

LM100

Landscaping pros spruce up Arlington

WASHINGTON D.C. — Family-owned and operated, the landscaping firm of Jim and Linda Smith has been in business for over 30 years. The company has a long history of providing quality landscaping services to the Washington D.C. area.

The Smiths have a passion for landscaping and have built a reputation for excellence in the industry. They have a team of experienced professionals who are dedicated to providing the highest quality of service to their clients.

Landscaping is an art form, and the Smiths are masters of their craft. They have a wide range of services, including lawn care, tree care, and hardscaping. They are committed to creating beautiful outdoor spaces for their clients.

Landscaping is an investment in your property, and the Smiths are committed to providing the best value for their clients. They offer a variety of packages to meet the needs of every budget.

Landscaping is a business, and the Smiths are committed to providing the highest quality of service to their clients. They are a family-owned and operated business, and they take pride in their work.

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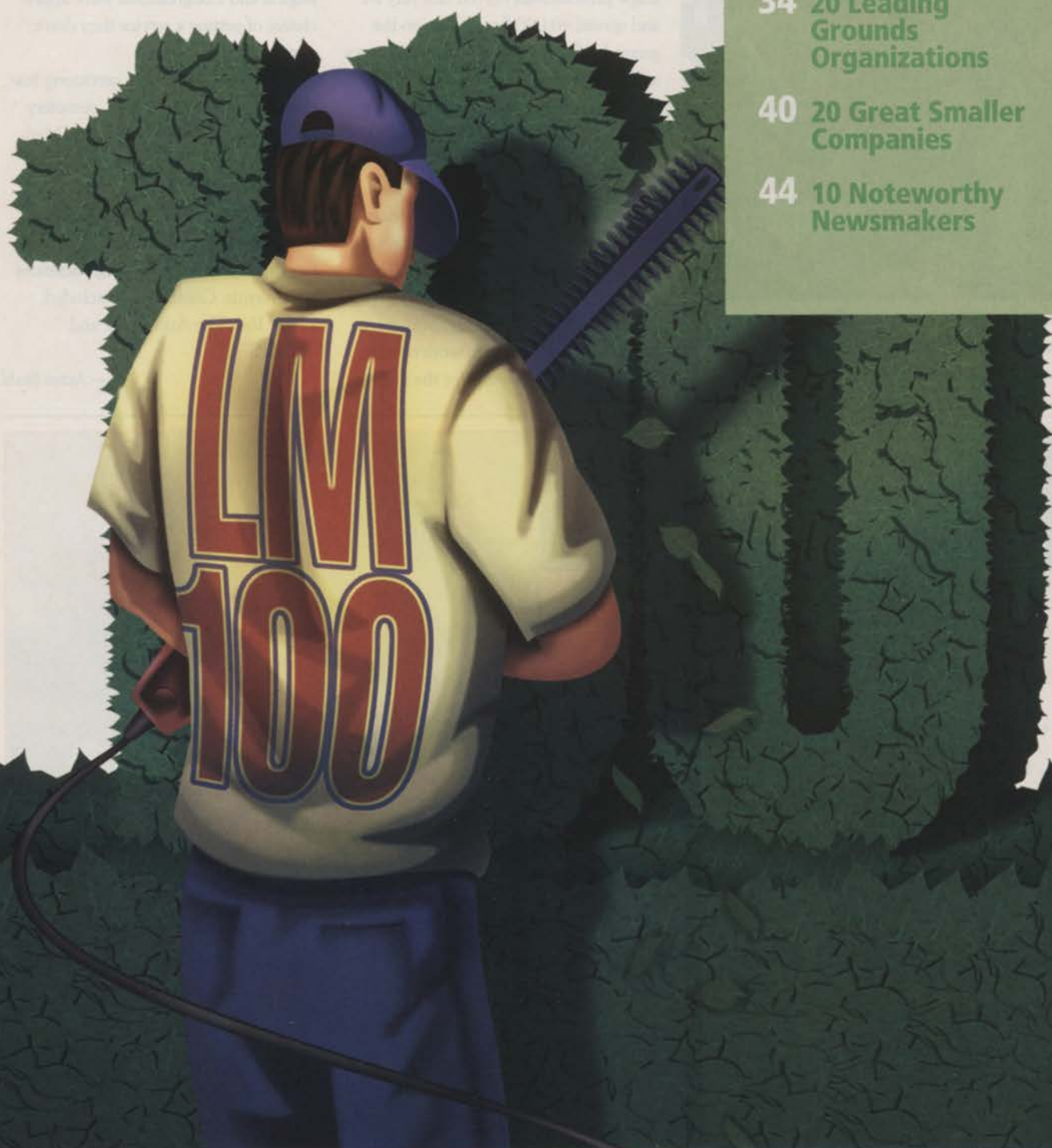
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Big 25 Landscape Contractors

Consolidation continues, and the big guys have gotten even bigger. Some names are familiar, others are new, but all have significant presences in the Green Industry.

TruGreen LandCare Memphis, TN

After absorbing Houston-based rival LandCare in March 1999, TruGreen is apparently slowing down to consolidate its many separate acquisitions into a single national company. "We're still doing some acquisitions, but we're being very selective," reports Paul Anderegg, vice president of sales and marketing. In only its third season, the subsidiary of ServiceMaster is expecting revenues of about \$715 million this season, a 30% jump over what it reported in 1999. The more than 60 companies that TG-LC has put under its umbrella are divided into four geographic operational divisions overseeing 14 regions.

