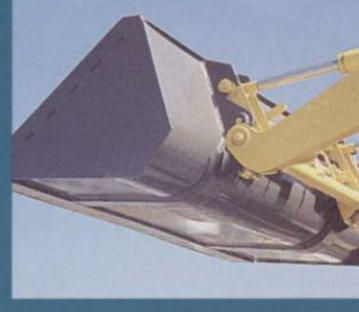


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INCORPORATING **LAWN CARE INDUSTRY**



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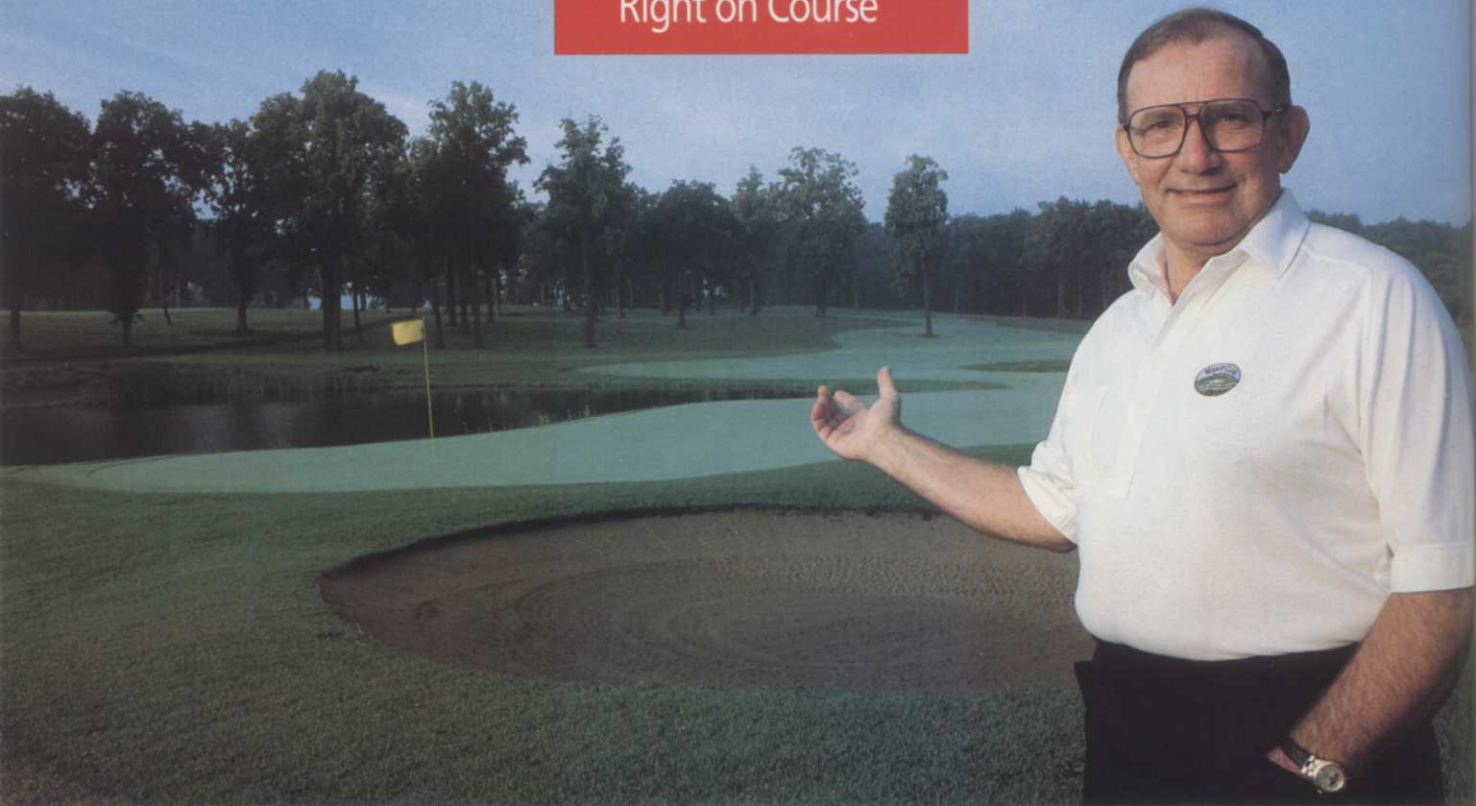
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strategies**

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The Penn Pals:
Right on Course



Oscar Miles, CGCS, overlooks the 6th hole at the Merit Club, Libertyville, Illinois.

PennLinks Greens. Penneagle Fairways. Penncross Tees. The 'Penn Pals' Are Picture Perfect At The Merit Club.

Superintendent Oscar Miles, with Club President Ed Oldfield's affirmation, specified all the grassing of this Robert M. Lohmann designed club. With a clean canvas and open palette, Oscar began with PennLinks greens, Penneagle fairways and Penncross tees, framing them with bluegrass/fine fescue/wildflower and prairiegrass roughs. You couldn't paint a more attractive picture.

Oscar chose PennLinks greens for its rapid establishment, marvelous root system, a crown and stolons that take topdressing, upright, grainless qualities and good, consistent color ... the best putting surface available.

He selected Penncross for tees because they recover from divot scars more quickly.

And the Penneagle fairways? Oscar chose Penneagle for its upright growth, reduced thatch development, low nitrogen requirement and good drought and dollar spot resistance. He seeded at 80 lbs. per acre for immediate turf development and

erosion control. The fairways were playable in 8 weeks. Oscar's crew usually mows fairways in the evening and leaves the clippings; recycling nutrients while reducing removal and fertilizer costs.

Oscar articulates it best: "The unique coloring of the 'Penn Pals' contrasts beautifully with the grassing around them, defining the target areas. And with the dew on the bents early in the morning, they're a marvelous work of art."

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Oscar L. Miles

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International Turfgrass Society, Crop & Soil
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5000.

AS WE SEE IT

JERRY ROCHE, EDITOR-IN-CHIEF



Reaching a critical mass in educating consumers about pesticide uses

Is our society too health-oriented, too brainwashed into thinking that, if they take care of themselves, they'll live forever? A certain certified epidemiologist thinks so.

"Folks in the United States nowadays think death is an *option!*" says Dr. George Carlo, an advocate of responsible pesticide use.

Dr. Carlo, speaking at the annual meeting of Responsible Industry for a Sound Environment (RISE), implied that the general public could be paranoid about its good health.

"The focus is on finding out what safe levels of pesticides are," he said. "But there's a huge difference between what is *safe* and what is *dangerous*, and the gap is widening."

Legislators take the same approach, Carlo said:

"The philosophical approach to legislation is based on the fear of what we *don't* know, not on what we *know*."

John Stossel of ABC-TV, also speaking at the RISE meeting, agreed.

"In the eyes of the public, were it not for government, you would *kill* your customers!" he said.

"I feel you can protect people best by giving them information and letting them make their own choices. The information will stop the stupid claims faster than regulations will. The market works in mysterious ways.

"All you can do is keep talking about what you believe in."

Education, then—as has been stated here before—is the key. And RISE, with its new "Pesticides in Your Environment" brochure, is leading the charge.

"We've established a beachhead," notes RISE president Bill Culpepper. "One of the keys to survival in our industry will be educating about the benefits of our prod-

ucts. We must get the positive message out.

"We've tended to talk about the science of our products. Now, we're beginning to unlock a few of the keys to getting people (consumers) educated."

With that in mind, we at LM make this suggestion: anyone who applies pesticides for a living should be giving each and every customer a copy of the RISE publication. In past months, "Pesticides and Your Environment" appeared as a supplement to this magazine (and other trade magazines). The perfect mode of distribution would be to include it in your first blanket mailing of 1993.

Copies of the 16-page pamphlet are available through the RISE office, Dept. 5050, Washington, DC 20061-5050. Phone number there is (202) 872-3860.

However, printing costs—which you'll be paying for—are not cheap. The booklets cost \$1 each for orders of 10 to 100; 75 cents each for orders of 101 to 1,000; 50 cents each for orders of 1,001 to 10,000; and 30 cents each for orders of more than 10,000.

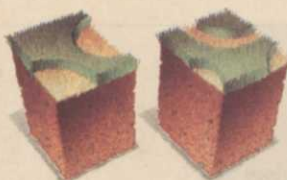
The companies that manufacture pesticides have made numerous huge monetary commitments to this green industry. (It takes seven to 10 years of research and \$30-\$50 million to conduct all the tests necessary to bring just one safe pesticide to your dealer's shelves.)

It's your turn now. Support the industry and your business by digging into your pockets and ordering one pamphlet for each of your customers.

We're talking about a control program that's very hard on fungus, yet very easy on your turfgrass. Some things you can do to reduce turf stress, use less

fungicide and still get excellent control.

It starts with cultural practices. Like replanting disease-prone areas with resistant cultivars. Careful water-



Rubigan has broad spectrum control that makes diagnosis less critical.

ing. Providing adequate fertilizer. And removing thatch. They'll make your turf less susceptible to disease, which means you can use less fungicide to protect it.

Just imagine. A a stranglehold on fungus



Knowing when to use a fungicide is important, too. By watching for conditions in which turf diseases thrive (weather patterns and soil temperature provide some very



And, of course, it helps to choose your fungicide carefully. Gentle, long-lasting Rubigan* fungicide is a very good choice. It controls 14 diseases, includ-

Fungus attacks plants from within. The results can be devastating.

also contains complete information on tactics you can use to control weeds and insects more responsibly. For a free copy just return the coupon below, or call our toll free telephone number. And learn

kind, gentler way to get

S. reliable signs), you can put down fungicide with perfect timing, and make fewer applications.



ing Bermudagrass decline, dollar spot and powdery mildew. It's very easy on your turf. And it lasts longer than other fungicides, which means you don't have to apply it as often.

some very nice alternatives to applying a lot of fungicide.

Rubigan and Broadway last longer than other fungicides, so you don't have to apply them as often.



Poa annua control that doubles as fungus control.

Applied in the fall, Rubigan delivers 75 to 95 percent *Poa annua* control in overseeded areas such as greens, tees, collars, slopes and approaches (we explain how in the book offered below). At the same time, Rubigan protects your turf from fungus. Which means you can handle two jobs with the same pesticide application.



Poa annua

For brown patch, you can use Broadway* fungicide. Its two modes of action provide excellent brown patch control. It also controls a dozen other turf diseases. It's easy on your turf. And its long-lasting action means fewer applications.

Of course, there's a lot more to fungus control than what fits in this ad. You'll find it in our 44-page book, The Turf Manager's Guide To Responsible Pest Management. It

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LANDSCAPE MANAGEMENT

INCORPORATING LAWN CARE INDUSTRY

DECEMBER 1992 VOL. 31, NO. 12

COVER FEATURE

11 Certifying the industry

The ranks of certified landscape contractors are growing, as more companies realize how certification enhances company and industry professionalism.

Terry McIver

FEATURES

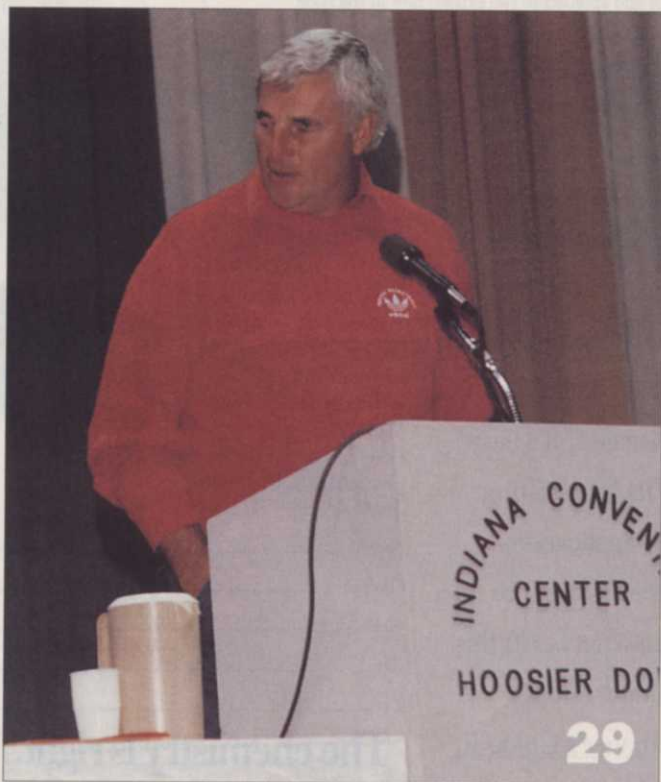
14 Opening a branch office

Careful planning and foresight will eliminate many of the problems posed by this type of expansion.

Ed Wandtke

15 Choosing mowing patterns

Besides speed, they can help you control the beauty of an area, or the safety with which you're mowing, as Tim Glover of Westerville (Ohio) Schools attests.



18 How to be successful

'If you don't stand for something, you'll fall for any thing,' says this Virginia Turf Conference lecturer, who gives tips on creating your own destiny.

Jerry Roche

20 Small business tips

The National Association for the Self-Employed (NASE), an organization serving the needs of small businesses in America, lists some business hints on various subjects.

TECH CENTER

21 Weed control for sports fields

Developing a game plan means scouting the opponent—identifying the weeds, recording their location, and learning their lifecycle.

Gil Landry, Ph.D.; Tim Murphy, Ph.D.



23 Suppressing summer patch

Ammonium sulfate fertilizer suppresses summer patch, a fungal disease attacking the roots of turf grasses, says Dr. Joseph Heckman of Rutgers University.

23 Plan ahead for Japanese beetles

Sure, it's early, but it's a good idea to take some time now to plan how you'll handle Japanese beetles in the spring.



LAWN CARE INDUSTRY

26 Pat Norton: 'Person of the Year'

Norton, of Barefoot Grass Lawn Service, joins a list of lawn care notables that includes Dick Duke, Jerry Faulring and Marty Erbaugh.

Ron Hall

27 ChemLawn: end of the road?

Many factors contributed to ChemLawn's demise, but had its trademark passion for customer service left it first?

Ron Hall

HOT TOPICS

29 Indy coach captivates industry

Indiana University basketball coach Bobby Knight had all 3,000 attendees at last month's Green Industry Expo talking about him for the four days of the annual fest.

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On the cover: The grounds around The Arboretum, a shopping and office complex in Austin, Texas, maintained by Clean Cut, Inc. of Austin.

