristles when discussing their merits.

"I never saw a gardener until I became one, and now everybody's a so-called gardener. This is casual California and there's guys here working on lawns in shorts with no shirts. I think it's horrible," he says.

"We have lettered trucks and I make sure they're cleaned and polished. Our guys wear nice shirts and clean pants.

"I think it's important especially with the commercial end. You have a company doing a half a billion a year and they don't want to see a bunch of losers hanging around with no shirts and long hair," he says.

He considers his commercial clients cake. He does 99 percent of his business with the individual homeowner.

He's lukewarm about the prospect of adding more condos to his client list, but says "there's going to be a lot more added to this area."

Typically, the Spray Green liquid fertilization and weed control program, designed for the Inland area, is a seven-step procedure.

It starts in February (fertilizer, potassium, and crabgrass pre-emergent control) and ends in December with fertilizer and potassium application. In between are more fertilizer (timed- and instant-release in May, July, and August) and broadleaf weed control applications.

There are no slow periods in sunny Southern California.

His two divisions are complementary. When it's raining, the grass is growing and the need for lawn care is high.

When it's dry (the norm in Riverside), maintenance booms. Maintenance and grounds management account for 75 percent of the firm's revenues.

Candid Larry says he wouldn't want to be in any other business. "I'm into grass," he says. "Even when I started I just liked to be outside mowing lawns."

That passion has developed into a business he hopes will gross \$500,000 by 1989. **WT&T**

# LANDSCAPE MANAGEMENT

## Solving problems

Bob Clouten is a custom applicator seeking new ideas to old problems. His North Dakota firm is servicing 2,000 customers a year and that number is increasing.

The morning shower is somewhat of a ritual for custom applicator Bob Clouten. He doesn't just sing in his shower. As the water pelts his body, Clouten mulls what he can do to make his business—Fertilawn, Inc.—stronger.

By 6 a.m., Clouten, at his shop/garage well ahead of Fertilawn's 25 peak-season employees, is already in motion.

"Good service will always sell," says Clouten. "It's the key, whether you're talking lawn work or industrial application. You need to be competitive, but service is what builds long-term business."

Clouten feels long hours, hard work, and a creative approach in the custom chemical application business still pay off.

Early last spring, for example, Clouten worked to earn a contract to control all vegetation at Basin Electric Power Cooperative substations. The new business calls for year-round bareground control at 36 electrical substations, some located 500 miles from Bismark, home base to both.

### Hard work pays

Clouten, 33, started the business seven years ago in his father-in-law's garage. Selling door-to-door and by telephone, he custom-applied fertilizer, herbicide, and insecticide to about 200 lawns.

Last season, his company tended 800 lawns. For many, Fertilawn pro-



Bob Clouten, owner and operator of Fertilawn Inc. in Bismark, N. D.

vides complete lawn care—from spring power raking through season-long fertilization and pest control to regular mowing. "All told, we serve about 2,000 customers a year," says Clouten.

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**'It makes me a better manager if I do some of the sales and application work myself.'**

**—Clouten**

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Fertilawn's services extend to other cities and towns in the region, including adjacent Mandan. The company holds its own against highly-promoted and franchised lawn care services.

The company's industrial division has enjoyed rapid growth.

"We work closely with manufacturers, conducting local experiments with new herbicides," he says. "We want to be known as the custom applicator with new ideas and products that solve problems."

Along with lawn and commercial chemical application, the crowded print on his business card also advertises: tree spraying; soil testing; ground sterilization; garden fertiliz-

ing; tissue analysis; lawn power raking, mowing and edging.

Lawn work at homes, businesses, schools and government institutions make up 75 percent of Fertilawn's business. Non-lawn industrial and commercial weed and grass control are increasing rapidly, he says.

### The boom sprayer

Nineteen trucks equipped with solution tanks and a variety of application systems are used. For lawns, the company gains attention by using a small, hand-pushed boom sprayer with wheels. It's connected by a feeder hose to the service truck.

Fertilawn claims that greater fertilizer and chemical application accuracy are achieved with the boom, versus a single hand-held spray nozzle.

"People often call and ask if we're the lawn company with the boom sprayer," says Clouten.

Clean, attractive equipment and operators also are important, he says. "People comment about our clean trucks and uniformed men."

Homeowner invoicing also is innovative. Upon completion of an application, the Fertilawn operator leaves behind a handy pre-addressed envelope with the amount due included.

Clouten divides his time between selling, management, and application work. He often does all three the same day, changing from suit and tie to applicator uniform.



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Fertilawn's Brad Jossart uses the boom sprayer.

"It makes me a better manager if I do some of the sales and application work myself," he says. "I stay familiar with the problems. And for some of

our industrial work, I have the most experience." About 60 percent of his work time is spent on sales and management and 40 percent on applica-

tions. His usual work day during busy seasons is 6:30 a.m. to 9 p.m.

### Business goals

Clooten credits his success to hard work, inventiveness, a positive attitude, and good employees.

Employee performance comparisons, meetings, individual conferences, job-related training courses, and incentive pay help maintain continuity.

Fertilawn uses Du Pont Hyvar herbicide to achieve soil sterilization under hard-surfacing, such as in the case of parking lots. Karmex and Velpar herbicides are also applied at industrial and commercial locations.

"Setting business goals is vital," he says. "We look for referrals from present customers and a high rate of repeat business."

Can a custom application business such as Clooten's Fertilawn be sustained? "I'll make it go on," he answers. "I get up every morning with a positive attitude and make it grow."

"Taking my morning shower, I start thinking, 'What can I do today to make the business more productive than it was yesterday?'" **WT&T**

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# LANDSCAPE MANAGEMENT



Partners Mike Baty (left) and Tom Ayers of Chem-Spray, Stockton, Calif.

## Thinking small

A Stockton, California, firm still services the first client it gained in 1975. Ten years growth hasn't led to a decline in attention to the little details.

Success as small custom applicators in the competitive weed control field was just a dream, back in 1975, for two young Californians.

Today the dream is a reality. And it's in Stockton, Calif., that Tom Ayers and Mike Baty first established and have now developed their quality-minded firm known as the Chem-Spray Co.

Chem-Spray targets its operations at the industrial customer. The firm controls weeds and grass on plant sites, fence lines, roadsides, parks, school sites, housing developments, curbs, ornamental plantings, and similar areas.

Much of its business is close by, in California's central valley but a good chunk is also as far away as Reno, Nev. (200 miles east), where a difference in climate means an extended treating season for Chem-Spray applicators.

### Humble beginnings

The small firm began as a boot-strap

organization, with \$1,000 invested by each partner and a \$13,000 stake from a friend (which took five years to repay).

But Chem-Spray has grown, because Ayers and Baty know that chemical weed abatement is more economical than pulling weeds manually or controlling them mechanically.

"We had an idea," reflects Ayers. "It was to give a one-year guarantee with every job we do.

"We started out selling weed control—not weed treatments. We've developed satisfied customers by delivering performance. In the first year, we had only 50 customers and we grossed about \$30,000.

"Today we've got over 600 customers, many with multiple sites that need annual care. A few of these customers ask for help on good-sized areas—up to 100-150 acres, for example. But the average is quite small—a few acres or even less. And we still serve our very first customer, a custom-builder of looms," says Ayers.

The Chem-Spray partners recall their early days when they shared the use of a single spray rig they had built themselves.