Environmental Industries Inc. Calabasas, CA

Once again, Environmental Industries has grown much of its business internally, reporting revenues for 1999 in the range of \$450 million.



In addition to building growth internally and making some key acquisitions (most notably in the Washington DC area) for fiscal 2000, EII continues to develop business in all areas of its focus: landscape design/build; maintenance; golf course construction and maintenance; nursery; specialty plants and accessories; and "themed" development, reaching \$451 million. President Burt Sperber expects revenues to top \$500 million in fiscal 2001.

The Davey Tree Expert Co. Kent, OH

A growing commercial grounds maintenance division, residential and commercial lawn care, specialty vegetation management programs and a long tradition of tree care and installation propelled The Davey Tree Expert Company to gross revenues of \$308 million in 1999. The company looks for a 10% growth rate in its services, which total about 70% residential and 30% commercial. R. Douglas Cowan, CEO, and Karl Wamke, president, expect the company's 6,000 employees will generate upwards of \$315 million for the year 2000.

The Brickman Group Langhorne, PA

Acquisitions and internal growth continued to drive The Brickman Group's revenues higher in 1999, reaching \$180 million (topping projections

by \$5 million), reported Scott Brickman, president. The recent addition of two San Diego-area companies should push 2000 revenues into the \$230 million range, he noted. The West Coast move also is significant for Brickman, which traditionally has had a heavy East Coast influence.

RBI Companies Littleton, CO

This western landscape player grew business again in 1999, reaching revenues over \$68 million and



projecting a further increase to top \$78 million for 2000 revenues. In addition, RBI's strategic merger with American Civil Constructors earlier this year brings total revenues near \$109 million later this year. Jody Randall, vice president of internal operations, notes, "This merger means opportunity and stability for the employees and companies that are part of the team." Watch for RBI to further expand into Western markets and continue to sell its landscape, golf, sports field and road construction services.

Gothic Landscape Valencia, CA

This mainly commercial landscape construction and maintenance firm continues to see good growth from its hot markets – southern California, Las Vegas and Arizona. For 1999, Michael Georgio, president, and Jon Georgio, vice president, reported revenues of \$52 million, topping their earlier projections due to an estimated 25% rate of growth. The brothers see upwards of \$60 million in revenues for 2000 for this 16-year-old business employing about 800 people.

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OneSource Landscape & Golf Services

Tampa, FL

Ron Schmoyer, president, projected \$45 million in 1999 revenues for this southeast landscape giant, but the firm topped that by \$10 million. This healthy bump in revenues comes from landscape design/build and maintenance, as well as golf course maintenance and related services. Watch for further growth for 2000, which may reach \$65 million, Schmoyer predicted. Acquisitions and forays into new service niches such as aquatic and resort maintenance may propel this company ahead by several millions more very soon.



Grounds Control

San Antonio, TX

Grounds Control, the landscape division of Sanitators, Inc., pulled in a cool \$35 million in 1999, mainly due to acquisition. But president Al Honigblum is also aiming for an ambitious 10% annual internal growth rate. "We're cultural buyers — we buy companies with similar cultures," Honigblum says. "We're interested in top quality leaders in high-end markets. We're also looking for the entrepreneur to stay on to continue to service clients like before." Sanitators' goal is for the landscape division, which currently has 650 employees and offers everything from landscape construction to irrigation, to eventually bring in \$90 million to \$120 million.



The Bruce Company of Wisconsin Inc.

Middleton, WI

Since starting in 1952, The Bruce Co. has grown into a \$31 million full-service operation. Services offered include design/build, landscape management, irrigation, golf course construction and maintenance. Commercial/residential client mix is 65% to 35%. The company also has a retail garden center and nursery. Jeff Joutras, sales manager for the landscape management division, says the company aims for steady growth, and it looks like it will achieve that in 2000 with projected revenues of \$33 million. "What makes us unique is the depth of resources we offer, and that we're vertically integrated," Joutras said. "We can take a project from start to finish, then maintain it. We also have a strong team of landscape professionals who like our company and have made careers here."

Oak Leaf Landscape

Anaheim, CA

Even as big as Oak Leaf is (\$31 million in 1999), president Dennis Buccola says it could grow as fast as it wanted. In 2000, revenues are expected to be anywhere from \$36 to \$40 million. "The quality of employees is the hard part," Buccola says. "They're our strongest asset." Right now, there are around 550 employees to perform the company's commercial nursery, maintenance, landscape, irrigation and general contracting services. "We're a niche company — we look for repetitive business," Buccola says. "We do as much of each customer's business as possible."

American Landscape Co.

Canoga Park, CA

Commercial landscape construction, golf course construction, maintenance and a wholesale nursery gave American Landscape a surprisingly good year in 1999, boosting revenues by nearly \$6 million to reach the \$30 million mark, says Mickey Strauss, president. Public works projects, parks and housing development brought much of the business recently, he notes. While most of the landscape work is centered in southern California, golf projects can take this firm farther afield — this year to Salt Lake City. Strauss says his 550-employee firm positions itself to be flexible and adapt to economic changes. Look for further 2000 growth, possibly reaching \$33 million.

Duke-Weeks Landscape Services

Atlanta, GA

This landscape giant was started in the late 1960s as an in-house service for A.R. Weeks & Associates development and didn't even take outside customers for 20 years. According to Mark Flowers, senior vice president, Duke-Weeks Landscape's combined revenues for commercial landscape services totalled about \$27.5 million in 1999. The firm handles commercial installation and construction, irrigation, design, maintenance and color. Flowers expects further growth in 2000 due to a "refocus" on its services in 11 markets throughout the South and the Midwest. Look for more movement into dynamic markets showing strong growth and plenty of commercial development.