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V BPA ABP

You might think using less insecticide means you'll have to put up with more insects. But that's not necessarily the case. Because *how* you use your insecticide is as important as *how much* you use. With

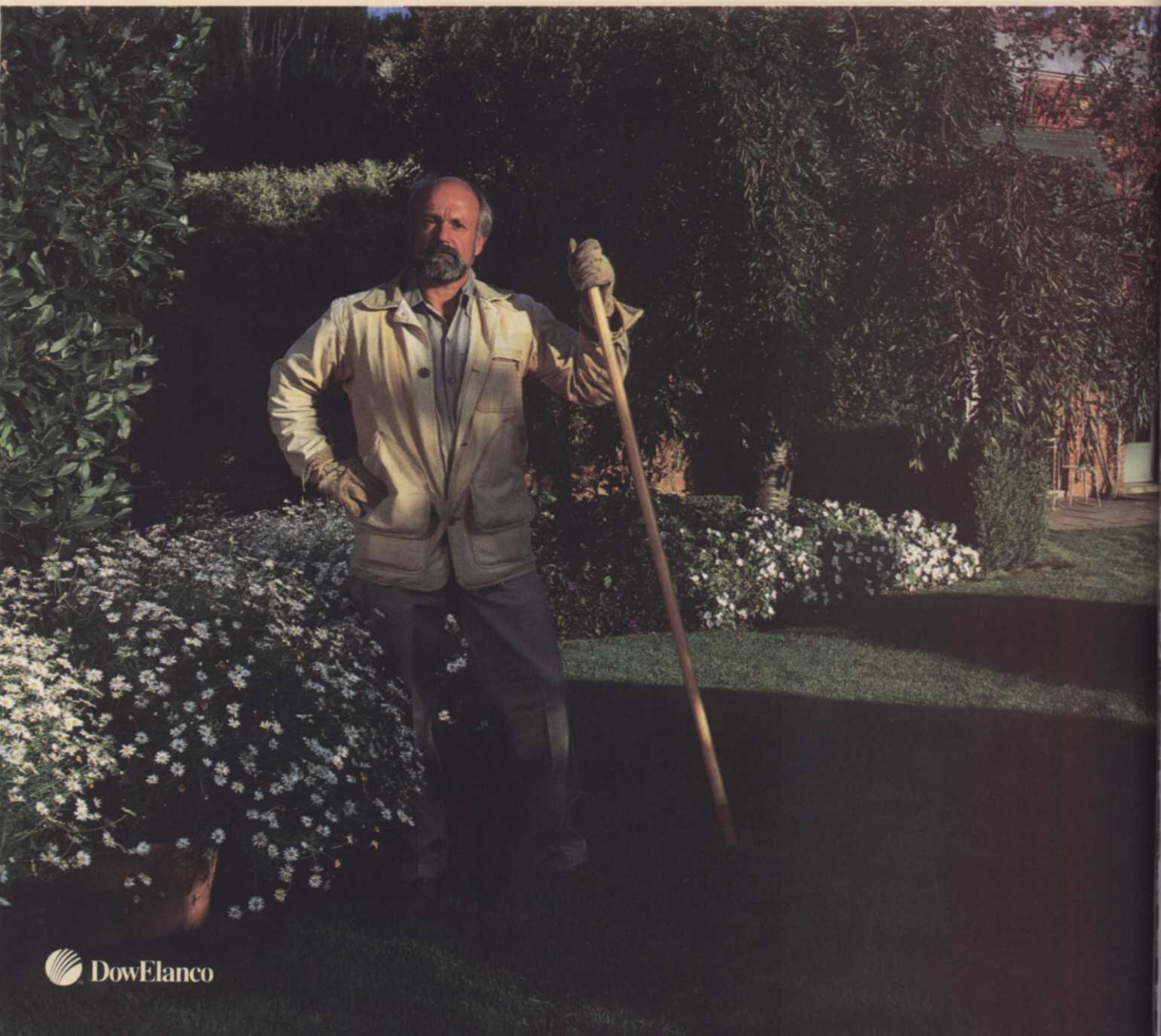
the right tactics, you can use a lot less and still get excellent results.

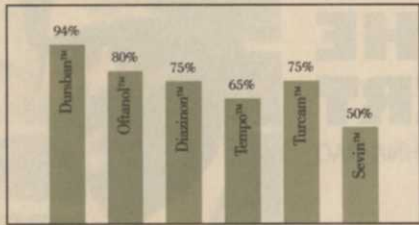
Here's an example. Mixing insecticide with insecticidal soap can reduce the amount of insecticide you need on your ornamentals by

about 50 percent. Soap controls most soft-bodied insects and mites. By adding insecticide, you'll also take care of tougher insects, like scales and worms. University studies suggest you may get better control



A few ways to balance with your love for the env





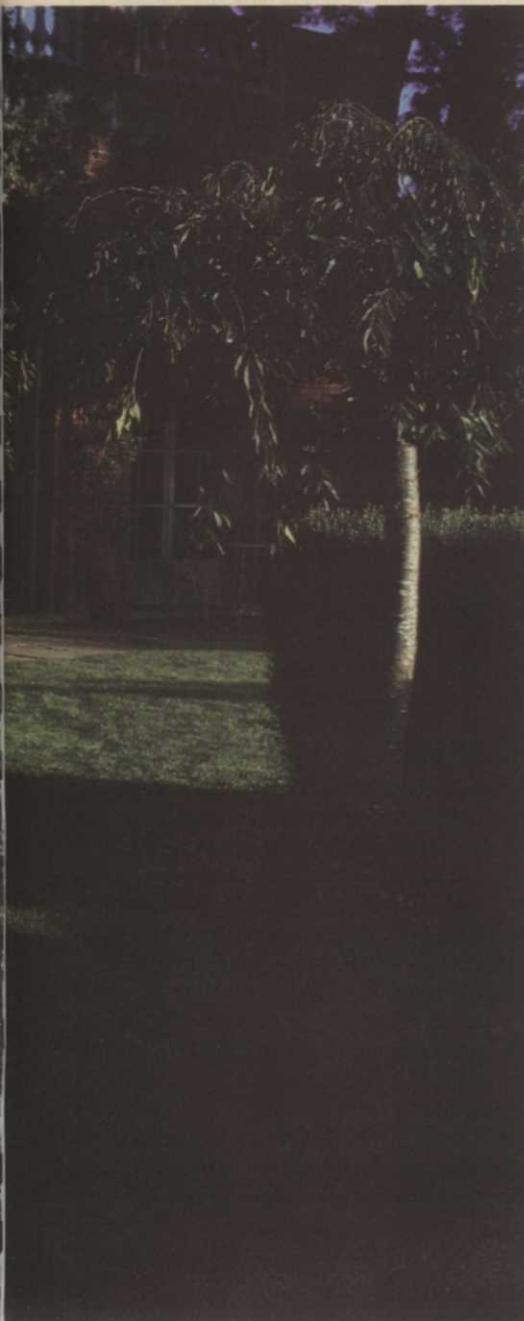
Studies show that Dursban delivers better chinch bug control at lower rates than other insecticides.

than you get with insecticide alone.

Knowing exactly when to apply insecticide helps, too. One way to monitor mole crickets, chinch bugs, webworms and cutworms is by mixing 1½ oz. of dish soap in two

gives you so much control at such a low rate. Dursban also controls fire ants. It's available in water-soluble packets. And it can be bio-monitored, which can reduce the likelihood of over-exposure.

Once your hate for insects ironment.



gallons of water and sprinkling it on a four-foot area of turf. If eggs have hatched, this soapy mixture will flush insects to the surface, and you can apply insecticide

Now, we realize you probably have some questions. That's why we created The Turf Manager's Guide To Responsible Pest Management.

It's 44 pages packed with comprehensive information on the latest techniques for controlling insects, weeds and



Mole Crickets Getting Under Your Skin?

University studies show that Pageant DF* insecticide (which contains the same active ingredient as Dursban) provides excellent mole cricket control. Apply two weeks after egg hatch and irrigate turf 24 hours before and after application. This moves mole crickets near the soil surface and



washes Pageant into the zone of insect activity.

Mole Cricket

accordingly.

Your insecticide itself can also make a difference. After all, different insecticides work at different rates. Which is why Dursban* insecticide could be your best choice.

Just one pound active ingredient per acre controls a host of problem insects. No other insecticide

turf diseases. For a free copy return the coupon, or call our toll-free telephone number. Because when you apply a little knowledge, you don't need to apply as much insecticide.

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Dursban is available in liquid, dry flowable, granular and fertilizer formulations. *Trademark of DowElanco.
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ASK THE EXPERT

DR. BALAKRISHNA RAO

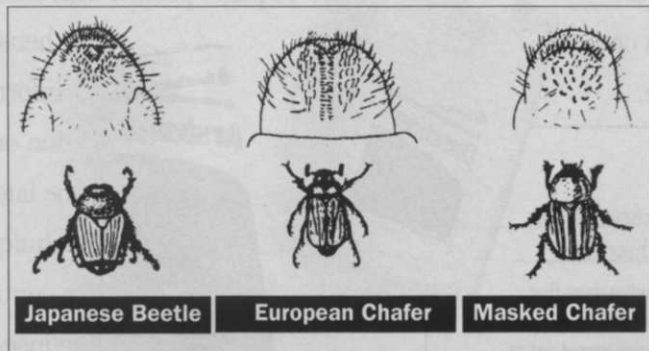


Raster patterns of grubs

Problem: Is there an easy way to identify different white grubs in the lawn, particularly the Japanese beetle, Northern masked and European chafer grubs? (Michigan)

Solution: The best way to distinguish different grubs is to examine the "raster" pattern, which is the arrangement of small hairs on the last body segments. To examine, hold a grub upside-down and observe the arrangement of the raster pattern.

In the case of Japanese beetle larvae, the raster pattern is V-shaped. The Northern masked chafer's raster pattern doesn't



have any specific shape, and the hairs are arranged irregularly. The raster pattern in European chafer grubs is funnel-shaped.

These can be examined with the help of a 10x magnifying lens. Other than the raster pattern features, these grubs are difficult to distinguish. In my opinion, European chafer grubs appear to be more aggressive when holding in our hands than the Northern masked chafer and Japanese beetle larvae.

Making brown junipers green

Problem: Some junipers on our clients' properties are looking pretty bad. Terminal 3/4-inch branches are browning. Some of the twigs have small spots on their needles and others show no spots. They have good watering systems, and we don't think the browning is related to drought. How can this be managed? (Michigan)

Solution: The browning and small specks appear to be related to fungal disease. The small specks are probably the fruiting bodies of the causal fungal agents.

One of the most common fungi is *Phomopsis* sp., the causal agent of twig blight disease on juniper. Like many diseases, this disease establishes on stressed and weakened plants.

These evergreens are also sensitive to winter drying (desiccation). This happens during winter months when soil moisture is frozen and above-ground parts continue to lose moisture during a bright, sunny and windy day. This creates an imbalance in water uptake and causes the exposed tissue to dry out.

If this is observed, consider providing deep watering in late

November and protecting the soil surface with mulch. Also provide wind screens to protect the sensitive plants. Study the plants on-site for any low temperature injury.

Certain species of juniper such as andora are sensitive to winter cold, resulting in basal bark splitting. Small rodents, which may also feed on bark at ground level, can cause extensive damage. These factors can also stress and can partially contribute to overall browning.

As far as fungal disease caused by *Phomopsis*, prune and destroy infected plant parts—where practical—and improve air circulation. Avoid overhead irrigation to prevent the disease's further spread. Applications of fungicides such as mancozeb, Cleary's 3336 or Fungo at two-week intervals is beneficial.

Before using fungicides, make sure the problem is properly identified. *Phomopsis* and *Kabatina* fungi can cause similar symptoms. Reports indicate that there are no known fungicidal remedies for disease caused by *Kabatina* sp.

Antidesiccant sprays

Problem: We are having problems with winter injury on broadleaved and narrowleaved evergreens in our nursery. Would you recommend antidesiccant sprays to protect from winter injury? If so, which product and when is the best time? Any other suggestions would be appreciated. (Colorado)

Solution: Maintaining good-looking healthy evergreen plants through cold winter is a problem with many nurseries growing plants in the ground and/or containers. Although a number of antitranspirant (antidesiccant) products are marketed to protect the plants from winter injury, reports suggest that these products are not every effective.

Research has shown that antidesiccants sprayed in the fall failed to protect plants during most winters. But cultural practices provided at the right time of the year can make a difference in appearance and quality of broad-leaved and narrow-leaved evergreens in open nurseries or landscapes.

This involves deeply watering plants during fall and again before the ground freezes. An application of nitrogen fertilizer after the first frost is also beneficial. Reportedly, this would provide adequate reserve of nitrogen in plant stems, roots and buds to minimize leaf drop due to nitrogen translocating from older leaves to branch terminals. Also, consider mulching 2 to 3 inches deep to protect root surfaces from cold temperatures.

Where feasible, the plants can also be protected by installing a wood or burlap barrier for protection.

Dr. Balakrishna Rao is Manager of Research and Technical Development for the Davey Tree Co., Kent, Ohio.

Mail questions to "Ask the Expert," LANDSCAPE MANAGEMENT, 7500 Old Oak Blvd., Cleveland, OH 44130. Please allow two to three months for an answer to appear in the magazine.

LANDSCAPE MANAGEMENT

INCORPORATING LAWN CARE INDUSTRY

Certifying the industry

More landscapers are becoming certified, to raise the industry standards, boost their image, and in some cases, win bids.

■ Certification of landscape professionals is gaining ground throughout the green industry.

The benefits of certification are many, say the various directors of both state and national landscape associations, and can include better pay for a certified employee and more customers for the company that advertises its workers as certified. Crew certification can also grant a company exclusive bidding rights to certain projects, which is something many in the industry want to see made a standard practice.

Certification testing brings all the land-

scaping "tools" together. It helps the professional see what kind of progress he's made, and makes sense of all the "stuff" he's learned over the years. And in an industry that's had more than its share of mavericks, certification can be a step forward in establishing uniform professional standards coast-to-coast.

A handful of state and professional landscape associations offer certification programs. In February, the Associated Landscape Contractors of America (ALCA) offers its first certification exam for business management, which will be available to 50 people. The curricula includes business planning, accounting, management, health safety and human resources, production and horticulture, law, sales, marketing, communications and public relations.

Other certification programs are offered by the Irrigation Association (IA), Professional Grounds Management Society (PGMS), Florida Nursery Growers

Association (FNGA), and the International Society of Arboriculture (ISA).

State landscape associations now offering programs include Arizona, California, Colorado, Oregon, Texas and Washington. The Maryland/Washington D.C./Virginia association has a program for nursery growers only, but is considering whether to copy the California plan for contractors.

The ALCA program—Gary Thornton, of Thornton Gardens, Maineville, Ohio, is one of the leaders of the ALCA certification program. He says the association wants to improve the public image of both the association and the landscaping industry. "The obvious secondary benefit," says Thornton, "is to be able to qualify a person as a professional in the minds of others in industry and potentially, to a customer."

The ALCA program focuses on persons in the owner/manager/branch manger categories. Thornton says ALCA wants to cooperate with state associations that already

Green industry certification programs

Organization	Title	Fee	Description
ALCA (703) 620-6363	Certified Landscape Professional	\$225, members	400 multiple-choice questions designed for owners, managers or branch managers.
American Landscape Horticulture Assoc. (805) 498-6916	Certified Landscape Professional	N/A	For those above the technician level; two-year certification; continuing education required.
Arizona Landscape Contractors Assoc. 602) 468-9336	Certified Landscape Professional	workshops, \$30 exam, \$60	A 12-month program covering numerous skills, including: equipment operation; plant identification; safety; chemical application regulations, pest management.
California Landscape Contractors Assoc. (916) 448-2522	Certified Landscape Technician	\$250/\$175 \$50 discount for members	Not a substitute for the state's C-27 license. Three segments: construction; maintenance; and irrigation.
International Society of Arboriculture (217) 355-9411	Certified Arborist	\$100, members \$150, non-members	Includes tree nutrition and fertilization; installation; tree biology; identification.
Texas Assoc. of Landscape Contractors (800) 832-6934	Certified Landscape Professional	\$100, members \$300, non-members	Covers 20 areas of landscaping, including plant selection, hardscaping; blueprints; landscaping for resource efficiency and environmental safety.

Note: Oregon and Washington have begun programs modeled after California's. The following states have programs for nursery certification: Arizona, Alabama, Arkansas, California, Connecticut, Delaware, Illinois, Indiana, Kansas, Kentucky, Michigan, Mississippi, Nebraska, North Carolina, Ohio, Pennsylvania, Virginia, Washington.

Why certify?

1. Raise industry standards of excellence.
2. Establish guidelines for achievement.
3. Award high levels of competence in the profession.
4. Improve worker performance by encouraging continuing education.
5. Increase the self-esteem of the worker, manager, branch manager or owner.

offer certification programs for crewmen and specialists. A 15-title list of suggested reading material is provided to prepare for the four to eight hour test. The test contains 400 multiple-choice questions.

Beth Palys of the Landscape Contractors Association of Maryland/Washington D.C./Virginia, is awaiting a vote from the association's members to approve a proposed certification program. Palys says the program would be patterned after those in other states, and would include a hands-on construction test.

Palys says that some of the impetus for a certification program is the prestige that comes with the title. "It's a way of rewarding employees, and is a sign of a person's advancement in the profession," says Palys.