Today their three rigs are operated by Chem-Spray employees, men who have joined the business to work on an incentive system, so that precise application results in few call-backs and added compensation for the employee. It's a system that's built loyalty and stimulated results.

Ayers and Baty handle sales, paperwork, and management. They get along without secretarial help. "We aim at maintaining quality at reasonable cost," say the partners.

They've used a wide array of herbicides, both residuals and contact materials, and have kept intricate records with various products and rates.

### Computerization

But it was in 1983 that Chem-Spray took two big steps that have helped build business success at a faster rate than in earlier years.



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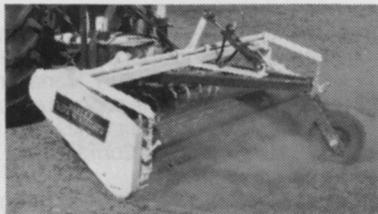
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The Tagalong sprayer, designed by Ayers and Baty, is used for fertilizer application on garden apartment turf.

First, the partners switched to a computer system to handle the records. "We use our computer to schedule work, to bill our customers, to keep records and file reports," says Ayers.

"It helps in a bid situation, giving us confidence we're working on an economic level. It tells us when to check up on specific jobs and when to follow-up on customers for another year's business."

Ayers notes the company has a computer program geared specifically toward small business needs in industrial weed control.

"It saves time every day. Initially, we indexed the computer to help evaluate our herbicide experience with various problem weeds and guide us on application rates. The idea was to point the way toward the right products in repeat applications."

Secondly, Ayers and Baty took a look at some early trials with Dupont's Oust herbicide.

Chem-Spray reports this new herbicide has been effective in controlling a very wide range of tough weeds.

In addition, the few "escape weeds" from Oust are easily controlled. Says Baty: "With Oust, you also get a much broader application window than with the earlier residuals. We treat in California from October to March, and we've found that by working with Oust, we've reduced our call-backs for follow-up contact treatments by well over half."

### Innovation

Chem-Spray has developed specialized equipment for applying

herbicides and also fertilizers (a minor part of their business).

A "Tagalong" spray rig, for example, can be hooked up with a three-wheeled Honda or with a four-wheel pickup.

The spray boom is controlled by the light switch on the Honda. The vehicles are very maneuverable, and hence they're ideal for tight turns and small jobs.

Bare-ground weed and grass control is a standard customer expectation on most Chem-Spray jobs.

In the West, local lawmakers consistently set up tight specifications on weed growth to minimize or avoid fire hazards in the summer, when vegetation dries up on unirrigated land. So the "clean look" in a vacant yard or open-air storage facility means no heavy vegetation stands during the winter growing season.

### One product

It's problem species like ryegrass and Russian thistle that have often triggered two or more chemical treatments in years past. One herbicide spray took care of the winter weeds; another, the summer species.

"Now, we can get away from that routine," Baty says.

"We've been able to use Oust at a number of different rates, on a single site, depending on what we have to control. We always survey our new sites before we start with any weed control program. Then we set up the treatment on our computer and our team follows through. We've never stopped thinking small. It's helped us grow," says Baty.

WT&T

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## The XT-300

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## The GXT-7

Here's the heavy-duty workhorse in the line. Powered by an 18 H.P. engine for payloads of up to 1500 pounds. For golf course or public grounds, its large load bed has sides and tailgate. Options include a hydraulic dump, PTO, and range changer. The GXT-7 adapts to many accessories: sprayers, spreaders, top dressers, and aerators to handle any job.

## The GXT-800

Reliable, economical, this mid-size hauler more than pulls its own weight. It has a two-cycle, 244cc engine with rack and pinion steering, heavy-duty springs, and hydraulic shocks, plus a whopping 1000-pound load capacity. Options and accessories such as cabs, bed covers and loading ramps make it an ideal all-around utility vehicle.



## The XT-500

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## The GXT-300

This tough gas-powered three-wheel vehicle is perfect for light to medium-sized loads. A two-cycle, oil injected, 244cc engine keeps it running efficiently. It has a 1000-pound capacity, and is engineered especially for easy maneuverability.



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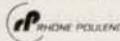
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# CHIPCO 26019

Taking care of business.

# Winter injury

Understanding the causes of winter injury of landscape plants will help you avoid the effects, says a *Weeds Trees & Turf* technical advisor.

by Douglas J. Chapman

To consider protection against winter injury for landscape plant material, you have got to understand the causes of winter injury: low temperature, rapid temperature fluctuation, degree of dormancy, desiccation, and physical injury.

Low temperature injury is generally accepted as the critical temperature at which the plant tissue is killed.

Frequently, the temperature differs for flower buds, vegetative buds, stems, and roots. Plants native to northern areas—the Great Lakes region (Michigan, Wisconsin) and the Northeast—are generally capable of withstanding low temperatures of minus 25 to 35 degrees Fahrenheit before cell freezing and tissue death occur.

The ability to withstand a low cardinal temperature is controlled genetically and is affected by the amount of carbohydrates accumulated within the plant.

Generally, the higher the plant's accumulated carbohydrates, the lower the temperatures it will tolerate.

## Temperature fluctuation

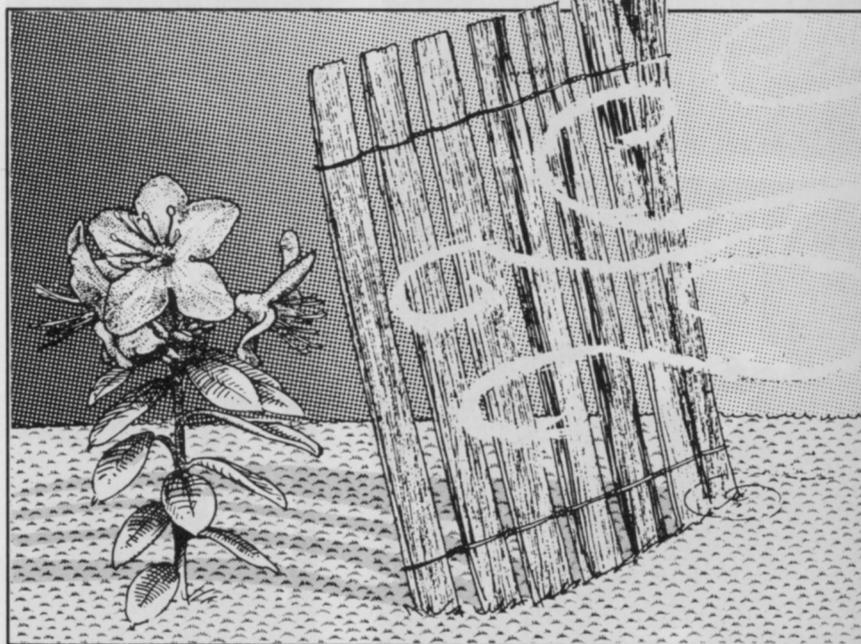
Rapid temperature fluctuation is frequently a more important factor in winter injury. When the temperature drops rapidly after several warm days, some injury may occur.

This type of winter injury occurs during February and March when the temperature may drop 30 degrees or more in one day.

Frequently, hardy plants are damaged. Often heavy mulching of the root system with organic matter (bark, compost, peat moss) is used to protect these plants.

Mulch acts as does the insulation in our homes to modify temperature fluctuation.

Mulch should be put on just prior to soil freezing to limit not only the effect of cold temperatures but also to help keep the soil cool longer in the spring, therefore delaying premature



commencement of growth.