The Groundskeeper

Tucson, AZ

With \$25 million in revenues in 1999, an expected growth of 10 to 15% in 2000, seven branch offices and over 600 employees, The Groundskeeper is a major player in its region. According to Kent Miller, vice president, the company has achieved its growth in the face



of political and regulatory issues present in its three-state area: gas blower and mower regulations in Arizona; water issues in California; the INS; and pesticide regulations. It has also managed its sizeable work force well, emphasizing core practices such as weed-eating, fertilizing and mowing.

Lipinski Landscape and Irrigation, Inc.

Mt. Laurel, NJ

Robert Lipinski, who carved a niche for his company by incorporating swimming pools into landscapes, led the company to \$22.5 million in revenues in 1999 and expects to see that total increase to \$25 million in 2000. Ever since starting the company in 1976, Lipinski has seen an average annual growth of 10%. The company has the same number of commercial and residential clients, all of whom are located in South and Central New Jersey. About 450 employees enable the company to provide a variety of services, including landscape, irrigation, maintenance, pools and snow removal.

Vila & Son Landscaping

Miami, FL

This family-owned landscape powerhouse has offices in Miami, Orlando and West Palm Beach, FL, and employs upwards of 300 people. The specialty of the house is landscape installation for commercial properties, government and parks projects and large condominium developments. This organization also owns a nursery and container tree farm providing woody ornamentals to the trade. Vila's managers were rocked in 1999 by a 50% increase in revenues, totalling \$21 million, reports Ricardo Leal, vice president. With the backlogs at the Miami headquarters and plans to grow the business in the new West Palm Beach branch, the 2000 revenue figures may reach upwards of \$24 million. Plans for 2001 include investment in company and equipment, plus emphasis on growing more business in these lucrative markets.

Chapel Valley Landscape Co.

Woodbine, MD

Watching a 10% revenue projection blossom into a 25% reality, J. Landon Reeve, president of Chapel Valley Landscape, reported a 1999 jump to \$20 million. This landscape design/build, maintenance and irrigation leader in the hot Washington-Baltimore market saw growth in all

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areas of services. Business in both commercial and residential sectors is equally brisk, he reports, mostly driven by the area's extensive development and healthy economy. Reeve thinks that 2000 will be a "catch-up" year when managers organize to manage this speedy growth.

Scott Byron & Company, Inc. Lake Bluff, IL

High-end residential design/build clients of Scott Byron & Company "understand the value of landscaping and are willing to spend money for the service," says owner Scott Byron. Serving what Byron calls the "unique and great market" of the north side of Chicago and areas of Indiana, Michigan and Wisconsin, this company took in \$20 million in 1999. It was established in 1983 and now employs about 320 people. He sees plenty of untapped opportunity in this market, with much room to expand, despite the competition. Byron projects



\$23 million in revenues for 2000.

Landscape Concepts Grayslake, IL

Since Mike Kerton and Peter DeVore took the reins in 1985, Landscape Concepts has grown into a major landscape construction and maintenance firm serving Chicago's northern market. Last year, revenues grew more than 30% to reach \$20 million for 1999. The team expects another year of 30+% growth, with possibly \$27 or \$28 million in 2000 revenues. Rather than "killing themselves" to manage this growth, Kerton says their 2001 focus will be to concentrate on bringing all systems into line for the design/build, maintenance, tree care, irrigation, aquatic management and other programs they offer.

Teufel Industries Portland, OR

Started as a nursery in 1890, Teufel Industries has grown into a full-blown landscaping business — commercial landscape construction, maintenance and high-end residential work. Revenues in 1999 were \$19 million and are expected to jump to \$21 million in 2000. Rick Christenson, landscape division manager, said it's easy why his company stands out from the rest. "Reputation," he said. "For quality and value, we are the most outstanding company in the Pacific Northwest." Not to mention the largest independently owned landscape company in the Northwest. And in these times of lean nursery supplies, Teufel,



Cagwin & Dorward Novato, CA

Like many of its counterparts, Cagwin & Dorward enjoyed a year of growth in 1999, driven by a strong customer retention rate and acquiring word-of-mouth business. According to Wayne Richards, COO and an owner, revenues for 1999 totaled about \$18.153 million, with projections for \$20 million in 2000. He expects Northern California's strong commercial business to continue to push demand for maintenance, as well as landscape construction services. "We had downsized that division in the mid-1990s," he explained, "but now expect to get 20% to 25% growth in that business in 2001." C&D also plans to expand arbor care services.

Mariani Landscape Lake Bluff, IL

Started in the late 1950s, you might call Mariani Landscape an "oldie but a goodie." Revenues in 1999 were \$17 million, and are expected to reach \$20 million in 2000. For a company that prides itself on service, that kind of growth can be scary. "We don't want to get too large, too quick," says Paul Mondì. "We want controlled growth." Right now, the company's high-end residential clients are used to getting their calls returned promptly and having individual quirky requests fulfilled. "We do a lot of little things," Mondì says.



Mariani offers design/build and maintenance services, and also has a specialty garden division to care for high-end perennial and annual gardens.