An industry model—California's certification program is becoming a model for the industry, and has been adopted by the Oregon and Washington groups. Divided into nine areas, it includes a much-admired two-day, hands-on construction test and a three-part written exam.

Irrigation installation is broken into connecting controllers, wiring valves, mainline installation, and lateral installation.

Applicants need to have a 70 percent score, and need to pass all different field tests to become a certified landscape technician in one of those three areas.

Kim Heckes, program coordinator, says a growing number of companies are requiring their foremen and supervisors to become certified, and some municipalities have written the requirement into specifications for companies bidding on government projects.

Heckes believes certification gives a contractor "an edge" when bidding projects, and says certification "shows that the person has the minimum skills to construct a landscape project and work on irrigation systems."

A veteran program—The Michigan Nursery and Landscape Association's (MNLA) certification program is entering its second decade.

Amy Frankmann, director of education for the Michigan Nursery and Landscape

Association, says certification helps to "identify the most dedicated" within the industry. The program is 11 years old.



Frankman: the 'most dedicated' become certified professionals.

Frankmann says the test had a 75 percent success rate last year, which was the highest results ever. She adds that many companies that send their people use certification as a basis for pay raises.

The Arizona Landscape Contractor Association program is designed to test basic landscape skills, according to Sharon Dewey, the association's executive director. A small part of the exam is written, 90 percent is practical and hands-on.

Dewey says certification "helps boost the individual's self-esteem, which is a plus in itself."

The xeriscape portion of the Arizona program was recently awarded the Arizona Water User's Education award for its contribution to water conservation education.

The Arizona certification program is sponsored by the University of Arizona, and endorsed by the International Society of Arboriculture. The state's extension office provides the facilities for workshops, and teaching staff. Extension members also make up the advisory board.

"Our entire program is geared toward the Arizona landscape," says Judy Alexander, president of the Arizona association and landscape superintendent at the Tucson Airport Authority. "It's main

emphasis is in the desert regions. There is some high-elevation training, but not as much as we'd like."

Although the program is still new, Alexander says early results are positive. "We know that there are individuals who have benefitted by it with salary increases," she says, "and their status and position in the company has been upgraded."

"As an industry, we have heard of only one project that has specified that it wants certified people to work on the project. "We need to educate landscape architects about who we are and what we are doing. Those are the people who will specify certified."

Defining the elements—John Gillan, marketing director for the Professional Grounds Management Society (PGMS) says the association felt that all of its members would benefit from certification. "If nothing else," says Gillan, "it would indicate a willingness of grounds managers to define the basic elements of grounds management."

The PGMS program includes instruction on consumer protection and economic protection, as well as uniform recognition and establishment of parity.

The PGMS believes certification protects potential employers, since the employer would know that a certified grounds manager had passed a peer review as to minimum knowledge and competence.

The Texas Landscape Contractors Association—as a statewide entity—is now 10 years old, and has 175 certified members, out of a total of 335 company memberships.

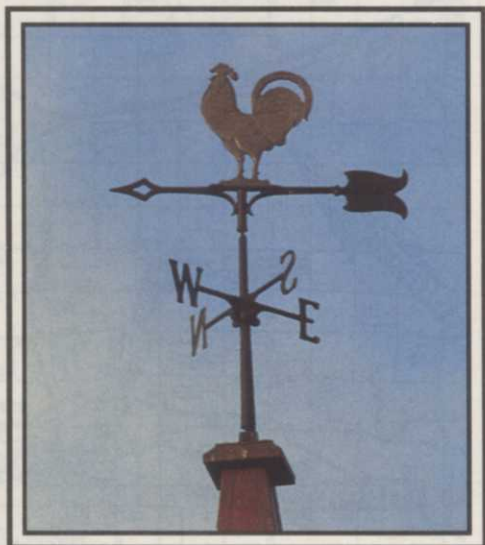


Brinkley: certification strengthens association professionalism.

"In 1988," says president-elect Larry Brinkley, "we put together a long-range plan (for the association), and that included certification. We want to 'professionalize' our businesses, and be on a higher level. During 1992 we have strived to place TALC on an even higher level of professionalism."

—Terry McIver

N



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S

Opening a branch office...

Careful planning and foresight will eliminate many of the problems posed by this type of expansion.

by Ed Wandtke

Last month, we looked at the challenges facing a company that is considering operating a business from another location. This month, we'll find out why you should consider opening a branch:

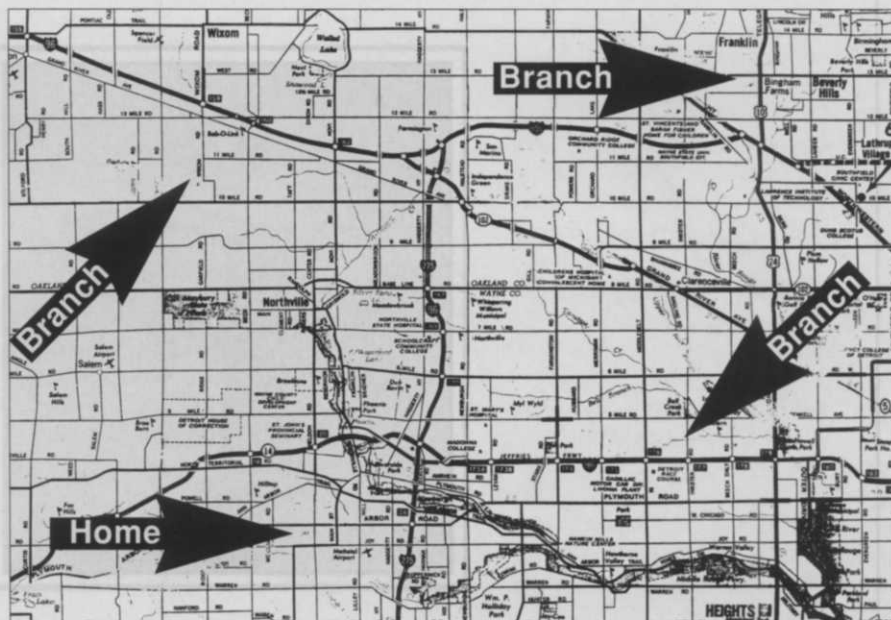
- 1) ...location, location, location...
- 2) financial considerations
- 3) operational issues, and
- 4) timing.

If business is too far from the main location, you need to determine the answers to some basic business questions.

Operational efficiency, cost savings opportunities, financial cost, customer service responsibility, and—possibly—accounting or computer operation are but some of the areas which need to be considered before the new location is chosen and opened.

Plan ahead—Often, I hear owners lament the fact that they are outgrowing the facility they have, or need to change the location because jobs are too far from their existing facility. Before opening a new branch, take the opportunity to do a market assessment: determine customer location and the most cost-efficient location to choose in order to serve those customers. In addition, you will need to find answers to the following questions:

- What size operation will initially operate out of the new location?
- What expendability should be allowed for at the new location?
- What is the market potential for the new location?
- What services will need to be available at the new location, (inventory storage, fuel, office, phones, computer, etc.)?
- Can the new location be used for both current services and future business



opportunities?

● What operational efficiencies will be achieved by opening a new branch?

By answering these questions, you will be on your way to opening a branch that will meet all current and future requirements. Anticipating growth needs for a branch location requires planning and anticipating your future expectations from the new branch.

Financial considerations—A careful review of the financial considerations of opening a branch can often determine its success or failure. Sometimes the new branch opening hinges on its financial performance to fund its existence. If this is an issue, various fixed costs will need to be covered by the business being performed at the new branch.

Questions such as these need to be answered:

- How much will fuel and other vehicle costs be reduced because of the new location?
- What will the new costs be for this additional location?
- Will the profit margin in business serviced from the new location be as good as (or better) than the other current location?

● What will the cost be to communicate and send operational and financial information to the other office?

Based on the answers to these questions, you will have some financial information to help you decide about the profitability of opening the new branch.

Operational considerations—Evaluate the methods of service delivery and customer response systems that can

BENEFITS OF HAVING A BRANCH OFFICE

1. Less travel time for employees to get to, return from, jobs.
2. Reduced vehicle and fuel costs.
3. More immediately accessible customers to assure their satisfaction with the job.
4. Chance to increase number of services offered.
5. Improved employee morale as excitement grows over possible increased individual opportunities.

be implemented at the new branch to improve customer satisfaction. The opening of a new branch is the ideal time to consider implementing new systems.

Look at how you are operating your business at your current location. This will provide opportunities for improvements.

Here are some issues which need to be looked at before opening up the new branch:

- What computer system will you choose?
- How will customer service be performed for customers at the new location?
- Who is responsible for customer service at the new branch?
- Will you offer liquid, dry or organic services from this location?

● Will you expand services beyond your old offering at this location?

● Will raw materials be drop-shipped to the branch?

● Who will handle off-loading and storage decisions when service personnel are in the field?

In answering these questions, you will need to look at the type of services which you will be offering and the experience of the personnel.

When?—The time to move into a new location is when the economics and financial benefits of a new location are very clear.

Reality has led me to suggest, though, that the off-season is the easiest time to open a new branch. Setting up a new branch during the off-season will allow flexibility in time schedules, since many employees will only be working part time.

However, opening a branch in the winter in the northern U.S. or Canada will mean that it will be idle for a few months until business really picks up in the spring. If your company can financially make it through the winter, this is the best alternative.

One admonition to the company that is short of space now: do not wait until next year to expand into a larger facility. A branch office or a satellite operation can be the most cost-efficient and effective solution to your problem.

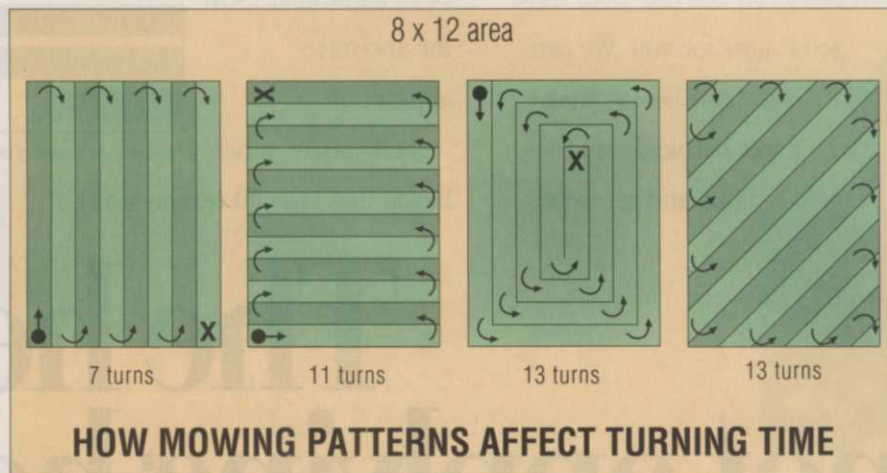
Ask your employees to help make the decision to expand and get them involved in making the new location successful.

Overwhelmed?—Opening a new branch is a traumatic time. People moving, equipment being re-assigned, routes being changed, customers being serviced by new technicians—all seem to overwhelm most owners.

Don't let the pressures caused by small details get to you. Make the new branch opening an exciting time for your business. Someone is being promoted; you can try something new at this location; and there will be a renewed excitement because everyone will be watching the new branch's performance. Take advantage of this excitement and pass its emotional high to everyone—employees and customers alike.

Make this event an uplifting experience for the company, and your profits and employee morale will thrive.

—The author is a principle at Wandtke & Associates Management Consultants, 2586 Oakstone Dr., Columbus, OH 43231. For more information, phone (614) 891-3111.



Mowing patterns can make some difference

Besides speed, mowing patterns can help you control the beauty of an area, or the safety with which you're mowing.

■ There is an art, some say, to mowing grass. If you're in it for the money, here are some considerations:

● **Speed.** Use the pattern that will result in the fewest turns and longest straight stretches. A good example is a typical rectangular area measuring 8x12 units. If you mow lengthwise, you need only seven half-turns of the mower. However, if you mow crosswise, it'll take 11 half-turns. Mowing inward from the perimeter will require 13 quarter-turns while mowing horizontally requires 13 half-turns (see illustration).

● **Beauty.** If you're in one of the lucky few states that can still bag clippings without worrying about paying for their disposal, there's no problem. Or if you're using a mulching attachment or blade, there won't be any unsightly clippings either. But if not, you'll want to discharge clippings away from sidewalks, driveways and buildings.

● **Mulching.** If your mower is un-equipped for mulching yet you want to mulch as many clippings as possible, travel in a clockwise direction with right-hand discharges. If it's a left-hand discharge, you'll want to go counter-clockwise so you're mowing the clippings over and over again.

● **Safety.** Watch where you're discharging clippings. Avoid discharging them into pedestrian traffic.

"There's no way I can mow without people being around," says Tim Glover of Westerville (Ohio) Schools, who has 24 different locations, including two high school stadiums and middle school athletic fields. So he tries to balance mulching and safety. He uses three basic patterns for his side-discharge front-deck mowers:

1) When the grass is not extra high, I get the best appearance by going around the outside of an area, moving inward, blowing the discharge inward until it is mulched up.

2) When the grass is extra high (or wet), I start at the center of the area, moving outward, blowing the discharge inward. I try to avoid blowing outward for safety to people and cars, and to keep discharge off walks and roads.

3) With an odd-shaped area, I may save time by going back and forth, moving from one side of the area to the other.

—Any other mowing suggestions? Get your ideas in print by calling LM editors Jerry, Terry or Ron at (216) 826-2830, faxing us at (216) 891-2675 or writing LM, 7500 Old Oak Blvd., Cleveland, OH 44130.



Tim Glover: uses three types of mowing patterns

If applying herbicide is something you'd like to do less often, we have good news for you. We can show you how to make fewer herbicide applications and get weed

grass. And it's available on fertilizer or in a granular form for accurate application.

Of course, a herbicide that lasts all season won't

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more. It contains information you can use to control weeds, insects and turf diseases more efficiently. For a free

Gallery—24 weeks

Team—20 weeks

Balan—10 weeks

Choose the length of control best for you.

The herbicides not applying herbicides

control that's as good or better than you're getting now.

Let's start with broadleaf weeds. It usually takes up to five herbicide applications a season to control them. But by using Gallery* herbicide (straight or on fertilizer), you can do it with one. It doesn't take much, either. Just 1/3 ounce per 1000 square feet.

A Story Straight From Crooked Stick.

By switching to Gallery the superintendent at Crooked Stick Golf Club in Carmel, Indiana, reduced herbicide applications on his fairways from five a year to one. The notoriously picky PGA officials who inspected those fairways for the 1991 PGA Championship raved



about their outstanding condition.

Okay, now for grassy weeds. A single application of Team* herbicide gives you sixteen weeks of broad-spectrum control. It's very effective on crabgrass and goose-

always fit your schedule.

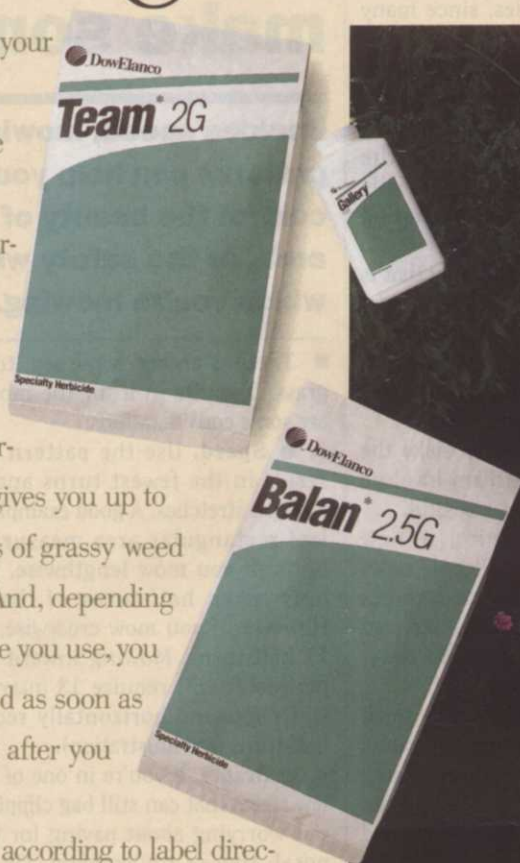
That's the time for Balan* herbicide.