Plants with a rather tender top—roses, for example—can be protected by mulching the crown and the upper portion of the plant with straw or similar material.

This crown mulch is designed to slow the rate of temperature fluctuation, thereby protecting the plant's flower and vegetative buds from damage.

## Dormancy and desiccation

Degree of dormancy also impacts whether a plant will be injured by low temperatures.

Plants that go dormant due to the photoperiod include many of the more northern native species (sugar maple, red maple, red oak, *Viburnum prunifolium*). They are slow to break dormancy and are most often tolerant of early spring temperature thaw.

Plants that go dormant due to cold temperature can lose dormancy quickly (forsythia, hydrangea) and can be dramatically injured during January or March thaws.

Desiccation is a particularly severe

problem on narrow and broad leaf evergreens, occurring in late February or March when the soil is still frozen, air temperature is high, and the sun is shining.

The foliage starts transpiring, or losing water. Yet the soil is frozen and the roots are unable to absorb water.

To protect against this type of winter injury, one should consider either companion plantings or shielding the individual plants.

A fine example of companion planting is planting rhododendron with pine, allowing the rhododendron to be understory to the pine tree.

A good rule of thumb is the smaller the leaf of the rhododendron (*R. carolinianum*, *R. laetivirens*), the more tolerant it is of sunlight. Conversely, the large leaf rhododendrons (*R. catawbiense* or *R. maximum* cultivars) are less tolerant, thus requiring more shading.

## Wind protection

Shielding is nothing more than placing wind breaks on the windward side of the plant.

*continued on page 56*

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Shielding can be made of snow fence, burlap, or branches of discarded Christmas trees. You can use anything that decreases the velocity of drying winds or provides shade from the bright late February or early March sun.

A list of plants you may consider protecting includes rhododendron, andromeda, mahonia, holly, yew, and upright juniper.

### Physical injury

Physical or mechanical injury may be the result of snow, ice, or rodents.

Many plants, such as yew and spruce, can be damaged due to the weight of heavy, wet snow. This causes discontinuity in the vascular tissue and renders the plant susceptible to injury during the following growing season.

Ice injury (which may be simply broken branches or a bent over plant), in contrast to heavy, wet snows, is hard to control.

The heavy, wet snow can be knocked off the plant within 24 hours but the injury caused by ice can be catastrophic as there is little or no pro-

tection you can offer.

Rodent injury can be devastating. They prefer a few favorite plants including the rose family (roses, apples, pears), cherry trees, *Euonymus alatus*, and yews.

## Rapid temperature fluctuation is frequently a more important factor in winter injury.

A resident cat may be the best control for this type of injury.

Another solution is wrapping the lower 18 inches of the plant with 1/2-inch hardware cloth.

Furthermore, putting out poison baits can reduce populations to where injury is essentially non-existent.

### Other alternatives

Plants, especially broad leaf and narrow leaf evergreens, should be deeply watered just prior to the freezing of the soil.

This deep watering helps supply

sufficient moisture to plants that continue to transpire, enabling the plant to replenish some lost moisture that has transpired during the cold winter months.

Furthermore, mulching the plant just prior to soil freezing allows an opportunity for the roots to function, thus surviving long cold/dry periods.

When considering winter protection, you should remember that you are trying to:

- minimize temperature fluctuation;
- reduce water loss due to transpiring—be it by use of anti-transpirants applied to the foliage or shielding the plants;
- provide moisture during periods of stress by deep watering plants.

As it has been aptly said, "Winter protection is nothing more than modifying the extremes that plants will be subjected to, therefore, minimizing the chance of winter injury and allowing us to grow plants farther north than their range would indicate and adaption allows."

Understanding the plant's requirements and why winter injury occurs gives the grounds manager a course of action to minimize the impact of winter's extremes. **WT&T**

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# Direct mail

Some firms make the mistake of using it as their lone marketing tool. It should be just a part of an overall marketing plan.

by Rudd McGary and Ed Wandtke

Is direct mail still a cost-effective method of reaching the consumer?

Judging by the number of green industry companies which have used direct mail in the past decade, you would guess that it is.

But the real answer to that question is twofold:

● **If direct mail is your only method of reaching the consumer, you're in trouble.**

● **Direct mail as a part of a coordinated marketing plan can be valuable—but not as much as it once was.**

## Making your point

The company wanting to attract new customers has to use a more sophisticated marketing effort than simply mailing brochures to everyone in a ZIP Code.

The major reason direct mail is less effective today is stated in the second paragraph: everyone is doing it.

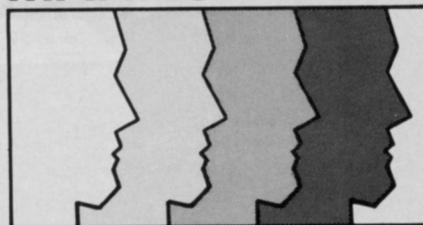
As the consumer is bombarded with direct mail pieces, he either ignores them or becomes confused as to company name or brand identification.

A second problem is lack of originality. Most companies in the green industries produce brochures similar



Wandtke and McGary are owners of All-Green Management Associates, Columbus, OH

## MANAGEMENT



## IN BUSINESS

to that of their competitors.

You know the style. Pick one. They have a truck, male worker (always smiling), and a child or family on a green lawn.

We have 60 brochures from a wide variety of companies, and if you cover the company name you can't tell the difference.

This benefits the firms that can afford television advertising. If you can't afford TV's steep rates, you should alter your marketing plan to help build a larger customer base.

The following four steps could make you a more effective marketer:

- Coordinate telemarketing with the mailing dates of your brochures.
- Maintain a personal selling force that excels at closing.
- Alter your brochures.
- Know the final objective for using the brochures: to allow a salesperson to make a one-on-one sales effort with the possibility of closing the sale in that time period.

## One step further

Before you begin to physically alter your printed pieces, consider these changes.

- 1) Stay away from the industry norm of featuring a happy family or technician in your brochure.
- 2) Consider using drawings as opposed to photos, and make sure your

name is the most prominent feature of the piece.

3) For the sake of readability, don't attempt to explain agronomics to the consumer. Technical reading will turn him off.

4) Try using colors other than green. Dare to be different.

In the past, brochures netted a 2 to 3 percent response rate, even higher in some cases. No more. Now it's below 1 percent in certain markets, and start-up companies are experiencing return rates of below one-half of a percent.

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## Their direct mail will look different, be coupled with other marketing efforts, and performed in a systematic manner.

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We know of one company that mailed 30,000 brochures and received 16 responses. With intelligent marketing techniques, you can prevent these results.

Direct mail can still be an integral part of your overall marketing, but coordinating it with your other marketing tools is the key to attracting new business.

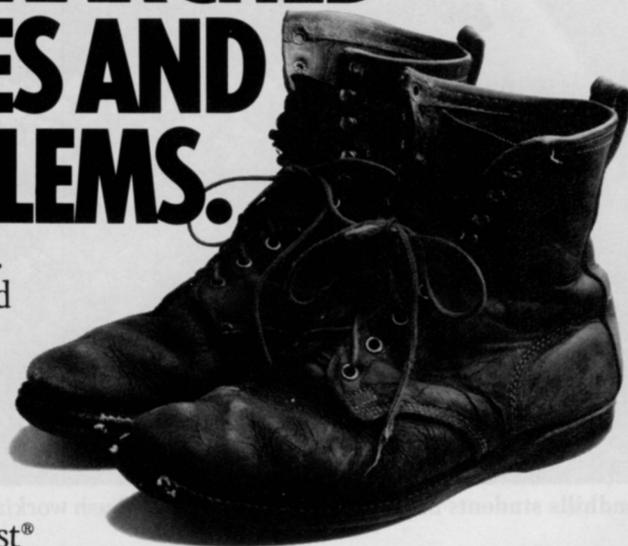
Believing direct mail is the key to attracting new business will lead to disaster.