AAA Landscaping Tucson, AZ

The economy is strong, prospects for landscape work are bright and the climate is ideal. What's wrong with this picture? According to Richard Underwood, vice president of AAA Landscaping, it's initiatives on the ballot to limit growth and the usual limitations brought by labor. These factors haven't stopped AAA from achieving \$16

million in revenues in 1999 and expecting \$17 million for 2000. The firm's split of maintenance and installation services (50/50), work in Tucson and Phoenix markets (50/50) and wholesale plant nursery of native and adaptive plants seems to be a recipe for success.

Nanak's Landscaping Longwood, FL

Although they started 28 years ago with one truck and a mower, the owners of Nanak's Landscaping now depend on more than 325 employees to get the job done, says Sam Puran Khalsa, president. This 100% maintenance firm with branches in Tampa and Jacksonville does a small amount of installation for established customers it values. With 1999 revenues of \$15 million, Khalsa predicts figures of \$18.7 million in 2000. This 25% gain is right in line with performance of the last four years. "We've been growing at a 25% to 30% dip," he notes. Managing this growth is a challenge for Nanak's managers, who maintain a strong focus on employee retention and development. "We try to make an environment where really good people can succeed and have the opportunity to do things their way," he adds.

Lied's Sussex, WI

Unlike many of its large counterparts, Lied's relies heavily on residential customers (70%) vs. commercial operations (30%) to achieve \$14.9 million in 1999 revenues. This long-established firm continues to drive its design/build business (55%) but also sees ample growth on the maintenance side (30%), says Robb Lied, president. At peak season, Lied's employs about 300 people to handle robust demand for residential renovation, commercial work and new landscape construction projects. Lied predicts modest growth for 2000 — probably reaching the area of \$15.5 million.

Tropics North Princeton, FL

This 27-year-old company focuses on the south Florida market and offers installation (60%) and maintenance (40%) services to an almost exclusively commercial clientele. Led by Greg Proch, CEO, Tropics North has a significant presence in Dade, Broward and Monroe counties, up to the Palm Beach area. This presence and a very fruitful market may account for Tropics North's \$14 million in 1999 revenues, as well as the increase to \$15 million expected for 2000. Proch says his maintenance services are driving growth, with a 35% increase. Look for revenues near \$16 million in 2001, he predicts.

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Big 25 Lawn Care Contractors

Some will be more affected by the loss of Dursban than others, but these firms know that the loss of more pesticides looms on the horizon. Still, growth was good this year thanks to the continuing need for their services.

TruGreen-ChemLawn Memphis, TN

This past year TruGreen-ChemLawn acquired Midwest-based Leisure Lawn, ETM in Raleigh, NC, and Professional Turf, Boston, and expects revenues of \$870 million from its lawn services operations, up about 7 percent percent from last year's \$810 million. The national lawn care leader remains on the prowl for more independent operations to add to its service network.

Lawn Doctor Holmdel, NJ

This franchise company, the nation's number two lawn care company, continues to grow. It num-



bered 388 locations in 40 states this season. "We've got the same problem as everybody else, labor," says Frith. "We could have done more work but we didn't have enough people to do. We left money on the table." Even so, Lawn Doctor should exceed \$61 million in

sales this season, up from about \$56 million in 1999, says Frith.

The Weed Man Mississauga, Ontario

The Weed Man made a big move into the United States market in 2000, granting seven "submaster" franchises and expecting to add eight more by year's end. Each of these individuals are working on granting and training several franchise operations within their respective locations. The company's goal is to add 20 to 25 new franchise locations a year for the next several years. The Weed Man, a leader in the Canadian lawn care market for the past 30 years, expects sales in the \$55-\$60 million range this season.

FirstService Corp. Toronto, Canada

Several lawn care companies operate under the FirstService Corp. umbrella, including ChemLawn

Canada which also does business as Sears Lawn Care. Sales for this operation grew about 8% this season to about \$32 million, says William "Bill" Black, CEO and president. ChemLawn Canada offers a range of lawn and landscape services in the provinces of Ontario, Quebec and Alberta. About 80% of the company's revenues are derived from its residential accounts, he adds. First-Service subsidiary The Franchise Company also owns a controlling interest in Nutri-Lawn, the lawn care franchise operation with about 50 locations across Canada and at least two in the United States.

Scotts Lawn Service Marysville, OH

Reaching \$21.5 million in revenues in only its third year, this business, headquartered in central Ohio, continues on the fast track. Scotts Lawn Service expects to expand from 12 to 17 corporate locations early in 2001. It also plans to add to the 21 franchise locations. "We are in the acquisition business but it has to be a fit that makes sense and with a company that has a good reputation," says Bill Hoopes, director of development and training. While Scotts Lawn Service is primarily a midwest service provider, look for new stores as far away as northern Virginia.

NaturaLawn of America Frederick, MD

More than a decade ago this company began selling franchises based on the concept of using natural organics and biologicals to beautify lawns, and the strategy has proven to be a solid one. Randy Loeb, vice president, estimates that the company's 50 locations in 23 states will combine for sales exceeding \$20 million in 2000. Look for further expansion of NaturaLawn of America into key markets in the South, Midwest and West.

Spring-Green Corp. Plainfield, IL

With 2000 revenues approaching \$20 million, Spring-Green remains one of the top lawn care franchise operations in the United States. The company, with 65 franchise holders doing business in just over 100 locations, is strongest in the Midwest but has operations in the East, from New Jersey to the Carolinas and several operations in the Pacific Northwest too.