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tizer, it gives you up to ten weeks of grassy weed control. And, depending on the rate you use, you can reseed as soon as six weeks after you apply it.

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Goosegrass



Crabgrass

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for people interested in



Taking responsibility for your own destiny

'If you don't stand for something, you'll fall for anything,' says Virginia Turf Conference lecturer.

■ To be successful, you must create your own reality, says Dr. Richard Harshberger of Virginia Polytechnic University: "You will never get any more than you expect."

Winners expect to win, and success thus becomes a self-fulfilling prophecy, he further notes.

Harshberger defines success as "the progressive realization of a worthwhile

the aura of failure dominate your outlook; but when disaster strikes, try to learn from it and not make the same mistake again.

This is a matter of growth. Consider the toddler who must fall down time and time again before he learns to walk. Consider the expansion baseball team that must first win a few games, then play .500 ball, then make the playoffs—a process taking years at the least—before it wins the World Series.

2) "If you want something, you have to give up something else. It's always a matter of priorities."

Although there are widespread concepts of what exactly defines success, we each define it for ourselves. For one person, success might mean working 18 hours a day to make \$250,000 a year and thus being able to provide for a family. But for another person, it might be making 1/10th of that, yet having the spare time to devote to actual family activities.

3) "Remember that success is a journey, not a destination. The minute you get where you want to be, you're dead."

Goal-setting is an on-going process. When you meet your first set of goals, establish another, reachable set. Then again, and again. Adopting this philosophy, you may never be able to claim

you're wholly successful, but you'll be able to look back with pride at your accomplishments.

4) "Competition is a negative concept: you try to beat somebody to the punch. But success is a win-win proposition: it's finding a new way of doing things."

Harshberger says you shouldn't nec-

Eight steps to success

- 1) *Create your own reality.*
- 2) *When something bad happens, find out what you can salvage.*
- 3) *Don't hesitate to make trade-offs in pursuit of your goals.*
- 4) *Make it a journey, not a destination.*
- 5) *Find a new way of doing things.*
- 6) *See yourself succeeding at whatever it is you want to do.*
- 7) *Be respected, fair, honest, above-board.*
- 8) *Get involved emotionally.*

essarily set your sights on just competing, but on succeeding. And there's a big difference.

5) "Envision success. See yourself succeeding at whatever it is you want to do."

High achievers mentally picture ideas that are goal-oriented, much like the professional golfer envisions his next shot hitting the green, bounding toward the pin and ultimately rolling into the cup.

Use your imagination. See it happen.

6) "Don't worry about being liked, be respected. Be fair, honest, above-board."

The old sports adage "Nice guys finish last" might not be wholly true, but it does contain an element of truth. Don't run a popularity contest, Harshberger contends: "If you don't stand for something, you'll fall for anything."

By striving to be fair and honest with those around you, you'll win their respect and allegiance.

Finally: "The secret of success is very simple: get involved emotionally," Harshberger concludes. "We have imagination. We must learn to use it. Fantasize, daydream and win."

—Jerry Roche



Harshberger: Imagine yourself as a success in all you do

dream or goal.

"The goal should be out of reach, but not out of sight," he says.

Here are proven methods you can use to climb your way to success, no matter what your job description or duties:

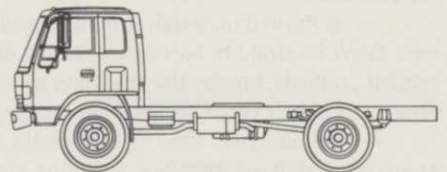
1) "Whenever something bad happens, find out what you can salvage." Harshberger says that you shouldn't let

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Circle No. 105 on Reader Inquiry Card

Business suggestions range from customer satisfaction, to promotion, to performance

■ The National Association for the Self-Employed (NASE) is an organization serving the needs of small businesses in America, providing services and benefits to help its members be more competitive. Its membership is more than 275,000.

Here are some business hints from the NASE on various small business-related subjects:

Promoting your business

Just as you would not go on a sales call with your shoes unpolished, be sure your business image isn't unpolished either. To improve your business, several marketing tools are available:

- Printed materials should be well-designed and consistent. Don't be afraid to borrow ideas from other companies. Keep printed products simple. Use the same paper stock for all printed products, so their very look becomes recognizable as yours.

- Logotypes identify companies and can be as simple as using a stylized typeface for your company name on all printed materials mailed to prospective clients.

- Box advertising in the local Yellow Pages should be different from your competitors and well-designed.

- Advertising creates an image and stimulates sales. The "tone" and context of the ad should reflect the personality and culture of your company.

Improving performance

Employee reviews reinforce good work habits and act as guidelines for job improvement. Not only is a job review a "yardstick" of work accomplished, but can protect an employer against unlawful dismissal litigation. Here are some ways to ensure successful employee performance reviews:

- Tell employees they are going a great job, is such is the case. If employees feel unappreciated, they'll leave. And it's too late to retain a good employee after they have accepted another position.

- Base reviews on specific job functions. When you hire someone, job responsibilities should be outlined in writing.

- Review employees at least once a year.
- Make employee goals measurable.
- Don't downgrade people because they fall down in one aspect of their jobs.

- Don't ignore poor performance. Let employees know where they need to improve.

- Evaluate for the entire time since the last review, not just recent efforts.

- Use reviews for two-way communication. Not only is the review a rating tool, but should be a planning device to map out a growth plan for an employee.

Satisfying customers

If you want to maintain customer loyalty, you have to handle complaints properly. Bennie Thayer, NASE chairman of the board, says you must handle complaints quickly and effectively. Otherwise, you run the risk of losing a customer and word-of-mouth recommendations to potential customers. Here are other tips:

- Handle the problem yourself, now. Don't try to pass it off to someone else.

- Make sure you understand the problem completely and restate it positively. Don't imply the customer is exaggerating or wrong.

- Take full responsibility for the problem. And remember: The customer's always right.

- Don't ever say "It's not our policy," or "Sorry, there's just nothing I can do."

- If the problem can't be resolved, give something of equal or greater value as a substitute. Often, this will show that you really value the customer's business.

- Be friendly, no matter how provoked you are. Even the hottest-tempered customer will cool off and may wind up your greatest ally.

—For information on joining the National Association for the Self-Employed, write NASE Member Services, P.O. Box 612067, DFW Airport, TX 75261-2067 or phone toll-free (800) 232-6273.

Small business survival in a slow period

■ Small businesses may be the hardest hit during an economic slowdown because of tight credit and the inability to buy in quantity.

The NASE has this advice:

- Don't skimp on service and quality by being understaffed. Your options include part-timers and consultants. Check the "Opportunities Wanted" ads in local newspapers or turn to local schools and universities.

- Cut personal spending. Simple solutions can make a difference.

- Meet with your staff weekly to exchange ideas on increasing productivity and reducing costs. Create an incentive for

Don't be afraid to pull out all stops and work more hours during selling season, NASE says.

top suggestions and a team spirit for survival.

- Be prepared to "pull out the stops" during peak times for your service. Don't be afraid to work more hours during a selling season or around holidays.

- Remain close to existing clientele.

Telephone your contacts and find out about developments in their business that could lead to new opportunities or help you avoid unpleasant surprises.

- Carve out more time for pursuing new business. With spending slowing down, new business referrals are harder to get. It's time to go after new business aggressively by networking with industry and community groups. If this is not your strong point, seek information from those that do it well.

- Analyze cash flow. Know where you'll stand in three months. Is there room for improvement by boosting collection of accounts receivable or reducing inventory?

Weed control strategies for sports fields

Developing a game plan means scouting the opponent—identifying the weeds, recording their location, and learning their lifecycle.

by Gil Landry, Ph.D.
and Tim Murphy, Ph.D

■ Controlling weeds in sports fields is often the ultimate challenge.

The athletic events themselves are big obstacles to maintaining a high quality, safe turf. Wear, soil compaction and divoting serve as open invitations to sports field's enemy number one: weeds.

As coaches drill teams into shape and develop game plans or strategies, so should turfgrass managers. This begins with shaping up the grass through proper management: fertilization, irrigation, mowing and cultivation.

Just as the best defense is a good offense, a healthy, vigorous turf is much less prone to weed problems than a weak one. So first spend your time and money conditioning the field through proper management. It will save you time and money later.

Developing a game plan involves assessing or scouting the opponent and then developing proper strategies. Turf managers scout by identifying the weeds, recording their location, and learning their lifecycle.

Proper identification is essential. After all, if what looks like a sweep right ends up being a reverse left, you're in big trouble.

THE WEEDS OF SUMMER



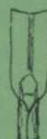
Crabgrass



Goosegrass



Annual
Bluegrass



Many publications are available that aid in weed identification and weed control program development. Well-trained sales representatives and local county extension agents can also be very helpful. Once the weeds are identified, a control strategy can be developed.

Common weeds—The most common weeds include various species of crabgrass, goosegrass (also called silver crabgrass or crowfoot) and annual bluegrass (aka *Poa annua*). Other common weeds might include purple and yellow nutsedge, wild garlic, clovers, dandelion and various winter annuals such as henbit and common chickweed.

Crabgrass and goosegrass, both summer annuals, can be controlled with herbicides. Crabgrass starts germinating in the spring when soil temperatures at a four-inch depth reach 53-58° F. Goosegrass usually germinates about two to eight weeks later than crabgrass when soil temperatures reach 60-65° F.

University research shows that the effectiveness of pre-emergence herbicides varies in controlling crabgrass and goosegrass. Refer to weed control guides or recommendations available through most land grant universities.

Additionally, the effectiveness of many pre-emergence herbicides can be increased by using split or sequential applications: one-half when the herbicide is normally applied and a second half-application 8 to 10 weeks later. This extends the life of the active ingredient and has been shown to increase effectiveness, particularly against goosegrass.

In the case of a winter annual such as annual bluegrass, germination occurs in the late summer and fall when soil temperatures drop to 70-75° F. It can also be controlled by both pre-emergence and post-emergence herbicides.

After the scouting has been done, developing a game plan or strategy involves becoming thoroughly familiar with the her-

ELSEWHERE

**Ammonium sulfate found
to control summer patch
page 23**

**Plan ahead for
Japanese beetles
page 23**



The authors keep Sanford Stadium, home of the University of Georgia football team in Athens, Ga., free of weeds.

bicide label and consideration of the following factors:

Turfgrass tolerance: Does the turfgrass tolerate the herbicide? (For example, dormant bermudagrass has excellent tolerance to glyphosate but will be severely damaged if treated in the later stages of spring green-up or while actively growing.)

Time of application: This can influence

turfgrass tolerance and control. (For example, turfgrass herbicide injury increases as air temperatures exceed 90° F. Also, some post-emergence herbicides applied just prior to or during spring growth may delay green-up. Finally, the more mature a weed is, the less effective a herbicide usually will be.)

Application frequency: Repeat applications are necessary to control some weeds.

(For example, two applications of oryzalin or benefin at intervals of 8 to 10 weeks will generally give better control of goosegrass than a single application. Also, two applications of MSMA at a 5- to 7-day interval is more effective for crabgrass control than two applications at a 14-day interval.

Application equipment: Selecting a sprayable or granular formulation will depend on the application equipment available. Generally, sprayable and granular formulations of the same pre-emergence herbicide are equally effective.

Economics: Remember: materials are priced differently, and the most expensive materials are not necessarily the most effective. Also, cost comparisons should be made based on the cost per acre treated, not on the costs per unit of product.

Cultural management—The meshing of a weed control program with a cultural management program is like bringing the offense and defense together. For years, it was not acceptable to follow pre-emergence applications with core cultivation. However, a number of studies have shown that coring and even vertical mowing after herbicide application does not increase weed problems. Therefore, if soil compaction is a problem, don't avoid coring.

Sports fields frequently need renovation. So if areas need re-seeding, either use post-emergence herbicides or allow adequate time for pre-emergence herbicides to dissipate before re-seeding.

Proper herbicide use can be one of the most effective tools available to the sports turf manager. However, it also can be somewhat like a running back who can run 100 yards in 9.4 seconds. He has the potential to be great, but he's not worth much if he fumbles half the time he touches the ball.

Likewise, if you control weeds with post-emergence herbicides but the turfgrass lacks adequate fertility or water, it will not recover and fill in the area previously occupied by weeds. That's like the fullback taking out the linebacker and the tailback slipping in the backfield. It looked good for a while, but it failed to advance the game plan.

Although we often think that taking time to develop a strategy is only for the fortunate few with big staffs and plenty of time, we should recognize that without a strategy or plan, we simply are reacting. If we plan, we begin building and refining a program.

—Dr. Landry is a professor of agronomy at the University of Georgia and president of the national Sports Turf Managers Association. Dr. Murphy is an associate professor of agronomy at the University of Georgia.

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Circle No. 104
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Ammonium sulfate reduces summer patch

■ Ammonium sulfate fertilizer (21-0-0-24S) suppresses summer patch, a fungal disease attacking the roots of turfgrasses, says Dr. Joseph Heckman of Rutgers University.

Heckman says the intensity of this turf disease increases during hot, humid summers. While summer patch can cause problems for homeowners, the turf market—especially golf course managers—must deal with it on a larger scale. Summer patch affects Kentucky bluegrass, annual bluegrass and fine fescues.

"Ammonium sulfate reduces soil pH almost immediately, and that has been shown to suppress summer patch in our test on Kentucky bluegrass," says Rutgers pathologist David Thompson, who worked with Heckman and Bruce Clarke on the study. "Urea lowers the pH in the long term, but in the short term it actually increases the soil pH and urea does not suppress summer patch."

Neither calcium nitrate nor potassium nitrate offer the pH lowering effect found with ammonium sulfate, Thompson says.

Tests in 1991 showed a 60 to 80 percent reduction in summer patch when ammonium sulfate was applied, and a 35 to 45 percent when sulfur-coated urea was applied, compared to urea or nitrate. Thompson also says ammonium sulfate caused a delay of three to five weeks in the development of symptoms while sulfur-coated urea only showed a one- to two-week delay of symptoms compared to nitrate nitrogen.

Plan ahead for Japanese beetles

■ Warm weather next spring will bring with it the arrival of Japanese beetles. These voracious insects begin their summer feeding frenzy in late June or early July in most cool-season areas, a practice they keep up through August. Some may even linger until late September.

Although adult Japanese beetles seem especially attracted to roses, annuals, vegetables and grapes, they can—and do—feed on more than 250 kinds of plants, according to Dr. Lee Hellman, an extension entomologist with the University of Maryland. Just one or two of the insects

can virtually destroy a flower in a matter of hours.

When it comes to control, there's good news and bad news. The good news is that control methods are available; the bad news is that none of them is completely effective, Hellman says.

Although insecticides will kill Japanese beetles that eat or walk on treated leaves, they remain effective for only a few days—a week at the most. You may need to spray

some ornamental plants several times during the summer to prevent serious damage caused by the beetles as they migrate from one yard to another.

The most common insecticides for use against Japanese beetles are malathion and carbaryl (Sevin).

Both are effective, if applied according to label directions. They may be used on fruit trees, but may involve a pre-harvest waiting period.