Aggressive, far-sighted companies are coordinating all marketing efforts in a systematic fashion.

Their direct mail will look different, be coupled with other marketing efforts, and performed in a systematic manner.

They'll be around next year. How about you? **WT&T**

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Landscape Pro Mix	School grounds, cemeteries, golf course roughs, home lawns.	Establishes fast. Adapts to broad range of conditions and management levels. Low to moderate fertility needs.
Overseeder II Mix	Fairways, tees, athletic fields.	Rapid germination and establishment. Withstands heavy traffic and resists diseases. Penetrates compacted soils.
Medalist North Mix	Fairways, tees, cart paths, wear areas.	Quality turf for high traffic areas. Clean mowing and disease resistant.
Premium Sod Blend	Commercial sod production.	Exceptional dark green color. Tolerates light shade. Superior disease resistance. Rapid sod producer.
Renovator Pro Mix	Problem solver for heavy traffic areas (athletic fields, golf tees, and fairways).	Penetrates compacted soils and combats <i>Poa annua</i> . Adaptable to most geographic regions.
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Sandhills students Linda Anderson and Dan Gobush working on the college's annual garden, which they co-designed.

# Hands-on experience

Graduates of the two-year horticultural program at Sandhills Community College now work at the White House and Monticello. Others have started their own businesses.

by Sandra Ladendorf

**H**ands-on experience. That's what the two-year Landscape Gardening program at Sandhills Community College in Carthage, N.C., emphasizes.

Jeff Etheridge, who already has a business degree, came to learn how to design his own supply nursery.

David Ingram intends to become a golf course architect.

Scott McCullough decided horticulture was the field for him while building a greenhouse in California.

Cathy Blair used to be a manager at McDonalds.

Linda Daniel, a Duke University grad, worked as a journalist and in hortitherapy.

Sandra Ladendorf is a freelance writer based in Chapel Hill, N.C.

Linda Anderson, with a degree in botany from the University of North Carolina, has been working in the landscape industry.

They chose Sandhills to receive practical, marketable, landscape gardening experience, leading to a career in the field.

Some came right out of high school. Many have college experience, including advanced degrees.

## The educator

The pragmatic program at Sandhills College was developed in 1968 by Fred Garrett, a graduate of the University of Florida and Virginia Polytechnic Institute and State University (master's degree in horticulture, 1966).

His first job was at the Norfolk Bo-

tanic Garden, which Garrett describes as a lovely city park, but not a botanical garden. As headmaster of the school of horticulture, Garrett found a new niche.

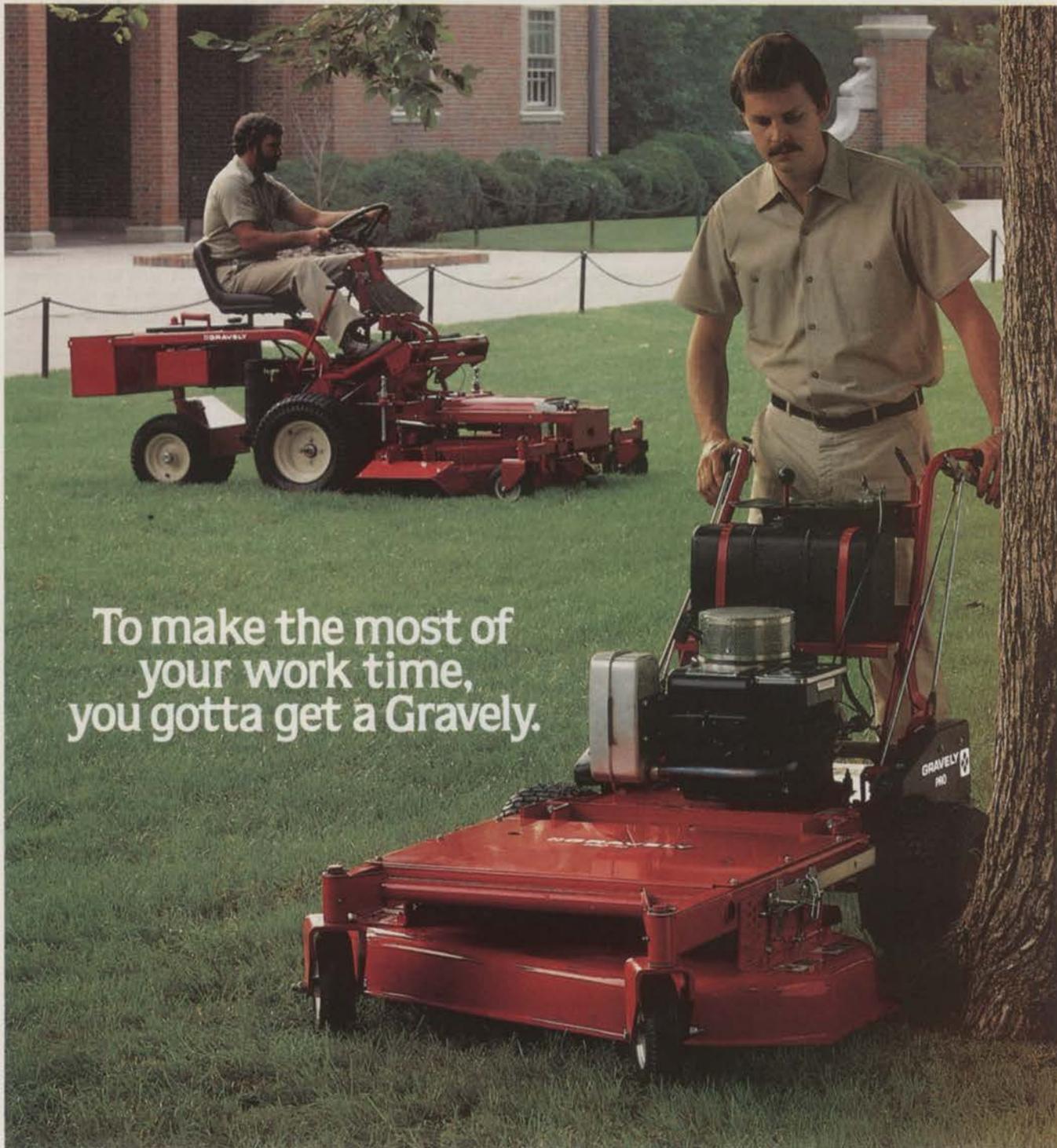
"I had never considered myself an educator," he says, "but I found I enjoyed telling others what I knew."

He has spent the next 20 years as an educator.

While at Norfolk, he befriended Fred Heutte, the recently-retired director of parks in that city. Heutte had ties to the Sandhills area of North Carolina and was working with Sandhills Community College to initiate a horticultural program there.

In 1968 Fred Garrett was offered the job of developing a two-year horticultural curriculum for the college.

After accepting, Garrett paid visits



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**Fred Garrett (bottom)** directs one of Sandhill's students in the proper methods of pruning.

to the School of Horticulture sponsored by the Niagara Falls Parks Commission and to Wisley in England. He then developed his European-style curriculum, which is reworked every two to three years. In 1984, a course on garden center operations was added.