Centex Home Team Lawn Care Dallas, TX

At last count Home Team, a division of the \$5 billion Centex Corp., numbered eight locations. It has a growing presence in Texas, Georgia and Florida and expects to generate \$12.5 million in sales this year. The company made news this summer when it purchased King Green, Inc., Charlie Green's Atlanta operation. President Dave Armitage forecasts \$75 million in annual sales.

Erlich Green Team Reading, Pa

Founded by Julius C. Ehrlich in Reading, PA, in 1928, this company is best known for its professional pest control services. Now operated by the great grandsons of the founder, 6 of the company's 43 local offices now also offer Erlich Green Team lawn and tree services. Although the Ehrlich name is well known in seven Mid-Atlantic states, its Green Team operations are primarily in Pennsylvania. The Green Team anticipates sales of \$10.3 million for the 2000 season, up from \$9.8 million in 1999, says company spokesman John Gibbons.

Middleton Pest Control, Inc. Orlando, FL

The image of a smiling green frog atop a lily pad is familiar to people in central Florida who immediately associate it with Middleton Pest Control,



Inc., one of the biggest pest control/lawn care operations in the Southeast. This company was founded in 1952 and manager Joe Welch says its mission is always to deliver the highest quality service possible. Middleton should generate about \$9.5 million in lawn

care revenue this year, an increase of about 20% over 1999, says Welch.

Massey's Green Up Lawn Maitland, FL

This well-established pest control leader, based in central Florida, also delivers a high-end total care



program to its lawn customers. The most common turf program involves six service calls per year, including an annual aeration. Thirteen of the company's 36 service centers deliver lawn fertilization and pest control. The company expects revenues from this division of the

company to be about \$8.5 million this year.



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Green Drop Lawns

Calgary, Alberta, Canada

This Rocky Mountain-based operation numbers locations throughout Canada's Prairie Provinces and, this past year, opened its first U.S. operation in Chicago. Owner John Robinson says his company's numbers are private, but acknowledges that it's been growing 10% to 15% annually. It is one of the largest non-franchise application companies in North America.

The Lawn Co. Inc. **South Dennis, MA**

"We're meeting our expectations this year and, generally, our expectations are a little bit high," reported Ed McGuire, owner of this business, based in Cape Cod, MA. McGuire credits a strong spring selling season. "We had one of our better springs for new sales," said McGuire. "It still doesn't compare to the 1980s but it was good. The Lawn Co. expects revenues of about \$7 million this season. The company is outgrowing its quarters and is planning on a new building for 2001.

Prograss, Inc. **Wilsonville, OR**

This progressive Green Industry operation is reporting 10% growth this season and should reach \$11 million in sales. Focusing mostly on the residential market, 22-year-old Prograss provides a full range of turf, landscape and tree care services. Its 150 employees service customers in and around Portland and Eugene, OR, and also in Seattle and Concord, CA.

Senske Lawn and Tree Care, **Kennewick, WA**

In eastern Washington and parts of Idaho and western Montana, this company is a top Green Industry service provider. Its divisions — lawn care,



weed control, trees, pest control, grounds maintenance — should generate about \$10 million in total sales, says president Chris Senske. The company, which employs about 200, grew 9% this season, he said.

Swingle Tree & Landscape Care **Denver, CO**



Although the season was exceptionally dry in the Denver market, the demand for professional lawn and tree services continued to climb, and this quality company — for the second time in recent years — had to turn down work in June. "We just didn't have enough employees," says president

Tom Tolkacz, "and we won't take on work unless we can provide quality service." Swingle should top \$9 million in sales this season with about \$2 million coming from traditional lawn care services. About 85% of the company's revenues come from residential services.

Agro Lawn Systems Inc. **Vienna, VA**

Keeping up the growth in northern Virginia has been a tall order for service companies, and this 26-year-old lawn care company is no exception. President Tom Speirs says his company should record sales of about \$2.9 million. "With all the rain we've had, almost everybody's lawn looks good, those that have been cared for and those that haven't, so we're not expecting a strong fall selling season," says Speirs. Even so, new construction in his marketplace is putting a charge into his company's landscape division.

Masters Green Inc. **Sterling Heights, MI**

This company's two locations serving the Detroit area will produce about \$3.1 million in lawn care sales this season. "We have to continue to grow to stay profitable," says President Paul Wagner. A cool, wet summer through August kept the lawns in southeastern Michigan green and lush, and Wagner was looking for a strong fall selling season. "The better our lawns look, the better are company looks," he said.

Lawn Medic, Inc. **Bergen, NY**

This company, founded in 1969, is smaller than it once was but it's still a healthy and respected organization with between 25-30 company and licensed franchised operations in six states, most in the Northeast but some in the Midwest. President Don Burton says the company's financial information is private, but Lawn Medic sales exceed \$2 million system wide.

Lawn Master Inc. **Pensacola, FL**

This quality lawn care operation has been taking care of Pensacola's predominantly centipedegrass and St. Augustine lawns for 20 years now. President Joe Williams reports the area suffered a horrendous drought through most of the season and was still about 20 in. short of the rain it usually receives for the year. Even so, Williams expects an 8% to 10% growth in revenues from 1999's 2.4 million.

Southern Lawns, Inc. **Montgomery, AL**

In spite of a drought that lasted well into summer, Southern Lawns, Inc., with locations in Montgomery, AL, and Columbus, GA, will generate \$1.5 to \$2 million in sales, predicts James Bartley, general manager. Bartley has been running this quality company since its founding 23 years ago. It specializes in keeping this city's hybrid bermudagrass lawns green and healthy.