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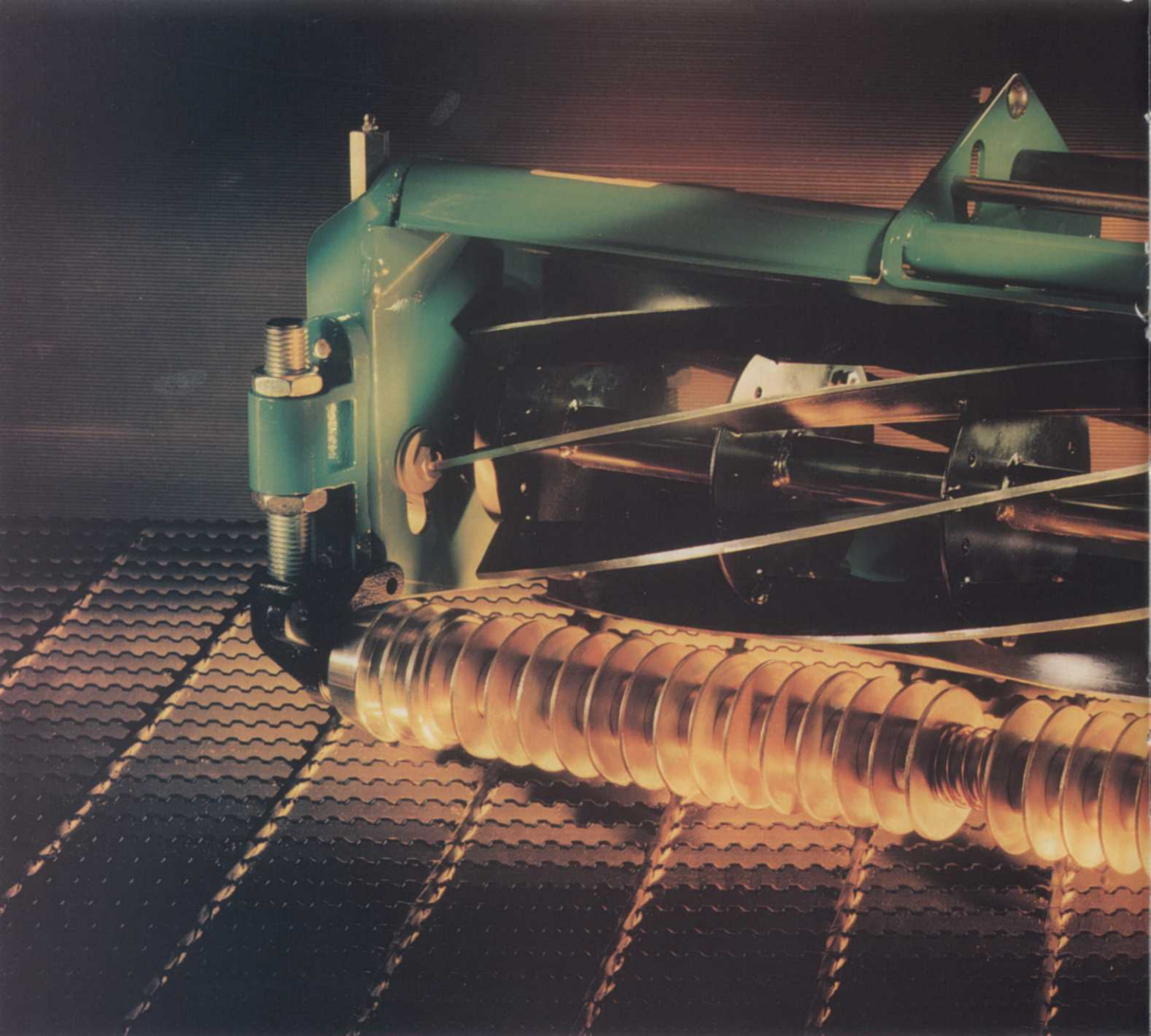
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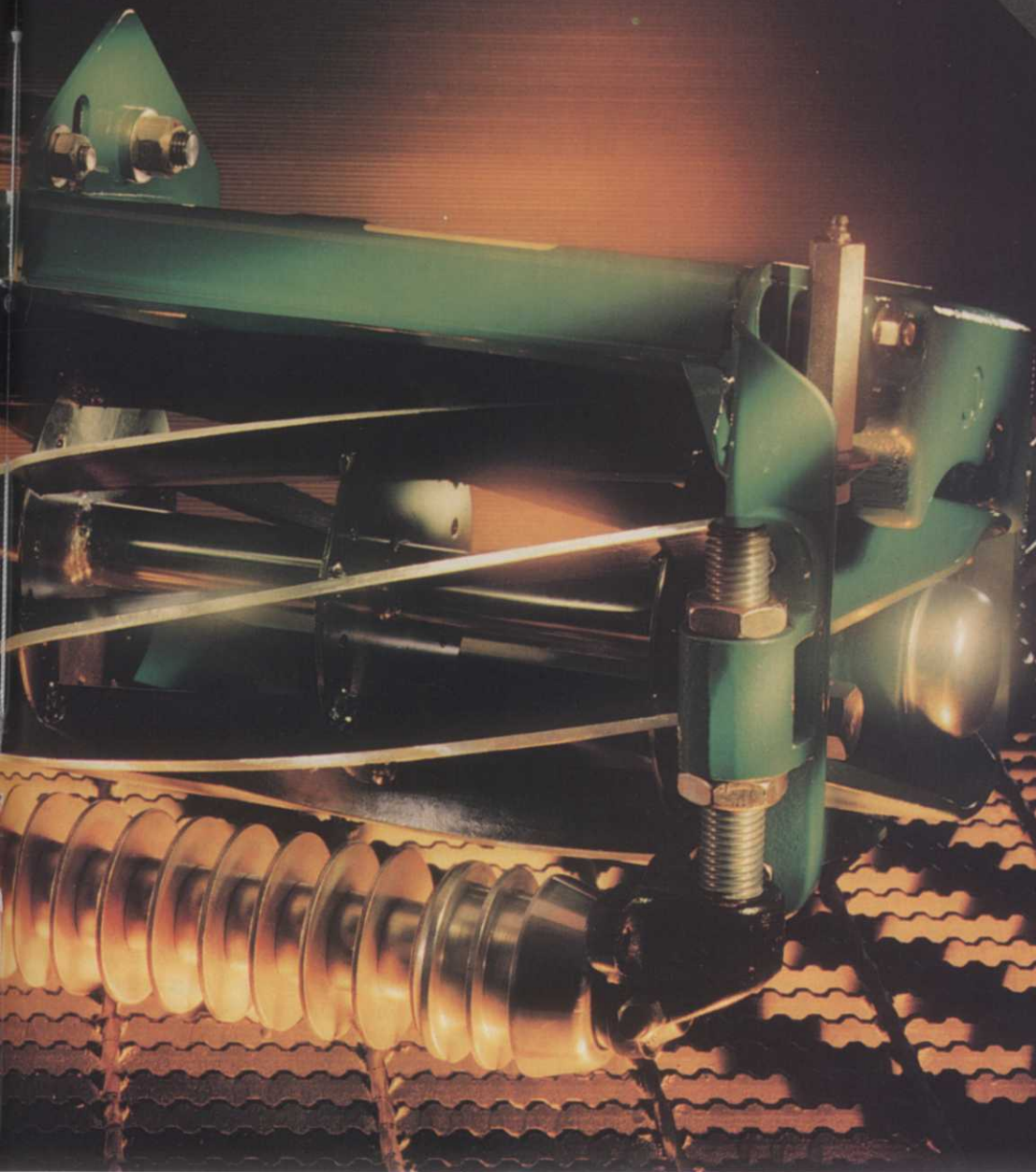
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LAWN CARE INDUSTRY

Patrick J. Norton, our choice for 1992 'Person of the Year'

■ Patrick J. Norton describes the lawn care business as both "tough and fair."

Norton, president and chief executive officer of Barefoot Grass Lawn Service, Inc., is our 1992 "Person of the Year." Both he and the company he's helped guide the past 13 years represent many of the best aspects of professional lawn care to the public and competitors alike.

Barefoot Grass's continued growth and acceptance by American homeowners—especially the past couple of years when most lawn care companies struggled just to stay even—reaffirms what everyone in any service business knows but sometimes has trouble translating into action: provide quality service, charge a fair price, earn an acceptable profit.

Quality service—Barefoot Grass prides itself on its well-trained service force of more than 750 fulltime employees which delivered premium lawn services to more than 300,000 customers this past season. The company, unlike many of its competitors, exclusively uses dry, granular fertilizers in a two-step application process. Its technicians apply weed and insect controls only as needed.

Headquartered in Worthington, Ohio, the company gets a fair return for the extra time and care its technicians spend on clients' properties, its prices being in the upper half of the industry scale.

Its seemingly always clean service vans are common sights in more than 60 metropolitan areas, particularly in the



Patrick J. Norton, left, insightful CEO of Barefoot Grass, accepts 'Person of the Year' plaque from LANDSCAPE MANAGEMENT publisher Jon Miducki.

Midwest, Mideast and East. Barefoot Grass operates in 22 company-owned locations, while the other locations are either franchises or "branchises." A branchise is, basically, a franchise managed by the parent company according to well-defined management agreements.

This season Barefoot Grass, now the second largest lawn care company in North America, will total more than \$65 million in sales systemwide.

Focused and committed—The company, in some very real ways, mirrors the personality of its president, Pat Norton: competent, focused on the market, committed to customer service.

Norton, 42, came to Barefoot Grass in

1979 after working as a certified public accountant in Arthur Anderson & Co.'s Cleveland office. After two years as company finance director, Norton became Barefoot's general manager in 1981, and in 1985 company president.

Barefoot Grass itself was founded in 1975 by Marvin Williams, a former employee of O.M. Scott & Sons Co. It took off in the 1980s, growing 40 percent in both 1984 and 1985 with sales continuing upward in a steady though less dramatic pattern since. It went public late in 1991 and its stock is now traded on NASDAQ.

Still optimistic—Norton, with his strong financial background and outlook, has helped build Barefoot into one of the most market-targeted, tightly managed lawn care businesses in the nation. But a company that retains much of its entrepreneurial spirit.

Although you'd never describe Barefoot's president as an industry cheerleader, Norton remains steadfastly optimistic about the future of the lawn care industry. This has been particularly apparent for the past two years as he's served as a director for the Professional Lawn Care

Barefoot to acquire Ever-Green

■ **COLUMBUS, OH**—Barefoot, Inc. announced on November 23 that it has entered into a definitive purchase agreement whereby its Barefoot Grass Lawn Services, Inc. subsidiary will acquire ADT Limited's Ever-Green Lawns Corporation. The acquisition is expected to be finalized on or about January 1, 1993.

Ever-Green, headquartered in St.

Louis, services about 100,000 customers in nine markets. Barefoot currently carries 315,000 customers in 68 markets, including franchises.

All of Ever-Green's markets are currently serviced by Barefoot, according to Patrick Norton, Barefoot's president and CEO, who says the purchase "will be synergistic and will have a positive impact on next year's earnings."

continued on page 31

THE CHEMLAWN STORY, PART III

ChemLawn, under Ecolab, found out it 'couldn't go home again'

Many factors contributed to ChemLawn's demise, but had its trademark passion for customer service left it first?

■ A lot of the public still thinks ChemLawn is ChemLawn. This past season they saw company trucks stopping in their neighborhoods. They recognized lawn specialists in their distinctive company uniforms.

Folks, *the* ChemLawn Corp. is gone.

It's now part of TruGreen—actually the biggest part of TruGreen, a subsidiary of ServiceMaster, which reported operating revenue of \$2.1 billion in 1991.

ChemLawn didn't go suddenly. Although, if a date has to be picked, select March 20, 1987, the day ChemLawn signed a merger agreement with Ecolab Inc., of St. Paul, Minn. The deal's completion several weeks later halted an escalating financial fracas begun a month earlier by Waste Management Inc.'s surprise \$27-per-share offer for ChemLawn stock. ChemLawn's management fought the takeover, and within weeks ChemLawn embraced Ecolab as its "white knight."

Not a fit—Ecolab, panting to be player in the residential services market, came up with \$370 million (\$36.50 per share) for ChemLawn which responded with profits in 1987 and 1988, although not at the level Ecolab had hoped. Short, in fact, of even covering interest on its acquisition debt.

Finally, in 1989, on sales of \$394 million, ChemLawn started losing money. Its residential customer base fell 6 percent.

Profits eluded ChemLawn in spite of earnest efforts by its Ecolab-groomed management to reinvent the same passion for customer service that launched ChemLawn to industry preeminence in the first place.

"We are hiring the right people this year and training and re-certifying every ChemLawn field employee," said Mike Shannon, who took over ChemLawn in the summer of 1988 after Jack Van Fossen resigned. "There is no question that in 1990 we will have the best trained, most qualified force in our industry," he told shareholders



Mark Cruse: ...not much difference between them and us.



Dr. Miller: 'I think the entire industry got sloppy.'

in 1989, as if commanding lightning to strike twice in the same place.

ChemLawn couldn't go home again.

By mid-1990, almost 80 percent of ChemLawn's pre-Ecolab staff had, through several reorganizations, found other jobs.

No single reason—Ecolab's sale of the limping lawn care giant to TruGreen this past June for just over \$100 million was, in a sense, a postscript.

There is no single reason why ChemLawn doesn't yet stand independently atop the market it helped create and shape. The single most obvious reason lies in the warped financial thinking of the 1980s that allowed companies access to mountains of debt to gobble up other companies.

Other reasons for ChemLawn's problems, people reasons, are just as compelling but harder to document. For example, media-savvy "anti-pesticide" forces nipped savagely at lawn care's heels in the 1980s. They disillusioned thousands of potential customers. They still do.

Then there are the not-so-obvious people reasons.

Employee turnover accelerated in the 1980s, in spite of ChemLawn management's best efforts. Management had prided itself, and rightly so, on its progressiveness. But, had lawn care become *just* a job to too many of ChemLawn's front-line workers? The next customer *just* a customer?

Turnover woes—An equally vexing problem, customer turnover, wasn't ChemLawn's exclusive property either, but it felt the pinch on a national scale.

"I think the entire industry got a little sloppy," says Dr. Bob Miller, a former ChemLawn vice president and 19 years with ChemLawn. The industry "promised too much," he says. It created the impression that all a homeowner needed for a perfect lawn was a lawn service.

Even so, by the mid-1980s, ChemLawn dominated lawn care. With sales exceeding \$350 million, its research said it commanded 30-35 percent market share.

"They are so much larger than anyone else that they can't steal business," Paul Green, vice president of marketing for Stanley Steemer International, once told a reporter from *Business First of Greater Columbus*.

ChemLawn's remarkable success and size gave it enormous marketing advantages over its competitors, but its size also made it a target.

"We had been new and different and, by the mid-1980s, there were lots of people doing exactly what we were doing. There wasn't that much differentiation between us and them," says Mark Cruse, 18 years with ChemLawn and a former company vp.

Why change?—Competitors included a growing legion of ambitious, well-trained former employees, eager and able to slice off slivers of ChemLawn's business. Meanwhile larger, better-capitalized regional outfits strafed affluent neighborhoods with sophisticated telemarketing campaigns while ChemLawn scratched its head over the falling results of its mailed brochures.

Competitors increasingly offered more

Sources listed of ChemLawn's demise

■ Dry breezes replaced snow and rain early—too early—in 1985, and whisked in with them a chilly reality for the ChemLawn Corp., which mistimed its spring marketing and never really caught up.

Net income that year fell 20 percent, from \$15.6 in 1984 to \$12.5 million. Any doubts that marketplace forces, in addition to weather, were ganging up on the lawn application industry, and particularly on ChemLawn, began fading in 1986 as ChemLawn's after-tax profit slipped another 4 percent.

The industry leader's customer base actually fell!

L. Jack Van Fossen, ChemLawn's chairman, president and chief executive officer, in the 1986 annual report, listed these causes for the stall:

● **Competition**—A growing number of competitors "caused more rapid penetration of the potential market and a negative

impact on consumer attitudes because of deteriorating quality of service."

● **Environmental issues**—"One of the results of this publicity has been the movement of lawn care from its position as a valuable innocuous consumer service into the media spotlight," Van Fossen explained.