Unlike the ornamental horticulture programs in North Carolina, this unique curriculum has the official title of Landscape Gardening Program, approved by the state in 1984.

### Humble beginnings

At Sandhills, Garrett began in a regular classroom with a handful of students. Two years later his depart-

ment moved into the present facilities which include classrooms, offices, greenhouses, library, and even a small apartment for a student/manager who supervises the greenhouses and other operations during off hours.

Heutte Hall, not formal or fancy, is functional. "I designed the building on a brown paper lunch bag," says Garrett.

Today the landscape gardening center is surrounded by students' projects. Attractive beds have been built and planted, paved walks designed and constructed, large trees moved into place, and irrigation systems planned and installed.

The staff can always come up with

another challenge for the students. One major project now under construction is the Sir Walter Raleigh Historical Garden. The idea for this garden evolved from the 400th anniversary celebrations North Carolina staged to commemorate the attempted colonization of Roanoke Island in 1584. One-and-a-half acres were leveled for the project, which is to be an historic replica of an Elizabethan garden. Like the golf course area, the vegetable garden or the large, informal Ebersole holly collection, this totally formal garden will offer valuable and different construction and maintenance experience to the students.

### Dirty hands

Varied experience in all phases of landscape gardening is Garrett's goal for his students. They dig the necessary ditches, mix the soil for the greenhouse, work with turf, nursery culture, perennial beds, bedding plants and greenhouses, and prune trees while hanging high above the ground on safety ropes.

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### The staff can always come up with another challenge for the students.

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"I think we're very good pruners," says Martha Simon, a 1985 graduate. "I like the hands-on labs. It's all right there, where we do all the work."

Simon, whose father owns Blue-mountain Nurseries in Monkton, Md.—a wholesale grass and perennial nursery—started college at the University of Maryland and then went to Sandhills. "I've never regretted the decision. As a woman, I would encourage any other woman to go to Sandhills. We learn how to operate greenhouses, drive tractors, and use soil mixers. Most horticultural courses don't teach those things. Since most employers are still a little sexist, a woman is a step ahead if she can handle all the equipment.

"I also like the intimacy, the close working relationship with the instructors, the teamwork, the valuable contacts."

Contacts are important to Garrett, too. His alumni network stretches around the country. "Every class has five or six students who get into interesting places and do well. This helps with student recruitment today," he says.

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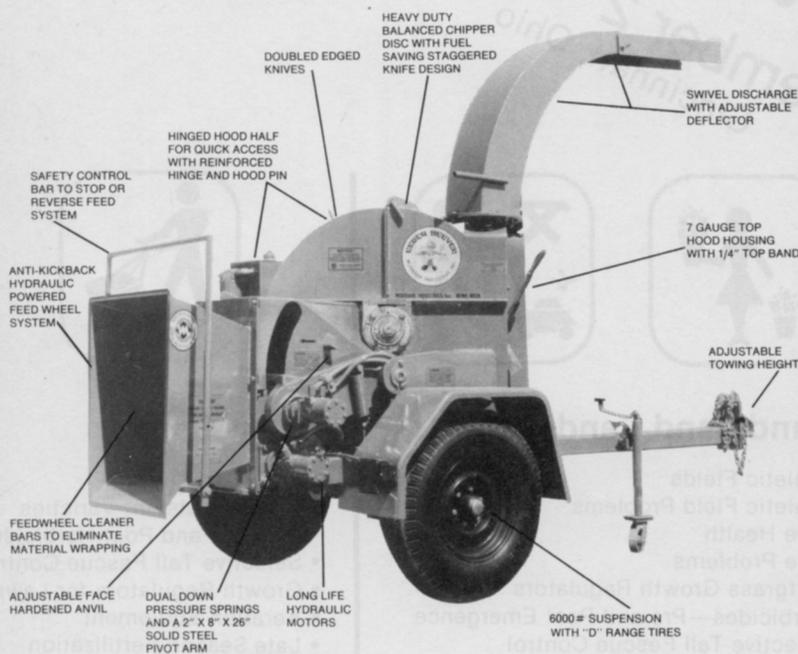
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Students Blain Ritter and Jeff Etheridge work on the back retaining wall for the Sir Walter Raleigh Garden.

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For example, Dale Haney, '72, is responsible for the house plants at the White House. A more recent graduate, Tom Geer, is working on the grounds there today. The horticulturist at Old Salem in Winston-Salem is graduate Phil Page. Peter Hatch first worked there, and then he was asked to move to Monticello. The list goes on and on.

Garrett is also proud of the entrepreneurs among his students. Graduate Ronnie Williams has a thriving business in irrigation installation. Another young man, Pete Gulley, began a local garden center with \$150 and now owns a whole block of land in Southern Pines.

"I think this is one of the last fields for young people to get into," Garrett says. "They can take a small amount of money, work hard, and build a clientele—in greenhouse operations, maintenance or garden centers."

He points out that, interestingly enough, starting salaries for his graduates are the same as for graduates of the four-year program at North Carolina State University. "If students want to teach or do research, they must have a four-year degree," Garrett said, "but for jobs in the field, their performance and production here are excellent credentials."

**Realizing potential**

The emphasis is on work experience. Each student has two areas to maintain—one in the greenhouse, the other outdoors. All this maintenance work is graded regularly.

In addition to classroom and work experience, the students take several trips during their two years at the college, visiting both nurseries and outstanding public and private gardens on the East Coast.

Both Simon and Hoehne want more Southern gardens included in these tours. "I think we're just beginning to realize the potential we have for gardening in the South," says Simon.

Garrett's many contacts at great gardens and nurseries around the country also help when the time comes for each student to spend the final quarter of the 24-month program working in his or her chosen field.

Some might go to the North Carolina Botanical Garden. Others are employed at places like the Mellon Estate in Virginia, Dunbarton Oaks in Washington, D.C., and the Biltmore Estate in Asheville, N.C.

"Any student could say to Fred Garrett, 'I want to work in Timbuktu,' and in half an hour, he would have someone on the phone and have a job lined up there," Hoehne says. **WT&T**

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by Ron Hall, associate editor

## Wightman directs Mile High's changes

Steve Wightman's job as the chief groundsman at Denver's Mile High Stadium is always changing. That is, he's always changing his turfgrass playing field. One day to accommodate football, the next baseball. Throw in a few concerts.

Wightman, a slender 36-year-old with less hair than he'd want, is the unacknowledged king of conversions.

Consider. Mile High was the site of 121 events in 1985. This included 71 baseball games (the minor league Denver Zephyrs), 21 football games (11 by the NFL Broncos, 10 by the USFL Gold), and the remainder concerts and special events.

Mile High rarely sits vacant more than five days at a stretch. The demise of the USFL Gold franchise this season eases the pressure somewhat. But the facility, owned by the city and county of Denver, and operated by the parks department, will remain one of the busiest stadiums in the nation.