All America Turf Beauty Inc. **Van Meter, IA**

With sales of just over \$2 million in 2000, All America Turf Beauty remains one of the top independent lawn care providers in the Midwest. President Daryl Johnson says one of his company's goals has been to grow the application business by 10% annually and this year it will meet that goal even though other areas of the company, like Christmas Décor, are growing faster.

Fairway Green Inc. **Belle Mead, NJ**

This family owned and operated company founded by Robert Windish in 1987 will generate sales of \$2.2 million this season, he says. Fairway Green markets "environmentally conscious" lawn care. "We treat each lawn on an individual basis. There are situations where you can treat on as-needed basis, and some that you can't," says Windish from his central New Jersey location.

One Step Tree & Lawncare **North Chili, NY**

The regulatory climate remains unsettled for lawn care operators in the State of New York, but customers of this 25-year-old operation insist upon lawn service. Last season, they boosted One Step sales to \$2.1 million, and owner/operator Bob Ottley says he's budgeting a 10% increase in revenues for this season for his 22-person operation.

Heritage Lawns **Plainfield, CT**

President James Leszuk says he not actively seeking to expand, but he won't turn down opportunities to grow his business in different markets if they present themselves. Headquartered near Hartford, Leszuk oversees operations near Springfield, MA, and is expanding another location in the Boston area. With sales of \$1.5 million this season, Leszuk, who sees irrigation as a bigger part of his services, is looking at double-digit growth next season.



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20 Leading Grounds Organizations

Talk about clean cuts and top-notch scenery. These grounds, whether they be located in parks, office or residential complexes, or schools, inspire awe from those in and out of the Green Industry.



Peterson Air Force Base Colorado Springs, CO

More than 28 miles of edging along 117 acres of irrigated bluegrass is accomplished by Blane Pshigoda and his crews on behalf of this Embassy Lawn/Davey Commercial joint project. Spit and polish procedures apply throughout the 1,327-acre space program base, which must be policed daily. No weed over 2 inches in height or width is allowed, and rock beds coexist with trees, turf and ornamentals.

City of Mission Viejo Mission Viejo, CA

John Hall and his SpectrumCare colleagues tend medians totaling 43 miles with 55 acres of display planter beds decorating this master planned community, which includes 27 acres of turf to be mowed weekly. Traffic is a major concern, and the workers value their bright vests and the many cones poised for protection. Scheduling is tight and the city's expectations are high regarding the lush landscapes.



Rock Creek Ranch Greenwood Village, CO

CoCal Landscape's Gilberto Funes deals daily with multiple mowing heights as his crew tackles 144 acres of irrigated turf and 163 acres of as-

sorted native grasses and plants. The 1,200 homes here are complimented by numerous sophisticated landscape elements, including 20 aerated ponds, a gray water irrigation system, a wastewater treatment plant, wetland areas, parks, ballfields, sculptures, jogging trails and playgrounds.

Lincoln Elementary School Olympia, WA

Tom Kuehn successfully implemented an exceptionally high-profile "No Pesticide Zone" schoolyard here, and the widely publicized program has made the grade largely because Kuehn took an active role meeting with zero-pesticide advocates and cheerfully addressing their concerns. An existing strong integrated pest management (IPM) program was already in place throughout the district's 19 schools, and Kuehn was careful to explain that the resulting landscape would have a more rustic look sans pesticides.

Blue Hills Country Club Linwood, KS

Horticulturist Monica D. Higgins and her assistant are responsible for all the landscaped areas here, including the area surrounding the clubhouse, tennis court and swimming pool, plus some two acres of turf and landscape areas composed of trees, shrubs and flowers divided into more than 40 separate bed areas, and more than four acres of wildlife areas.

Xavier University Cincinnati, OH

Founded in 1831, a campus highlight is Horticulturist Walter Bonnell's reconstructed Academic



Mall. It's a place where all folks can enjoy serenity amid seating for 500, ornamental beds and sodded areas atop plastic turf-lock that allows access for emergency vehicles and other equipment. With irrigation throughout "during the hottest days of summer the mall is as green as it is in springtime," Bonnell says.

Multnomah Bible College Portland, OR

Grounds Supervisor Alfred McInturf hears plenty of humorous green references to his last name as



he, Ron Casey and student staffers tend to a campus that includes two dormitories, 35 houses and 52 apartment units. The perennial plant mix is ever-expanding, and mature evergreens are complimented by younger ornamental trees.

Sylvan Abbey Memorial Park Clearwater, FL

Among his other tasks, Grounds Manager Dusty Hallman is overseeing the pruning of each of the 1,100 southern live oaks growing amid 40,000 graves on 95 acres. Horticultural challenges abound over the digging that's necessary for burials; but the pruning program lets the sun shine in to cover formerly bare ground with lush St. Augustine turf.

College of the Holy Cross Worcester, MA

This 175-acre campus rests on five large terraces graced with 10,000 annuals on the northern slope of Mt. St. James. The 15 crew members under Grounds Superintendent James Long wear football spikes while mowing the 300,000 square feet of banks. Long's been here for 42 years—it's the only job he's ever had; other workers have longevity rates of 20 to 45 years.



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Texas A&M University College Station, TX



A 2,000-acre campus that includes the showplace President George Herbert Walker Bush Library (with red, white and blue flowers) is a large undertaking for the 145 workers under Tom Dew, landscape supervisor. Some 500 30-gallon trash

containers are emptied each day on a site with 10,000 trees, 40,000 irrigation heads and 190 controllers.