● **Employee retention and training**—"Over the past two years, high turnover in our specialist workforce has led to decreasing customer satisfaction with the quality of our service. The result has been higher than acceptable cancellations and fewer customer referrals which are essential to grow the business properly."

● **Marketing programs**—"For the past two years, consumer response to our advertising programs has been much lower than expected and lower than historic trends suggest they should have been," he wrote shareholders.

Company management began putting



Van Fossen pinpointed areas for improvement, but WMI entered the picture.

together:

- ✓ improved training for specialists,
- ✓ a stronger advertising effort, and
- ✓ customized service offerings.

This was the direction ChemLawn was going when Waste Management Inc., early in 1987, began the bidding war that culminated in Ecolab's purchase of ChemLawn.

CHEMLAWN from page 27

flexible, more specialized and/or more diversified services to distinguish themselves from "spray and go," the image that lawn care began to represent to American homeowners. But for ChemLawn, lawn care remained business as usual—until, perhaps, it was too late.

In retrospect, it's easy, and probably unfair, to fault ChemLawn too strongly for the shortcomings that led to its demise. Monday-morning quarterbacks always see the weekend's game in clearest light.

Lawn care professionals are better served in learning from ChemLawn's experiences—as they always have. And to keep alive the philosophy that ChemLawn founder, the late Dick Duke, burned into the company, making it such a winner with the American public in the first place: treat both your employees and customers with the respect they deserve.

Says William Copeland, one of the original ChemLawn employees and now retired: "All I can say is that it was great while it was going.

"Regrets? No I have no regrets. We ended up, the seven of us that were in it in the beginning, with 7,000 employees and feeding all their families. And everybody was happy doing it."

—Ron Hall

Nitro-Green, Lawn Doctor rank high among franchisors, says Success

■ Two lawn care companies are among *Success* magazine's top 100 franchisors in the United States for 1992.

Nitro-Green Professional Lawn & Tree Care, Fairfield, Calif., is ranked 53rd on the magazine's third annual "Gold 100" listing. Lawn Doctor, Matawan, N.J., checks in at 70th.

"We feel it's an honor to be included," says Nitro-Green President Roger Albrecht. "The magazine surveys over 2,000 companies."

Nitro-Green, started in 1977, sold its first franchise in 1979 and has 39 locations owned by franchisees. Based in California,



Nitro-Green's competition for customer satisfaction has led it to be recognized by *Success* magazine.

there are Nitro-Green locations as far east as Iowa and Minnesota.

The company has been somewhat conservative in selling franchises. That's not likely to change, says Albrecht.

"We only sold one franchise last year. It wasn't our focus. We were putting more of our effort into opening a new corporate branch. This year I think we'll sell a few more franchises."

Albrecht says he's not particularly interested that Nitro-Green competes with any other company in terms of size or growth, only in customer satisfaction.

"Some companies measure how many locations they have, or how much production they can accomplish. We just measure one thing, the customer service index," he explains.

Lawn Doctor, also cited by *Success*, began in 1967 and has grown to 293 locations.

Success says its listing isn't a ranking of the 100 fastest-growing franchisors, but rather the franchisors that will "empower franchisees to succeed." The rankings are based on categories: services provided to franchisees, stability, profitability, etc., the magazine explains.

HOT TOPICS



Hoosier basketball coach Bobby Knight (standing) entertains the green industry. (Left to right) Tom Garber of ALCA, John Abernathy of PGMS, Bob Andrews of PLCAA, Anne McClure of PLCAA and GIE show coordinator, Earl Wilson of PGMS and GIE show coordinator.

Bobby Knight: play to strengths, away from weaknesses

More than 3,000 green industry professionals listen, learn at GIE and three annual meetings.

INDIANAPOLIS — Bobby Knight, the volatile men's basketball coach at Indiana University, was both a "hit" and a "hoot" as keynote speaker for the 1992 Green Industry Expo here last month.

Though he spent much of his 45 minutes at the podium telling the packed meeting room humorous sports anecdotes, Knight managed to intersperse some of his own "words of wisdom:"

● "The best study is how to lose. We identify the reasons why we can get beat. If we can figure out why we lose, we eliminate them and there's only one alternative

left: we win."

● "You play to strengths and away from weaknesses."

● "It's really important to get people involved in what the hell you're doing."

● "There is nothing more important than the ability to communicate an idea."

A more pointed message came from U.S. Rep. Charles Stenholm (D-Texas) who told about 150 LCOs that they'd better start building coalitions for more favorable legislation, or they're going to suffer.

Congressman Stenholm, a friend of agriculture and the green industry, spoke at PLCAA's GIE breakfast meeting. He didn't pull any punches.

"If you don't look after your special interests, somebody else will," he said. "Somehow, somehow, we're going to have to get together to build a scientific record of just what we're doing."

Only by working together can LCOs

maximize their strength, he said.

Generally speaking, all three co-sponsoring organizations were pleased with the turnout, which included a great many drive-ins from the surrounding area. The PLCAA reported 831 registrants, ALCA 450 and the PGMS 240. Overall attendance at the Green Industry Expo was 2,332, according to GIE coordinator Anne McClure of the PLCAA.

"We had at least 400 more people than last year, but it seemed like much more," McClure noted. "So many of the people were quality attendees."

"The momentum we gathered here just has to carry into 1993."

Next year's Green Industry Expo will be held at the Sheraton Baltimore and Baltimore Convention Center, Nov. 14-18. Baltimore was the site of the all-time record-setting PLCAA trade show five years ago.

INSIDE

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HOT STUFF

Small business scholarships

ATHENS, Ga. — High school seniors who are the children of independent business owners are eligible to apply for a \$500 scholarship offered by Padgett Business Services of North America.

Applicants must be graduating high school seniors who plan to attend a post-secondary accredited institution. In addition, the legal guardian of the student must be an active owner of at least 10 percent of the stock or capital in a local business that employs fewer than 20 people.

Deadline for applying is March 1, 1993. For an application and further information, phone Padgett Business Services at (800) 323-7292. All regional winners will become eligible for a grand prize scholarship of \$4,000.

Benefits of ornamental grasses

BOUND BROOK, N.J. — Ornamental grasses can serve many purposes, depending on the site, says **Chris Rauch** of Lofts Seed.

During Lofts' Fall Field Day and Seminar, Ms. Rauch noted that tall grasses such as ravengrass and giant miscanthus grow to heights of 10 to 12 feet and can create dramatic borders when planted in line, or look like natural sculptures when planted singly in an open area.

Smaller, colorful grasses such as weeping lovegrass create soft borders around lakes and other natural areas, Rauch said. And fescues, switchgrass and indiagrass are groundcovers that give large, open areas a meadow or prairie appearance.

Environmental study released

JUPITER, Fla. — The National Golf Foundation recommends establishing a special information clearinghouse for environmental issues, according to a specially-commissioned study released this fall.

The report also recommends that the golf industry begin networking with other industries that have similar environmental interests.

Driving these recommendations is a situational analysis: while things may not be all that bad at the moment, "environmental issues have the potential to be a serious threat to the golf industry."

For more information on the report, contact **Bill Burbaum** or **Trish Davis** at the NGF, 1150 South U.S. Highway One, Jupiter, FL 33477; (407) 744-6006.

ASGCA supports Audubon

CHICAGO — Members of the American Society of Golf Course Architects have pledged to design projects in accordance with the Audubon Cooperative Sanctuary Program for golf courses (See June, 1992 LM), according to president **Art Hills**.

"Golf courses are already a good thing for wildlife and for the environment," says Hills. "But the Cooperative Sanctuary Program helps courses further promote sound land management and the conservation of our natural resources by encouraging the development of wildlife habitats.

"With the involvement of ASGCA members, perhaps someday all golf courses will serve as wildlife habitats."

'Barricade' okayed for combos

DES PLAINES, Ill. — Barricade pre-emergence herbicide has received EPA approval for use in herbicide/fertilizer combinations.

Barricade will now be available in two forms: new dry, granulated fertilizer forms and easy-to-mix water soluble packets for spray applications.

According to its manufacturer, Sandoz Agro, Barricade's effectiveness and long-lasting capabilities provide superior weed control of crabgrass and other turf weeds by using 75 to 80 percent less active ingredient than other pre-emergence herbicides.

Environmental topics discussed by GCSAA panels

LAWRENCE, Kans. — The Golf Course Superintendents Association of America (GCSAA) headquarters building here was a recent host to panels on pesticide exposure and environmental training.

The GCSAA held the pesticide exposure meeting to discuss the possibility of sponsoring studies through its Scholarship & Research program. Such studies would be used to document worker safety, address public concern about pesticide exposure, and guide GCSAA education and research programs.

Represented on the panel—besides the GCSAA—were the National Institutes of Health, the U.S. EPA, DowElanco Specialty Products, O.M. Scott & Sons, and the Department of Environmental Health of Colorado State University.

"The golf community, led by the GCSAA, has maintained an open and positive approach to addressing ecological and health concerns," said GCSAA president **Bill Roberts**. "This approach stresses professional education for superintendents and applicators, cooperation with regulatory agencies and increased scientific research."

In addition, the Golf Course Development Resource Committee discussed tentative educational courses of its Environmental Management Program (EMP). The environmental impact of course maintenance practices has attracted increasing scrutiny from the general public and regulatory agencies.

The EMP consists of six specialized categories:

- underground storage tanks,
- golf course development,
- IPM,
- employee safety and right-to-know,
- water quality and application, and
- storage disposal and recycling.

Superintendents may choose to complete one or more of these specializations. Those who successfully complete the required work receive certificates from the GCSAA and are listed in the "Directory of Environmental Specialists in Golf Course Management."

For more information on the pesticide exposure study, the EMP, or other continuing education programs, you can telephone the GCSAA at (913) 841-2240.

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CUSTOMER SERVICE TIPS

Training to communicate

by Ed Wandtke

■ One activity you need to do this winter is train your employees to better communicate with customers.

All too often, companies in the green industry focus their winter training on technical knowledge, equipment familiarity, vehicle safety and building maintenance or clean-up. None of these help deal with the source of revenue: customers.

Face the challenge this winter and implement a customer communications program. Here are some topics I've found to be very helpful:

1. Asking customers for a referral;
2. Getting neighbors of customers to become customers themselves;
3. Reinforcing the quality of service when talking to customers;
4. Handling difficult questions;

5. Ending conversations without offending customers; and/or

6. Explaining the differences in service programs.

Training your employees to communicate is necessary, but many owners assume their employees are already effective.

Try getting your more experienced employees to stand up in front of other employees, and train the latter to answer the above questions.

Don't be surprised to see some reluctance among employees. Not all are good communicators.

Have a professional trainer polish your personnel. The profits from investing in effective customer communication will be seen this spring as your employees go back to working with that most important person in your business, the customer.

—The author is a principle at Wandtke & Associates Management Consultants, 2586 Oakstone Dr., Columbus, OH 43231. For more information, phone (614) 891-3111.

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Association of America.

"I'm proud to have been a director of PLCAA because I think it does a great job of representing the best interests of all lawn care companies, both large and small," says Norton.

On a personal level, business associates, including competitors, appreciate his wit, which can be warm or sharp—but always insightful. They value his observations and thoughts on the industry which he shares with other lawn care business people, particularly through his involvement with PLCAA.

"Its been an awful lot of fun and an experience I wouldn't trade for anything," says Norton of his involvement with lawn care.

Both he and the company he helps direct—Barefoot—do the marketplace, the industry, and themselves proud by delivering quality, customer-appreciated lawn services at a price that's fair to everybody.

Previous "Person of the Year" award winners: Jerry Faulring, 1984; Richard Lee Duke, 1985; Ron Giffen, 1986; Bill Fischer, 1987; Jim Marria, 1988; James Fitzgibbon, 1989; James Brooks, 1990; and Marty Erbaugh, 1991.

—Ron Hall

INFO CENTER

Useful literature and videos offered to LM readers

GOLF VIDEO... "Green Sanctuaries" is a new video that highlights the positive impact golf courses can have on the environment. It shows how the Audubon Cooperative Sanctuary System works on golf courses. For more information, write: Audubon Cooperative Sanctuary System, 131 Rarick Rd., Selkirk, NY 12158; or phone (518) 767-9051.

PGMS MEMBERS...The complete updated 1992 Professional Grounds Management Society membership directory is now available, *free* to members, \$25 to non-members. For more information, call the PGMS at (410) 667-1833.

PESTICIDE REFERENCES...From the Florida Turfgrass Association comes the "Material Safety Data Sheets Handbook" (Vol. 1) and the "Complete Pesticide Label Handbook" (Vol 2). It includes a complete set of pesticide labels used in turf and ornamental management throughout Florida. Cost is \$175 to FTA members, \$200 to non-members, plus \$5.75 shipping. Send check or credit card number to FTA/Label Book Program, 302 S. Graham Ave., Orlando, FL 32803-6399.

BENEFICIAL ANIMALS...Thomson Publications has put together a list of beneficial animals used for biological pest control purposes. Each insect, mite or nema-

tode is listed by description, pests controlled, handling and shipping procedures, application and usage, and where it can be obtained. It is available for \$16.50 from Thomson Publications, P.O. Box 9335, Fresno, CA 93791. Phone (209) 435-2163 or fax (209) 435-8319.

ON THE DISABILITY ACT...Richard I. Lehr, legal counsel for the Professional Lawn Care Association of America, has written "Guide to Compliance with the Americans with Disabilities Act." The guide is \$10 for PLCAA members, \$25 for non-members, plus \$2.50 shipping and handling. Send orders payable to PLCAA, 1000 Johnson Ferry Rd. NE, Suite C-135, Marietta, GA 30068-2112.

EXPO VIEWING...A *free* 10-minute video about the International Lawn, Garden & Power Equipment Expo is now available. The tape highlights the 10th annual event coming next July, giving the viewer a feel for the Expo's size and scope. One copy per organization can be borrowed by phoning Laurie Dunlop at (800) 558-8767.

WATER-EFFICIENT LANDSCAPES...The California Landscape Contractors Association has developed an information kit on the Model Water-Efficient Landscape Ordinance, which goes in effect in that state Jan. 1, 1993. It contains the

entire actual Model Ordinance, an article by Marsha Prillwitz and Lynn Anderson-Rodriguez, an extension article on the landscape coefficient method, information on the WUCOLS project, and more. To order, send \$20 (CLCA members) or \$30 (non-members) to CLCA, 2021 N St., Suite 300, Sacramento, CA 95814. To order by MasterCard or Visa, phone (916) 448-2522.

WAGE WARES...The Associated Landscape Contractors of America has published its "Landscape Industry Wage and Benefit Study." The regionalized data is available by sending \$25 (ALCA members) or \$45 (non-members) to ALCA Publications Dept., 12200 Sunrise Valley Dr., Suite 150, Reston, VA 22091.

TRAINING MANUAL...The "Landscape Technician: Installation Training Manual" is a copyrighted guide for hands-on training for landscape installation personnel. Problems include plan reading, irrigation installation, plant installation, concrete installation, grading and drainage, brick on sand, sand box construction and seed and sod installation. The manual, which can be used in a classroom or a hands-on setting, sells for \$49.95 from Landscape Horticulture Center for Personnel Development (L.H.C.P.D.), 2509 E. Thousand Oaks Blvd., Suite 109, Westlake Village, CA 91362. Phone (805) 498-6916.

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GREEN INDUSTRY EVENTS



DECEMBER

13-15: Sports and Managers Association Annual Conference & Exhibition, Indianapolis (Ind) Convention Center, Room 312, 844-8610.
13-15: Business Law & Tax Conference & Trade Show, Holiday Inn Executive Center, Columbia, Mo. Johnson, (314) 882-2087.

JANUARY

3-5: Advanced Landscapes Plant & Technology Conference, Marriott Hotel, Baltimore, Md. Telephone: (301) 462-7882.
4-6: Ontario (Canada) Turfgrass & Golf, Telephone: (218) 787-3800.
4-6: Mid-Atlantic Nurseries' Convention Center, Winc. MANT, R.D. 2112A.