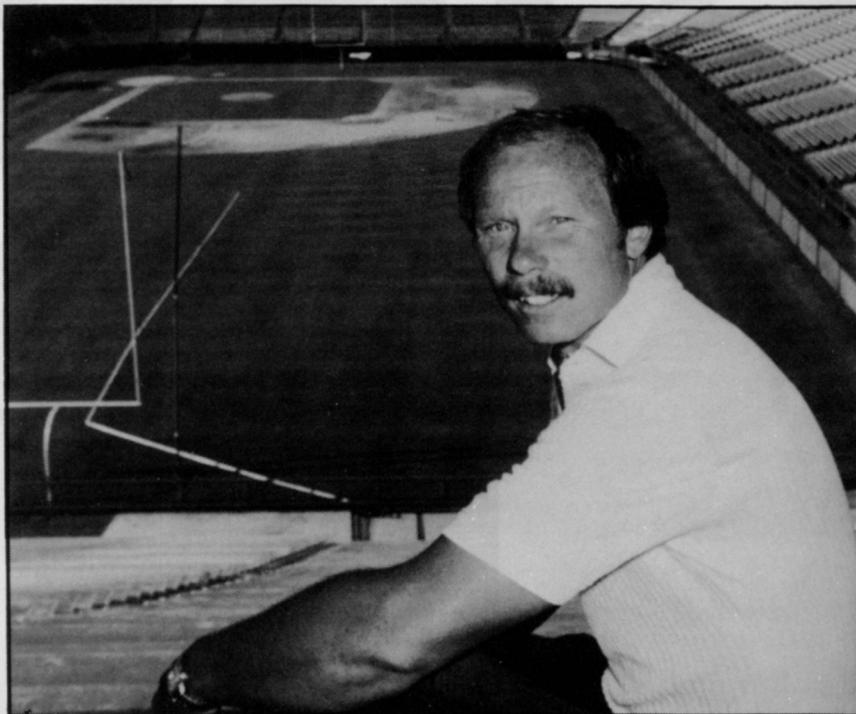
Wightman, who has been at Mile High 10 years, remembers the first conversion. It took two days. It's now down to 8½ hours. That's from football's final gun to baseball's first pitch.

"I think we outsmarted ourselves," says Wightman. "Now they schedule events one day apart and not two." This past season the Mile High Stadium crew whisked through five overnight conversions.

Two factors make these conversions remarkable. First, the field is resodded (Kentucky bluegrass) only twice annually, in March and October. Mile High boasts a Prescription Athletic Turf (P.A.T.) playing surface with excellent drainage and sub-surface irrigation. "P.A.T. saves the football field," says Wightman.

Also reducing the need for resodding is the use of Warren's Terracover, a needle-punched polyester blanket, over the grass to protect it from the feet, popcorn, and suntan lotion of concert-goers. For football, a 400-foot-long strip of Terracover protects grass in the pedestrian walkway in front of the east grandstand. This strip, a walkway for football games, is left field for baseball.

And that's the second amazing aspect of Wightman's conversions. The entire east grandstand behind the walkway—a nine-million-pound, 22,000-seat structure—can be moved 145 feet. In the forward position it provides sideline viewing for football; moved back, left field seating for base-



Steve Wightman, at Denver's Mile High Stadium, is in charge of preparing one of America's finest turf fields for 121 events annually.

ball. It's the largest movable structure of its kind, Denver officials say.

It takes a crew of 15 eight hours to slide the 13-story grandstand over 18 Teflon-coated concrete runways. Microscopically thin layers of water allow the stands to float over clusters of water bearings, each about the size and shape of a truck inner tube.

When the grandstand is back in the baseball position, its concrete tracks are covered with four-inch-deep steel pans of sod to complete the all-grass playing field. An experienced tow motor operator lifts these turf-covered pans into place in about three hours.

Meanwhile, Wightman's nine-man grounds crew babies the turfgrass and prepares the field for baseball, football, or a concert. Much of this work is "hand work," says Wightman, because of the presence of fragile heat cables six inches below the grass. These cables keep the turf playable and footing reliable for the Broncos through December.

Now that the USFL Denver Gold is history, will the pace at Mile High slow?

Probably not. Denver is one of a handful of cities lusting for a major League baseball franchise. Insiders feel it's a cinch. . .someday. The now-

renamed Denver Bears baseball team (Mile High was originally known as Bear Stadium) used to set the minor League attendance records on fire.

But, even without a team in the biggies, Denver vibrates.

How's this for a single weekend of action? Huey Lewis and the News (and thousands of teeny boopers) invade Red Rocks. On the other side of town, Cherry Hill swells with spectators for the PGA Championship. Downtown the international Coors bicycle race attracts thousands more.

And the Broncos are at Mile High.

Wightman likes this pace, and he still finds time to help direct the fledgling Sports Turf Managers Association. In 1984 that group honored him with its highest honor, the "Lone Ranger" award, for his work at Mile High. He's working to change the grounds manager's lot for the better.

What else would the ever-changing Wightman change if he could?

Says Wightman, "there is so much inconsistency with the construction and maintenance of natural grass fields, I think there should be some standards." These written guidelines would provide maintenance help for sports turf managers from the school yard to the professional level, the slender groundsman feels. **WT&T**



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Circle No. 121 on Reader Inquiry Card



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# PROBLEM SOLVERS

by Balakrishna Rao, Ph.D

## Winterization via deep watering

**Problem:** *Because of the problem we had experienced last winter, we would like to consider winterizing valuable ornamental plants, particularly evergreens, by deep watering. Is there a real advantage from this practice? If so, when should we do it? I'd appreciate your comments. (Michigan)*

**Solution:** Watering the woody plants to reduce winter injury, particularly evergreens, prior to soil freeze-up to replace water loss by foliage during winter is a good practice and a valid recommendation. Reports from the University of Minnesota indicate that plants subjected to water stress during late August and early September had lower water content in the plant tissue. However, the water content decreased as the temperature dropped and was found to be equal in stressed plants as well as plants maintained at optimum soil moisture.

Watering the stressed plants during late August, early September or in November prior to soil freeze-up did not increase the water content in the plant tissue. These plants showed considerable winter injury of foliage than the plants maintained as optimum soil moisture.

Therefore, fall watering following stress from dry weather in late summer and early fall has little advantage. Based on these findings to prevent injury, the plants should be watered before water stress becomes severe.

## The best time to prune

**Problem:** *In a number of our clients' properties, the hedges with deciduous plants, like forsythia, privet or Spirea, show extensive winter kill and thinning. It looks pretty bad. When would be the best time to prune? Is there some way we can maintain decent looking hedges without going through the re-planting process? Appreciate your comments. (Ohio)*

**Solution:** Over the past several years, winters have been very severe and we have seen winter injury on a number of sensitive plants. The deciduous hedge plants, like the ones you mention, are some of the more seriously affected plants. The best thing to do with winter injured plants is to wait and see how the plant will recover during the season. Then, lightly fertilize and water the plant to encourage new shoot development.

In general, most hedge plants should be pruned in such a way that the hedge is broader at the base than at the top. To have a desirably shaped hedge, it is important to start pruning and shaping when the plants are very small and continue throughout the life of the plants. Depending upon the rate of growth, it may be necessary to prune them two or three times from April through September.

Often, hedges may become too thin without much leaves, particularly from the bottom up. This could be due to several factors such as winter injury or simply that they are getting old. If this happens with

cane-type plants such as the three mentioned above, cut the hedge back to ground level. The new growth develops from the cut stubs, begin shaping the hedge. Remember to shape broader at the base than at the top. This type of pruning is called rejuvenation and should be done in late winter or early spring before new growth starts.

Plants liked winged euonymus or viburnum should not be cut back at once as discussed above. Instead, they respond better to a gradual cut-back method.

During the first year, remove one-third of the oldest branches near ground level to encourage new growth. The second year, use this thinning technique to cut back an additional one-third of the old growth. This will promote more branching. The third year, remove the remaining old stems. This method of gradual cut-back will renew hedge plants like euonymus or viburnum.