White Cliffs Community Association Plymouth, MA

Severe weather conditions and salt spray from the roiling Atlantic below challenge David Foster as he cares for six homeowner associations on 35 acres. "A consistent quality product" is what he grows to show the upscale residents that "they're getting a big bang for their buck." Many people here take an active interest in the landscaping, and Foster says communication skills are particularly important.



Anne Arundel County Annapolis, MD

Founded in 1649, the county contains 116 separate landscapes under the care of Michael Burton, such as 11 miles (309 acres) of showplace median strips spread over 419 square miles. Some 70 acres of turf and 32 acres of display beds are among the municipal building sites and welcome-sign areas maintained to perfection by a crew of five full-time staffers.



Pinehurst Resort and Country Club Pinehurst, NC

Being in the transition zone requires special attention to the turf from 28-year-old Dustin Blackwell, who must remain significantly site-specific when selecting seed for the 1,000-acre complex,



which is world-famous for its golf and other recreational activities. For Grounds Superintendent Blackwell, this means scheduling conflicts that must be resolved, plus each year he mounts an aggressive fungicide program.

Brandon Oaks Roanoke, VA

At age 29, Dwayne D'Ardenne gets a lot of compliments—plus much advice on landscape management—from the 300 elderly residents of this 21-acre upscale retirement community.



"They've taken care of their own yards for a long time," D'Ardenne explains as he notes that "the main thing is to treat them with respect and listen to what they have to say." Slopes throughout the property create horti-

cultural challenges as he pursues a landscape of "comfortable elegance."

Abbott Laboratories North Chicago, IL

When "Abbott on the Lake" was built in the 1920s, very little attention was paid to the landscaping as the structures were sited tightly together—thus Jim Richardson takes special pride in dressing up the limited space with creative plantings of trees, annuals and perennials surrounded by manicured turf. Snow removal is a top priority as the plant operates 24 hours a day.

Leisure World of Maryland Silver Spring, MD

As the East Coast's first planned retirement community ever built in the 1960s, there are now 22 separate board-governed entities among the 800 acres under Brickman's Brad Johns. Responsibility is all inclusive, ranging from total turf management, four yearly flower rotations, shrub and tree care and 24-hour snow removal on more than 55 miles of streets and lots. An integrated pest management (IPM) program is among the innovations being applied.

American University Washington, DC

Summer heat and humidity take a toll on Mark Feist's crew members as they battle fungi and other turf diseases. This year they are implementing a centrally controlled irrigation system that monitors evaporation rates to apply pinpoint watering accuracy. A weather station on the campus aids in the turf care, which includes special areas for Frisbee, volleyball and other activities.

Dwight-Englewood School Englewood, NJ

With an annual budget of \$160,000, the precision landscaping found at this 109-year-old private K-12 school "proves that more can be done with less," according to Grounds Manager George Van Haasteren. The campus, which serves 1,200 students, consists of more than 30 acres of athletic fields, gardens, lawn areas, tennis courts, playgrounds, parking lots, walkways and steps.

Westmoor Farm Nantucket, MA

Candace Clough and Julie Spigelmyre have created a showplace setting among 18 houses and five barns (plus a greenhouse) at this 64-acre private estate, which includes a regulation-size baseball diamond, an 18,000 square-foot ornamental vegetable garden, a miniature apple orchard and an acre of man-made ponds and water features. Clough is particularly proud of the "color bomb" container gardens.



The Williamson Free School of Mechanical Trades Media, PA

Donald Jackson, director/instructor of horticulture in the landscaping and turf management program, is a teacher who thrives on getting down and dirty with his students. He stresses not only the glories of proper and creative horticulture—such as preparing a paper on landscaping with yellow flowers—but also his budding superintendents are taught people management skills to succeed in today's job market.

20 Great Smaller Companies

Good things do come in small packages. Most of these guys gross less than \$5 million, but all are bulldogs when it comes to quality and service.

Summer Rain Margate, FL

Over 12 years, Rick Wilson has built Summer Rain, a chemical/fertilizer application and aquatic weed control company, into a force to be reckoned with in the Deep South. After earning \$1.8 million in 1999, he expects that figure to jump to \$2.1 million in 2000. About 90% of Summer Rain's accounts are commercial, but the company recently opened a residential unit to solicit business from high-end properties larger than 3/4 acres. The company services accounts from 1/4 acre to 575 acres (the city of Westin, FL). With 23 employees and two branches, one in Margate, FL, and another in West Palm Beach, Wilson is counting on averaging 10% growth a year. "Capital infusion is the biggest problem for small businesses," Wilson says. "Growing a \$200,000 business 10% means gaining \$20,000, but that same 10% for a \$1 million business is \$100,000. The bigger you are, the harder it is to grow."

E.F. Pouly Co. Orville, OH

"I think we're more old-fashioned than other companies," says Gene Pouly, president of E.F. Pouly Co. "We have a lot of customers who still want to make a business deal on a handshake."



We don't have a problem with that, and we don't ask for 20% down before starting a job." Pouly's old-fashioned ways must work, as he has seen his under-\$1 million company average 8 to 10% growth per year. A full-service landscape management company,

Pouly offers plant health care, design/build, landscape maintenance, arbor care and chemical application services to a mostly residential clientele (80%). "I wouldn't mind if we had 5% more residential accounts and 5% less commercial," Pouly says. He prefers to stay away from competitive bidding situations, admitting that his niche leans more toward high-end maintenance.