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GREEN INDUSTRY EVENTS

DECEMBER

13-15: Sports Turf Managers Association Annual Conference & Exhibition, Indianapolis (Ind.) Convention Center. Phone: (312) 644-6610.

15-17: Missouri Lawn & Turf Conference & Trade Show, Holiday Inn Executive Center, Columbia, Mo. Telephone: (314) 882-4087.

15-16: Turfgrass and Ornamental Pest Control Workshop, Turfgrass Technology Center, Marion County Extension Office, Indianapolis, Ind. Telephone: (317) 846-7020.

18: Pesticide Safety for Landscape Contractors, Rutgers University, New Brunswick, N.J. Telephone: (908) 932-9271.

JANUARY

3-8: Advanced Landscape Plant IPM Short Course, sponsored by Maryland Cooperative Extension, University of Maryland. Telephone: (301) 405-7665.

4-6: Ontario (Canada) Turfgrass Symposium, University of Guelph. Telephone: (519) 767-5000.

4-6: Mid-Atlantic Nurserymen's Trade Show, Baltimore Convention Center. Write: MANTS, P.O. Box 314, Perry Hall, MD 21128.

5-7: Michigan Turfgrass Conference, Holiday Inn South, Lansing, Mich. Telephone: (517) 321-1660.

6: Sacramento Valley Landscape & Nursery Expo, Sacramento (Calif.) Community Center. Telephone: (916) 442-4470.

7-8: Nevada Landscape Conference & Trade Show, Reno (Nev.) Hilton Hotel. Telephone: (702) 851-0423.

11-12: Arkansas Turfgrass Conference & Trade Show, Arkansas Statehouse Convention Center. Telephone: (501) 663-8810.

11-13: Nebraska Turfgrass Conference, Holiday Inn Central, Omaha, Neb. Telephone: (402) 463-5418.

11-13: Great Lakes Trade Exposition, sponsored by Michigan Nursery and Landscape Association, Amway Grant Plaza, Grand Rapids, Mich. Telephone: (517) 487-1282.

11-22: Cornell Turfgrass Management Short Course, Ithaca, N.Y. Telephone: (607) 255-1792.

12-14: California Nursery Industry Seminar, Cal Poly/San Luis Obispo. Telephone: (916) 567-0200.

13: Sports Turf Managers Association/South Florida Chapter meeting, site undetermined. Telephone: (305) 938-7477 or (305) 938-0217.

13-15: North Carolina Turfgrass Conference & Show, Benton Convention Center, Winston-Salem, N.C. Telephone: (919) 695-1333.

14-16: Mid-Am Trade Show, Hyatt Regency Chicago. Telephone: (708) 526-2010.

18-21: Virginia Turf & Landscape Conference & Trade Show, Richmond (Va.) Centre. Telephone: (804) 340-3473.

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NEXT MONTH:

Gala Golf Course Show Issue

COVER STORY

Changing turf for changing landscapes

LM REPORTS

Utility vehicles

FEATURES

Growing your own bedding plants
Selling used equipment
Building retaining walls
Growing your business up—not out

JOB TALK

Working within limits of customer budgets

This New Jersey landscape maintenance company follows a standard chemical program to keep customers happy.

■ In a sour economy, customers sometimes ask landscapers to cut corners. If they do, they usually end up regretting it. Less-than-expected results almost always bring howls from customers, no matter how accommodating the landscaper was trying to be.

The key for landscapers, then, is to give customers the most



Steve Stys and Rhone-Poulenc's Rick Fritz discuss new techniques to manage weed infestations.

“bang” for their buck, while continually educating them on the vital role that products such as herbicides, fungicides and fertilizers play in plant health.

This is the approach taken by Steve Stys, president of Leonard Reinhardt Inc., a commercial landscape maintenance company in Clifton, N.J.

“Unfortunately, we are now in a situation where customers are looking almost exclusively at the cost of work, and are not giving enough consideration to what the results will be,” says Stys. He believes the current recession is largely responsible for creating “brutal” competition among landscape companies.

“We usually deal with large clients such as condominium management groups which have set budgets. Out of necessity, I have learned to make sure their budgets cover the costs that are needed to ensure they have a beautifully managed landscape area.

“I’ve been called into several jobs midway through completion because the customer wasn’t happy with his landscaper,” Stys continues. “When I study the existing program, it’s easy to pinpoint



Steve Stys believes in educating his customers, rather than just providing services and sending out bills.

important steps that were eliminated to lower the cost of the job. But when I try to set up a new program that will provide the desired result, the bottom line still seems to be money.”

In order to meet customer needs, Stys developed customized maintenance programs for each client and began explaining the plans to customers in terms of long-range savings. “Many people still don’t understand the need for chemicals and therefore are hesitant to pay for them. Often, all they know is what they hear on the news,” says Stys.

“I think it’s better to teach people about pesticides and how they are used rather than simply presenting them with invoices for completed work. It takes extra effort, but it makes for a happier customer. It’s good business sense.”

Stys has developed a standard chemical program which is written into his customers’ contracts. This program begins with a spring clean-up and pre-emergence granular herbicide application. During the season, Stys applies a minimum of four fertilizer applications, two applications of Sevin insecticide, two additional herbicide applications, and—depending on individual sites—applications of Chipco Aliette fungicide as needed. During the fall, he completes the program with lime applications.

“I have found it is important for customers to understand what we are doing and why it is necessary,” Stys says. “Many times, they don’t have enough experience with pesticides to understand what you are telling them, so you have to explain the basics, including proper application techniques.”

Stys prefers to use granular formulations when available to control his pest problems. Because he believes people are often concerned about liquid spray formulations drifting, he tries to avoid them. “I simply set the spreader settings, open the bag and pour it in. I don’t have to worry about employees mixing liquids,” says Stys.

For pre-emergence control of particularly troublesome crabgrass, dandelion, chickweed and nutsedge, Stys uses Chipco Ronstar G herbicide to control young weed seedlings during germination.

For Stys and other landscapers in his area, the challenge of providing top-quality results for clients with shrinking budgets is likely to remain for some time. But by combining customer education with the use of control products, they are taking a large step toward securing a niche in a very tight marketplace.

PRODUCT SPOTLIGHT

Get a load of this heavy equipment made for the golf/landscape market!

■ Several manufacturers responded to a recent LANDSCAPE MANAGEMENT request for information about their heavy equipment lines.

For landscape managers who are considering the purchase of heavy equipment in the near future, here are some new machines hitting the market:

MELROE (Bobcat)

The Melroe Co. has introduced a new concept in skid-steer loaders—the Bobcat 7753—which it calls “the ideal lift-and-carry machine.”

A longer wheelbase and added tread width combine to produce a smooth ride, easy handling and extra lift capacity. Maximum travel speed is 7 mph.

The 7753 has excellent digging ability, breakout force and axle torque characteristics. With a rated operating capacity of 1700 lbs. and a maximum tipping load of 3800 lbs., the 7753 is well suited for moving palletized materials, transplanting trees, augering postholes and preparing seedbeds. It has many construction and landscaping uses. And more than 30 attachments give the 7753 multi-job versatility on any site.

A new lift arm configuration gives it excellent lift height (115 inches to the hinge pin) and a maximum forward reach (28.9 inches). Dump angle is 43 degrees.

The 7753 incorporates many of the same design features that were first built into the Bobcat 50 Series.

Circle No. 191 on Reader Inquiry Card

YEAGER-TWOSE

Yeager-Twose Equipment Division has a number of heavy machines designed for turf/landscape use, among them vibrating turf conditioners and vibrating plows.

The Model TC 10 turf conditioner has a 70-inch working width, 10-inch spacing and 2- to 8-inch controlled depth. Its shattering action beneath the soil surface allows free passage of moisture and air to roots. Its operation requires a 35 hp tractor.

The Model TC 11 compact turf condi-



Melroe's Bobcat 7753 has extra lift capacity, smooth ride, easy handling.

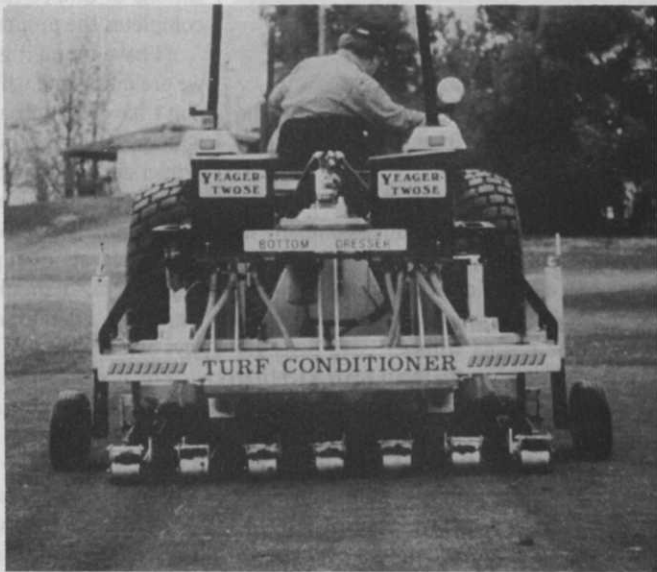
tioner has hydraulic driven vibrating blades with bullets. Its working width: 27 inches. Blade spacing: 9 inch with adjustable 2- to 7-inch controlled depth. It requires a 13 hp tractor with 540 PTO and 3-point hitch.

The Model BD 1000 bottom dresser attaches to the TC 10 turf conditioner and injects granular fertilizer, polymers, insecticides, gypsum, etc. in or below the roots at controlled rates from 5 to 500 lbs./acre while aerating. Hopper capacity is 2 cu. ft.

The Model 2020 VibraFlo bottom dresser also attaches to the TC 10. It injects sand, gypsum and other granules in or below the roots while aerating at rates to more than 2,000 lbs./acre. Its hopper capacity: 20 cu. ft.

Yeager-Twose vibrating plows include the Big K 14 and 20 pipe pullers, the Big K wire and cable plow attachment and the TC 11 vibrating sod cutter attachment.

The pipe pullers



Yeager-Twose's TC 10 turf conditioner, great for applications in the golf/landscape industry.

attach to TC 11 turf conditioners; they plow in pipe to 14- and 20-inch depths with minimum surface disturbance. The sod cutter attaches to the TC 11 turf conditioner to cut sod to 18-inch widths.

Circle No. 192 on Reader Inquiry Card

VERMEER

Vermeer Manufacturing has introduced a variety of products for use in the golf/landscape market.

The V-4150 and V-4750 are new fully hydrostatic trenchers specifically designed for operator ease. Operators can easily access their foot pedals. Both models have servo-controlled piston pumps in the hydrostatic system for better control and smoother ground drives, plus infinitely variable controls.

The Model 935 brush chipper has an automatic self-feed and a choice of two power selections, a 35 hp gas engine or 42 hp diesel. It is built to handle brush, limbs and construction debris up to 9 inches in diameter. Its 18-inch feed roller has a variable speed range up to 247 fpm, and its discharge chute can swing 270 degrees.

The Flextrak 115 vibratory plow is the only fully hydrostatic track machine of its kind featuring user-friendly automotive-type steering. The 116 hp unit is capable of making full power turns and can counter-rotate within its own length.

The new Model 630B stump cutter cuts faster, deeper, wider, and extends farther than its predecessor. The 34 hp, 743 kg unit features a larger engine and bigger fuel tank. It also has a larger 46 cm cutting wheel which requires fewer rpm's and less tooth speed. It cuts stumps down to 32 cm below ground, extends 102 cm and swings 142 cm wide without re-positioning. Curb clearance has also been increased to 21.5 cm.

Vermeer's 8000 tree spade is capable of transplanting trees up to 8 inches in diameter. It digs a giant tree ball that measures 54 inches deep and weighs 7500 lbs. The round, top-heavy shape of the ball measuring 80 inches in diameter enables operators to gather more critical root structure located near the ground's surface.

Circle No. 193 on Reader Inquiry Card

TELEDYNE PRINCETON

According to Teledyne Princeton, the Piggyback Material Handler is the strongest, most versatile machine of its kind. It can lift and load 3,000 to 5,500 lbs. with complete stability, since the load—



Vermeer's two new trenchers feature easy operation in a number of ways.

which can include turfgrass sod and other landscaping materials—is carried between the drive wheels.

"Work, area obstructions like curbs, logs, gravel, sand and mud can be navigated easily," Teledyne Princeton says.

The Piggyback has a hydrostatic steering system and a Direct Drive engine. You can choose engine sizes from 23 to 50 hp. Quick-mount attachments for the Piggyback include a two-stage mast, concrete forks, barrel clamp, hydraulic hole digger, scoop and side shifter.

Teledyne Princeton also offers the Maxi-Roll sod harvester. With this machine, two men can easily harvest "perfectly cut, high-quality sod in a fraction of the normal time and for a fraction of the normal cost," the company says.

Three cutting widths are available from three, 16-inch ribbons to one 48-inch slab. All widths can be cut in continuous lengths of up to 100 ft. for maximum yardage.

The Maxi-Roll can also be used to lay

acres of sod easily, simply by unrolling it.

Maxi-Roll features include a three-point hitch, hydraulic connectors, remote-mounted hydraulic controls and an adjustable cutterhead assembly.

Circle No. 194 on Reader Inquiry Card

'STRICTLY GOLF'

NEW SECTION PREMIERS IN LM NEXT MONTH

"Strictly Golf" is required reading for the superintendent who wants to keep up with news and trends in the world of golf course maintenance.

Articles kicking off the first "Strictly Golf" section include:

- **Golf Hole Re-Design:** Do some of your holes have little "kinks" in them that you'd like to remedy? Listen as leading golf course architects emphasize design points and tell you what not to mess with.

- **Coping with Wet Weather:** 1992 was an extremely wet season in many parts of the U.S. last summer. Congressional Country Club superintendent Bill Black tells readers how he went about licking the problems.

- **"A Course of a Different Texture:"** Zoysiagrass is not for everyone. But it works perfectly for Alvarado Country Club in Lawrence, Kansas.



The 60-inch-wide Piggyback can carry loads from 3,000 lbs. up to 5,500 lbs.

LANDSCAPE MANAGEMENT BOOKS



LANDSCAPE

345 - KERR'S COST DATA FOR LANDSCAPE CONSTRUCTION

by Norman L. Dietrich
Eleventh edition.
Gives you all the pricing data you need in one convenient source! Save hours on time-consuming research and calculations. Covers site, recreation and landscape development, plus specific data on materials, equipment, labor.

\$49.95

305 - LANDSCAPE MANAGEMENT

by James R. Feucht and Jack D. Butler
Learn important principles of installed landscapes - tree, shrub and turfgrass soils and fertilizers, improved planting and pruning techniques, integrated pest and disease management, spray-equipment calibration and care.

\$42.95

370 - LANDSCAPE OPERATIONS: MANAGEMENT, METHODS & MATERIALS

by Leroy Hannebaum
Combines technical training in landscape science with easy-to-understand accounting, business management, marketing and sales techniques - all in one handy volume! Covers lawn installation, landscape planting and maintenance.

\$66.95

365 - LANDSCAPE PLANTS IN DESIGN

by Edward C. Martin
Annotated photographic guide to aesthetic and functional use of ornamental plants in landscape design. Trees, shrubs, vines, ground covers and turfgrasses are illustrated with over 1,900 black and white photographs. Contains a quick reference guide to particular design qualities, growing conditions.

\$75.95

102 - LANDSCAPE PROBLEM MANAGEMENT

by Balakrishna Rao, Ph.D.
Enjoyable and educational! Dr. Rao has revised and updated his popular "Problem Management" columns and arranged them in a convenient, categorized format. Dr. Rao sheds light on a wide range of questions.

\$39.95

TREES & SHRUBS

430 - DISEASES OF TREES AND SHRUBS

by Sinclair, Lyon & Johnson
A comprehensive pictorial survey of diseases and environmental damage to trees and woody ornamental plants in the U.S. and Canada. Up-to-date developments in fungal biology, taxonomy, bacteriology, virology, and environmental stress.