## No general programs

**Problem:** *Is there a general herbicide and fungicide preventative maintenance program for landscape contractors to use on all clients' turf and plants? (Pennsylvania)*

**Solution:** No, there are none. These materials are designed to do certain specific functions in the plant health management practice. Each product has its own strengths and weaknesses.

For example, selective herbicides, such as pre-emergent materials, are designed and used primarily for controlling annual grasses as they emerge, while post-emergent materials, like Trimec containing 2, 4-D, MCPP and dicamba, are used for broadleaf weed control. Non-selective herbicides such as Roundup are designed to be used as a total vegetation management tool to get rid of many different kinds of plants.

Similarly, some diseases can only be controlled with contact fungicides, while others can be controlled by systemic fungicides.

It is important to properly identify the specific pest problem and then select the proper materials, method and timing for managing the problem. Always read and follow label specifications.



**Balakrishna Rao is Director of Lawn Care Technical Resources for Davey Tree Expert Co., Kent, OH.**

Questions should be mailed to Problem Solver, Weeds Trees & Turf, 7500 Old Oak Boulevard, Cleveland, Ohio 44130. Please allow 2-3 months for an answer to appear in the magazine.

# HAHN MULTI-PRO 44, IT WORKS. AND WORKS... AND WORKS...



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# PRODUCTS

## Brochures available through Lesco Inc.

A selection of printed forms and brochures designed for use by lawn care companies is now available from Lesco Inc.

Included are self-mailers designed for mass mailings to potential customers, application follow-up leave-behinds, and literature to increase extra-service business.

Forms designed to simplify and im-



prove customer communication are also available, as well as forms for in-house record-keeping and inventory control.

Doorhanger plastic bags and envelopes can also be obtained.

Circle 191 on Reader Inquiry Card

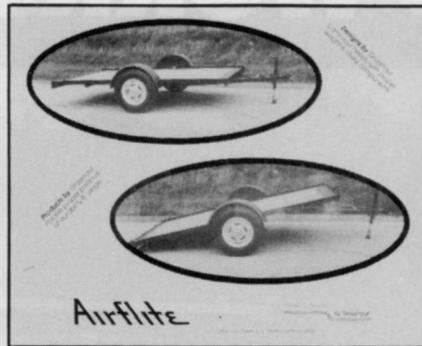
## Airflight tilt trailers move gear the simple way

"Stay Tilt" is one of the features on Airflight Inc.'s new tilt trailer. This automatic hold-down latch eases loading of equipments.

The trailer comes in 5- and 6-foot-wide models and is 10 feet in length. It

has a 2,900-lbs. capacity. Stake pockets are located front, side, and rear. Optional city stake sides are available.

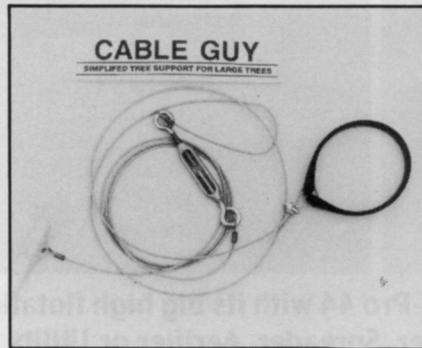
Airflight also offers tandem (no tilt) models up to 20 feet in length.



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## Alpine unveils cabling system for large trees

Cable Guy, marketed by Alpine Nursery, is a packaged cabling system for the support of trees up to six inches in caliper.



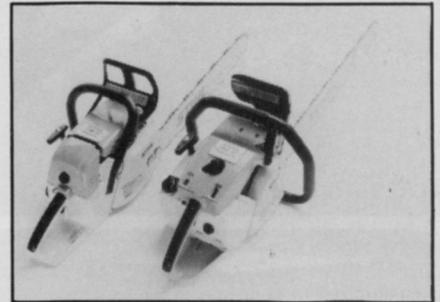
It is comprised of a 12-foot length of plastic-coated cable, one 15-inch pliable rubber collar and a Model 68 Duckbill Earth Anchor. It is packaged in sets of three. The Model 3000 comes without turnbuckles, the Model 3001 with turnbuckles.

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## Stihl expands Magnum line of power saws

Stihl adds the 056 Magnum II and the 038 Magnum to its line. The 056 is the larger of the two at 5.7 cubic inches.

This big-power production saw accepts bar lengths from 16 up to 32 inches in both solid tip and Rollomatic versions.



It features a front-mounted, fire-safe muffler, and a new cylinder with larger porting.

A high power-to-weight ratio is the 4.4-cubic-inch 038 Magnum's strength.

Both models come with improved electronic ignitions and gear-driven, automatic adjustable oilers. Quickstop inertia chain brake system is a built-in safety feature of Stihl saws.

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# EVENTS

## NOVEMBER

**Associated Landscape Contractors of America/Landscape Management Division Conference, Nov. 10-12**, Fairmont Hotel, Dallas, Tex. Contact Ann McClure, ALCA, 405 N. Washington St., Falls Church, Va. 22046. (703) 241-4004.

**Carolina Shade Tree Conference, Nov. 12-13**, Riverbanks Zoo Education Center, Columbia, S.C. Contact Dr. Donald L. Ham, Dept. of Forestry, Clemson University, Clemson, SC 29634. (803) 656-2478.

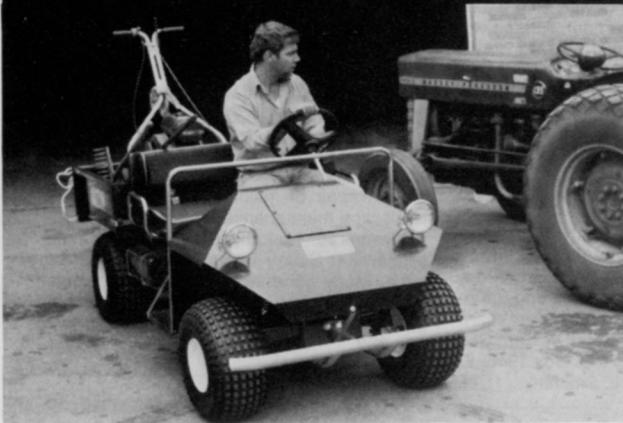
## DECEMBER

**Ohio Turfgrass Conference & Show, Dec. 2-5**, Cincinnati Convention Exposition Center. Contact Dr. John Street, 2021 Coffey Rd., Columbus, Ohio 43210. (614) 422-2047.

**New Jersey Turfgrass Expo '85, Dec. 2-5**, Resorts International Hotel, Atlantic City, N.J. Contact Dr. Henry W. Indyk, Soils and Crops Dept., Cook College, P.O. Box 231, New Brunswick, N.J. 08903. (201) 932-9453.

**North Central Weed Control Conference, Dec. 10-12**, Clarion Hotel, St. Louis, Mo. Contact Loyd Way, USDA-ARS, Agronomy Department University of Illinois, 1102 South Goodwin, Urbana, Ill. 61801.