\$52.50

690 - INSECTS THAT FEED ON TREES AND SHRUBS

by Johnson and Lyon
Essential information on readily identifying more than 650 insect pests and recognizing the injuries they cause. Enhanced with more than 200 color illustrations.

\$52.50

720 - SHRUB IDENTIFICATION

by George Symonds
Pictorial key to shrub identification. Contains more than 3,500 illustrations. Popular and botanical names are given to each shrub. Handy index tabs for quick reference.

\$19.50

750 - TREE IDENTIFICATION

by George Symonds
Pictorial reference to tree identification. Illustrates leaves, buds, branches, fruit and bark. Like its sister publication, SHRUB IDENTIFICATION, popular and botanical names are listed with index tabs for easy reference.

\$17.95

TURF

220 - CONTROLLING TURFGRASS PESTS

by Shurtleff, Ferமானian, Randell
No professional can be without this new comprehensive guide which provides the most recent information available on the identification, biology, control and management of every type of turfgrass pest.

\$56.95

235 - LAWN CARE: A HANDBOOK FOR PROFESSIONALS

by H. Decker, J. Decker
An invaluable guide for playing field managers, golf course managers, lawn care practitioners. Written by turfgrass professionals, this handy reference covers all aspects of turfgrass management.

\$56.95

640 - TURF IRRIGATION MANUAL

by James Watkins
Keep pace with the latest developments in turf and landscape irrigation. Rotary sprinkler and golf course design systems, and expanded engineering and reference material make this a great reference for engineers, architects, designers and contractors!

\$32.95

620 - TURF MANAGEMENT HANDBOOK

by Howard Sprague
Practical guide to turf care under both healthy and poor conditions. Covers special turf problems in cool and warm regions, fertilizer use, regular turf care, weed and disease control. Includes useful seasonal schedules.

\$26.60

630 - TURFGRASS: SCIENCE AND CULTURE

by James Beard
Used in many leading university turf programs, this comprehensive text and reference source includes findings of current research compiled from more than 12,000 sources.

\$62.95

110 - TURF MANAGERS' HANDBOOK

by Daniel and Freeborg
Second edition. Entirely updated! Innovations resulting from research and practice have been added to reflect current techniques. Chapters on grasses, growth regulators and diseases have had extensive modification.

\$39.95

GOLF

615 - TURF MANAGEMENT FOR GOLF COURSES

by James Beard
Ideal reference and "how to" guide, this fully illustrated USGA sponsored text details all phases of golf course operations - design and construction, turf management, course administration, irrigation, equipment and disease and pest control.

\$74.00

GENERAL

410 - DISEASES & PESTS OF ORNAMENTAL PLANTS

by Pascal Pirone
Learn when and how to use the most effective fungicide, insecticides and other control methods on nearly 500 varieties of ornamental plants grown outdoors, under glass or in the home. This essential reference covers both diagnosis and treatment.

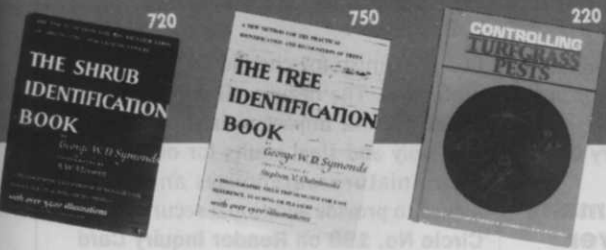
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 - Kerrs Cost Data \$ 49.95
 - Landscape Management \$ 42.95
 - Landscape Plants in Design \$ 75.95
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 - Landscape Problem Management \$ 39.95
 - Controlling Turf Grass Pests \$ 56.95
 - Lawncare: A Handbook for Pros \$ 56.95
 - Diseases and Pests of Ornamentals \$ 55.00
 - Turfgrass Science and Culture \$ 62.95
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 - Landscape Problem Management \$ 39.95
 - Controlling Turf Grass Pests \$ 56.95
 - Turf Management for Golf Courses \$ 74.00
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PRODUCT REVIEW

Drain check valve feature prevents low head drainage

Hunter G-Type gear-driven sprinklers feature a drain check valve that helps to conserve water and reduce erosion by preventing low head drainage.



The check valve is optional on the PGP four-inch pop-up and PGS shrub head, and standard on the PGH 12-inch high-pop.

The PGP can check up to 10 inches in elevation change; the PGS

checks up to 12 inches.

G-Type sprinklers are used on a wide range of turf and landscape applications. They have 12 interchangeable nozzles to vary discharge rates from 0.5 to 14.4 gpm, and the radius from 22 to 52 inches.

Circle No. 195 on Reader Inquiry Card

Bubbler kit saves gallons of water, shares irrigation lines

Pepco Water Conservation Products has introduced its newest low-flow irrigation device, the Octa-Bubbler.

Available in a boxed kit for commercial use, Octa-Bubblers can save up to 70% on landscape water use, according to the company.

The bubbler is engineered to deliver water through eight individually con-



trolled ports.

The Octa-Bubbler attains four different flow rates of two, six, 10 or 20 gph (at 40

psi) from a single unit when the operator uses the port-flow control insert packaged with the product.

Circle No. 196 on Reader Inquiry Card

New deck just one of many changes made to mower line

All new Encore Pro-Line commercial mowers now offer a new deck reinforcement system.

Reinforcement channels have been



positioned under the belt shield on top of the deck to assure blade alignment and thereby reduce vibration.

New yoke-style casters on the front wheels. The new double struts give added strength and reduce maintenance.

The Pro-Line 48- and 60-inch mowers are now made with larger grass chute openings, to help keep the chute clear, even when the grass is wet.

Circle No. 197 on Reader Inquiry Card

Vaults and dikes made of welded steel, polyethylene

Enviropac portable secondary containment vaults and dikes are made of welded steel or polyethylene.

Both materials, says the Environmental Container Corp., have advantages for secondary containment of hazardous liquids or other materials stored in drums.

The steel containers are coated with a

two-part finish for chemical and corrosion protection. The heavy wall poly units have a high level of impact resistance. The covered poly and steel vaults for outdoor use are miniature warehouses and may be locked to provide additional security.

Circle No. 198 on Reader Inquiry Card

Fungicide designed to beat six common turf diseases

Fungicide IX, from O.M. Scott & Sons, is designed to control six common turf-grass diseases, including Pythium blight and dollar spot on golf course fairways, tees, putting greens and related professional turf areas.

According to Scotts, Fungicide IX, when used in rotation with Proturf Pythium Control or Fungicide VII, is effective against resistant strains of those diseases.

Scott & Sons says Fungicide IX also helps to prevent gray and pink snow mold, brown patch and copper spot.

Circle No. 199 on Reader Inquiry Card

Dump trailer has a seven ton capacity, converts to flatbed

The A&L Model 1400 dump trailer from Parham Industries has a 14,000-lb. capacity with multiple purpose hauling capabilities for the general contractor, superintendent or athletic field manager.

The sides and tailgate can be easily removed to convert into a flatbed.



The company says the trailer has a tubular reinforced floor and dual hydraulic cylinders. Large, high-flotation tires are set on walking beam tandem axles.

A 12-volt hydraulic power pack is optional.

Circle No. 200 on Reader Inquiry Card

PRODUCT REVIEW

Estimating system just one of many software functions

The SuperScope software program from SoftQuest, Inc. of Austin, Texas provides quick and efficient preparation of bids for all landscape maintenance services performed by a company.

After entering time and material estimates for each of the scheduled services, contract letters, scheduled service items, and cost per item are easily displayed.

Accepted bids can be used to finalize a contract and to schedule work with a simple control. Multiple bids can be generated and printed for the customer until a decision is made.

The estimating program also has automatic scheduling, automatic calculation of per unit prices, monthly and yearly totals and quick duplication for multiple bids with identical or similar schedules.

SuperScope is available on the Macintosh and IBM/DOS computers using Microsoft Windows 3.1.

Circle No. 201 on Reader Inquiry Card

Modular software designed for mowing, landscape work

LABB Systems/Software's IBM-compatible Trims landscape business software is designed specifically for the mowing and landscape maintenance contractor.

Trims comes in a modular form and allows the user to purchase only those accounting functions necessary for his specific needs.

Customer service and product support are included. Labb Systems is located in Scottsdale, Ariz.

Circle No. 202 on Reader Inquiry Card

Mac/IBM software designs drip irrigation systems

Software to help design drip irrigation systems is available from Salco Products, Inc. of Hawthorne, CA.

The software is compatible with either a Macintosh or IBM computer system. The designer is helped with all types of calculations needed to create an accurate drip irrigation system even if they have no advanced computer or prior experience in

drip irrigation system maintenance.

Seven modules covering the calculation of the number of emitters per plant, gallons per plant per day, emitters required for even precipitation rate, limitations on length of pipe and numbers of emitters, pressure loss and wetting patterns linked to type of emitter and soil. The software runs on any true IBM-compatible computer with a minimum of 512 RAM, VGA graphics, and DOS 3.3 or later model. The Macintosh software will run on a Classic II or higher model.

Circle No. 203 on Reader Inquiry Card

New utility vehicles rugged, stable, with good traction

John Deere's two general all-purpose turf and off-road vehicles are called "Gators," and provide a low center of gravity and a wide-stance front-end.

The 10-hp Gator 4x2 rolls on four wheels with 2-wheel drive and differential

lock. It's powered by a single-cylinder, air-cooled engine. The 10 cu. ft. cargo box



hauls up to 500 lb. Payload capacity with operator and passenger is 900 lb.

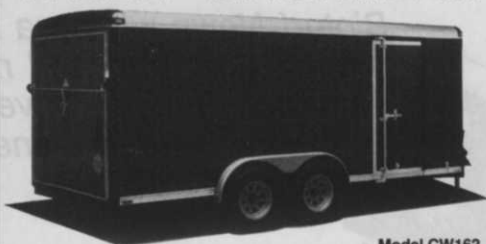
The 18-hp Gator 6x4 rolls on six wheels with 4-wheel drive and differential lock, and is powered by a twin-cylinder, liquid-cooled engine. A new variable transmission drives and improved heavy-duty transaxle that runs in an oil bath.

Circle No. 205 on Reader Inquiry Card

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Circle No. 113
on Reader
Inquiry Card

BIOTURF NEWS



For the Latest Developments in Biological, Organic and Natural Turf Care!

With our October premier publication of *Bioturf News*, we at *LANDSCAPE MANAGEMENT* magazine continued our commitment to give you the best possible coverage of green industry happenings.

Bioturf News is our new, bi-monthly review of current research and development in "biological, organic and natural" turf care. In 1993, it will exist independently of *LANDSCAPE MANAGEMENT*.

Alternative turf care products can't be ignored. University research has determined them to be viable forms of insect, weed and disease control.

Many of our readers have also

formed opinions of biological and organic products.

Some say biological and organic products are too expensive and take too long to show results. Others believe customers should have a choice. And still others are probably wondering what all the excitement's about.

Our job, as an industry information source, is not to tell you what to think, but to simply relay the information to you—as soon as we can and in the best way possible—and let you take it from there.

There are two sides to every story. Your opinions count, and we want to know what you think of

these products. Have you tried alternative products? If so, what were the results? To make *Bioturf News* the most useful news source it can be, we will always welcome your questions and comments.



Jon Miducki
Publisher



Terry McIver
Editor

BIOTURF NEWS

Bio-Turf: The Basics

Biological alternatives to conventional chemical control products are more than 30 years old, but are only recently attracting attention.



Not only are biological alternatives to chemical control products more than 30 years old, but they are only recently attracting attention.

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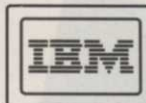
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for

LAWN CARE OPERATORS

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(614) 221-2398

Contact:

Richard P. Bersnak, President

or

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Next Month

Reserve this space in the Market Showcase

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RATES: \$1.25 per word (minimum charge, \$40). Bold face words or words in all capital letters charged at \$1.50 per word. Boxed or display ads: \$105 per column inch-1x (one inch minimum); \$100-3x; \$95-6x; \$90-9x; \$85-12x. (Frequencies based on a calendar year). Agency commissions will be given only when camera-ready art is provided by agency. For ads using blind box number, add \$20 to total cost of ad per issue. Send ad copy with payment to Susan Ramseth, LANDSCAPE MANAGEMENT, 7500 Old Oak Blvd., Cleveland, OH 44130 or call 216-891-2742. Fax Number 216-826-2865.

BOX NUMBER REPLIES: Mail box number replies to: LANDSCAPE MANAGEMENT, Classified Ad Department, 120 W. 2nd St., Duluth, MN 55802. Please include box in address.

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NOW... LEARN PROFESSIONAL LANDSCAPING AND GARDENING AT HOME! Accredited program provides thorough training in all phases of commercial and residential landscaping. Diploma awarded. Free booklet describes program and opportunities in detail. Lifetime Career Schools, Dept. LF01C2, 101 Harrison St., Archbald, PA 18403. 9/93

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FOR THE 90s

LET THE GOVERNMENT FINANCE your new or existing small business. Grants/loans to \$500,000. Free recorded message: (707)448-0330. (OL8) 3/93

ARE CHEMICALS KILLING THE CHEMISTRY BETWEEN YOU AND YOUR CUSTOMERS? If you're not growing, you might want to consider converting to or adding a NaturalLawn Franchise. We are the industry leader in organic-based lawn care. We offer reduced franchise fees to existing businesses with a minimum of \$50,000 in existing annual lawn care revenue. **NaturalLawn of America, Steve Fennington, 1-800-989-5444 (C).** 12/92

IS YOUR JOB IN JEOPARDY WITH THE "MAJOR LCO'S"??? Nitro-Green's Lawn and Tree franchises are tailor-made to help your LCO career "carry on". Talk to me, Roger Albrecht, (800)982-5296. 12/92

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NEW and USED EQUIPMENT—Asplundh, Hi Ranger and Lift-All Forestry Bucket Trucks, Chipmoo Wood Chippers. Mirk, Inc., (216)669-3567, (216)669-3562, 7629 Chippewa Road, Orrville, Ohio 44667. TF

FOR SALE: Jacobsen HF-5 1986 Diesel. Very good condition. \$6,000. (313)653-5695. 12/92

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BUCKET TRUCK: Hi Ranger 65', 57', 50'. Skyworkers with chip boxes. Asplundh bucket trucks with chip boxes. Asplundh brush chippers. Bean 55 gal. sprayers. Pete Mainka Enterprises, 633 Cecilia Drive, Pewaukee, WI 53072. 414-691-4306. TF

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HELP WANTED

Searching for the right employee? Time for a new position? Contact **Florapersonnel, Inc.**, international search and placement firm for the landscape, irrigation industries and allied trades. **Confidential. Fee paid by employer.** Florapersonnel, Inc., 2180 W. 434, Suite 6152, Longwood, FL 32779-5008. Phone: (407)682-5151 Fax: (407)682-2318. TF

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LANDSCAPE MAINTENANCE SALES — Large established landscape, irrigation, and maintenance firm in Tampa Bay area. Experience in bid preparation required. Send resume to P.O. Box 22501, Tampa, FL 33622. 12/92

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Owner of a multi-million dollar Midwestern design build and maintenance company is retiring. To continue our steady growth we are seeking a proven business manager to lead our sales office and financial staffs. We will also consider a proven leader for our design build sales and production department. We also are accepting resumes for a design build salesperson. Please send your resume and salary requirements to LM Box 498. 12/92

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
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...write here.**

(Please Print) _____

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2. Start with (month) _____ issue. (Copy must be in by 1st of month preceding).
3. Amount enclosed: \$ _____ (To keep our rates as low as possible, payment must accompany order)

SIGNATURE _____ DATE _____

NAME _____ COMPANY _____

ADDRESS _____

CITY _____ STATE _____ ZIP CODE _____

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