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**LANDSCAPE MAINTENANCE FOREMAN** to do quality oriented residential landscaping. Associate degree or comparable experience. Must be motivated and have working knowledge of turf and ornamentals. Mechanical ability desirable. Good compensation program. Good opportunity with growing company. Schrauf Landscaping, 35482 Chestnut Ridge, North Ridgeville, Ohio 44039. 216/327-8873. 12/85

**SPRAY TECHNICIAN**—Landscape Maintenance company seeks a certified applicator to help us grow. Experience and license needed. Also must have a current knowledge of chemicals and fertilizers. Salary based upon experience. Call or write: Bill James, The Ground Crew, Inc., 3301 Pleasant Valley Lane, Arlington, TX 76015. (817)467-2525. 12/85

**LANDSCAPE IRRIGATOR**—Must be able to do repairs on existing systems as well as refurbishments. Two years experience in the field and knowledge of different type systems is necessary. Salary is negotiable. Please contact: Bill James, The Ground Crew, Inc., 3301 Pleasant Valley Lane, Arlington, TX 76015 or call (817)467-2525. 12/85

**HORTICULTURIST:** for the Minot Park District, Minot, North Dakota. Shall have degree in Horticulture with two years experience in the field. Salary range \$1,246.00 - \$1,613.00 per month. Send resume to Minot Park District, Box 538, Minot, North Dakota 58702-0538. 11/85

**SUPERINTENDENT**—City of Houston—The City of Houston is accepting applications for the position of Superintendent in the Parks and Recreation Department, Resource Management. This individual will plan, manage and administer the City's Urban Forestry and Horticulture Programs. A Bachelor's Degree in Forestry or related field plus six (6) years related experience. Salary low 30's. Send resume to the City of Houston, Personnel Department, Attn: VM-25, P.O. Box 1562, Houston, Texas 77251. 11/85

**LANDSCAPE MAINTENANCE MANAGER**—Established land development company with large operation seeks individual with horticultural degree to manage and maintain existing and future development. Must have minimum three years prior experience, preferably in Southwestern Sun Belt. Please send resume to: P. O. Box 1946, El Paso, Texas 79950. ATTN: A. L. Smith. 11/85

Landscape/irrigation designer - experienced, self starting individual desired for landscape contracting firm. Sales and estimating ability are also a must. Please send resume including education, experience, salary history and a sample of previous designs to: Alpine Gardens, 1958 Balsam Avenue, Greeley, CO 80631. 11/85

Salesperson for Irrigation and Maintenance Division of a Design/Build landscape firm located in Monroe County (Rochester), New York. Must have working knowledge of underground systems and be able to design and sell. Salary and commission negotiable based on ability and experience. Send resume to WTT Box 370. 11/85

Salesperson for Design/Build and Maintenance landscape firm in Monroe County (Rochester), New York. Experience required. Must have knowledge of zone 5 and 6 plant material. Salary and commission negotiable based on design and sales ability. Send resume to WTT Box 371. 11/85

**HELP WANTED**—Aggressive landscape company has immediate opening for General Manager/Area Supervisor for Landscape Maintenance division. Experience required in managing people, business administration, sales and estimating. Permanent position with benefits. Salary commensurate with experience. Send resume to Mickey Strauss, American Landscape Maintenance, 7949 Deering Avenue, Canoga Park, California 91304. 11/85

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**LANDSCAPE TURF SPECIALIST**—Expanding landscape maintenance firm in Dallas area seeks experienced, knowledgeable individual licensed in ornamental pesticide applications. Serious opportunity for serious individual. Competitive salary plus benefits and bonus incentives. Send resume to include details of experience and salary requirements in care of WTT Box 351. 11/85

**LANDSCAPE IRRIGATION SPECIALIST**—Several openings for individuals qualified in total irrigation repair of major systems for Dallas area landscape maintenance firm. License helpful but not required. Majority of work on commercial properties. Salary commensurate with experience. Many benefits plus bonus opportunities. Send resume with complete experience background and salary requirements in care of WTT Box 352. 12/85

**LANDSCAPE MAINTENANCE SALES**—Positions available in sales with one of Dallas/Fort Worth's leading landscape maintenance companies. Respondents must have experience in landscape maintenance or related field and comprehensive sales background. We're looking for personable, ambitious and self-motivated people. Please send resume with salary requirements in care of WTT Box 350. 11/85

**LANDSCAPE MAINTENANCE FIELD SUPERVISOR**—Great opportunity available with large, quickly expanding firm in Dallas area. Must have landscape experience and technical knowledge in order to qualify. Excellent salary plus benefits and bonus incentive programs. Send resume describing pertinent experience and salary requirements in care of WTT Box 353. 11/85

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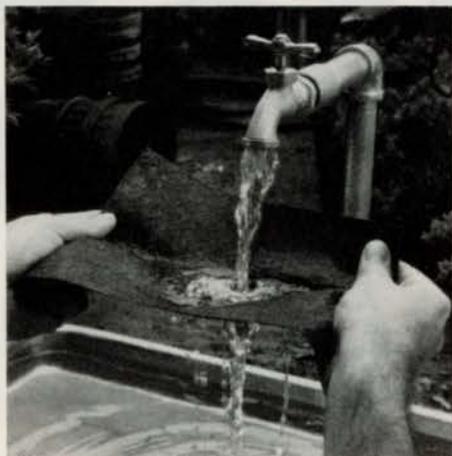
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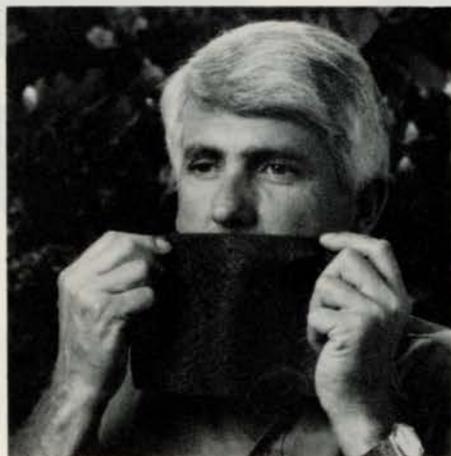


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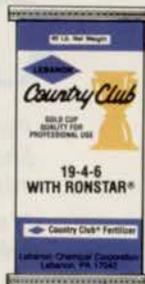
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## The bottom of the barrel?

Both the lawn care and landscape maintenance fields are growing at rates of 20 percent per year. One knowledgeable person predicts that staffing in the chemical lawn care industry, alone, will triple in five years.

So where are all those new employees going to come from? Not an easy question, and nobody's got an answer yet.



"Do you realize what's required to find a good employee in the greater Boston area?" asks John Kenney of Turf Doctor, Framingham, Mass. "The unemployment rate's two percent—two percent! So our employees are coming out of Pittsburgh and Buffalo. We're relocating people with funny accents, and we're investing a lot of money in them."

Industry experts predict that there will always be high turnover associated with the lawn and landscape markets. "You can't expect someone in a line-level position to get a lot of self-gratification out of pulling hose," Kenney continues. "If that person isn't getting gratification out of something else while he's out there, then you're going to turn them over in 12 months."

If there is an answer, it lies in what Don Burton of Lawn Medic, Rochester, N.Y., calls "creative management." Marty Erbaugh of Lawnmark Associates, Peninsula, Ohio, calls it "holding out the carrot."

What they mean is that the employer—either LCO or landscape maintenance contractor—must challenge line-level personnel. Applicators and crews must have a chance to work with other people (clients and co-workers). They must be given responsibilities other than lugging around a hose or hopping on a mower, in order to retain a high interest level in their occupation.

Mostly, as Erbaugh so eloquently says, "the traditional methods of developing, hiring, training, and motivating people have to be challenged in order to meet the needs of the industry."

**Jerry Roche**, editor

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