Allentuck Landscaping Inc. Gaithersburg, MD

Since founding Allentuck Landscaping Inc. in 1986, Bruce Allentuck managed to ride the wave of development in the Washington, D.C. area to



the tune of \$1.3 million in 1999. Expected revenues for 2000 are \$1.7 million. With a 65% commercial account base, Allentuck has the luxury of taking on residential accounts on his own terms. "We offer the complete maintenance and design/build

package," he says. "It's either all or nothing with us." Despite having a sizeable workforce behind him with between 42 to 45 employees, Allentuck feels he is barely scratching the surface of his market. But he won't grow faster than his core values will allow — they're on the wall of his office for everyone to see. "We aim to treat all people we come in contact with fairly and have a 'can do' attitude," Allentuck says. "We also want to solve all problems and issues quickly."

Kotalic Landscaping Huntington, WV

George and Debbie Kotalic founded their landscape design company 30 years ago, and are rather proud that they are still small. "We love our size," George Kotalic says. "We're not trying to be any larger — we don't want to be large. We're selective about our clients. We have less quantity, but more quality." Even with that attitude, the company expects to increase revenues 15% over 1999's total of \$325,000. "We haven't increased our number of employees (4-7)," says Debbie Kotalic, who draws all of the master plans by hand because her clients prefer it that way. "We've simply purchased some high tech pieces of equipment that have allowed us to do more." Even though the company is doing more work, its waiting list is still growing. "It'll be next year before we get to some of them," Debbie says. "We charge the most, but we do the best work."



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Landscape Projects Bethesda, MD

How does a guy with a computer science degree end up running a landscape business? We don't know, but with \$1.5 million in revenue last year, he's not looking back. After starting the business in 1986, Michael Abert bought his partner out in 1994 and guided the company to over one million in sales and 27 employees. Serving mostly high-end residential accounts in a booming market, Abert can afford to be choosy about his clients. "We don't negotiate," he says of his prices. "We

get complaints, but we say, 'That's life in the big city.' There almost isn't any competition because you make an offer to someone and that may be the only offer they get." Even if the market does turn sour, Abert still feels safe with his client base. "We work with the more established money; they're never going to cut their own grass."

The DiSanto Companies, Inc. Cleveland, OH

By concentrating on customer service and adding a design/build department, The DiSanto Companies, Inc. expects its earnings to jump to \$2.5 million in 2000 from \$2 million in 1999. With 32 employees and 41 years of experience, the company has built its reputation on a number of things. "We pay attention to details, and look at landscapes from the owner's perspective," says Tim Korte, vice president of operations. "We look for customers who are looking at their landscapes as long-term investments." Speaking



of long-term, the average employee at DiSanto has 8 to 9 years of service. "We try to vary their jobs and make them feel a part of the company," Korte says. A 75%-25% commercial/residential service mix is the result of a highly competitive residential market. "We find that homeowners look more at costs," Korte says. "If that's all they're looking at, then we can't compete."

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Natural Landscape Design and Maintenance, Inc. Keego Harbor, MI

Dan Weiss has probably one of the only triple majors in the industry — English literature, horticulture and anthropology. Not to mention he's currently working on his Ph.D. in English lit. He's also owner of a 10-year-old landscape company that expects its profits to increase 12.5% to \$900,000 in 2000. He's gone out of his way to create a Web site with a vocabulary list of landscape terms to help clients communicate their ideas better. With a 75%/25% residential/commercial client mix, this comes in handy. "Residential consumers are looking for somebody who can interpret what they want," Weiss says. He also travels the globe to pick up new landscape design ideas and use them in his own work at home.

Hendrikus Schraven Landscape Construction and Design Issaquah, WA

Hendrikus Schraven, whose company grossed \$1.5 million in 1999 and expects a modest increase in 2000, does literally everything himself except for "high voltage electrical stuff" — carpentry, masonry, irrigation, lighting, softscapes, hardscapes, etc. He and his 20 employees espouse the organic way of fertilizing and revitalizing

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ing soil, and use a "microbrewed tea" to nourish plants and control foliar diseases. "I can create life in soil within minutes instead of using chemical fertilizers that actually kill microbes," Schraven says. He's been described as everything from a counter-culture

hippie to an environmental extremist's marketing ploy, but his awards speak for themselves.

Embassy Lawn and Landscaping Kansas City, MO

Dan Nelson, manager of Embassy Lawn & Landscaping's Landscape Division, puts it simply when asked what makes his company unique. "We're a diversified company that's able to handle many problems," he says. With a Government Contracting Division that manages, for instance, Peterson Air Force Base, a company has to be good at dealing with complexities. Under the leadership of president Joe Smith, who let Nelson, with 30 years experience, start the Landscape Division from scratch four years ago, it has seen revenues grow from \$3.5 million in 1999 to an expected \$5 million in 2000.

Dan's Landscaping and Lawn Care Terrytown, LA

"I would rather grow less and net more," says Dan Standley, whose company, founded in 1981, grossed \$840,000 in 1999 and expects to hit



\$900,000 this year. His specialty, which is servicing and renovating large accounts, is reflected in a 97%/3% commercial/residential client mix. But that doesn't mean his company lacks a personal touch. "If we mess up, we fix it better than anybody," Standley

says. This extends to his employees, who, for good work, are offered "bonus bucks" good for dinners for two, car washes and oil changes.

Yard Smart, Inc. Olmsted Falls, OH

Bob Smart's goal is to one day hit the \$2-\$3 million mark, but he's not rushing anything. He's happy with the 10%-15% yearly growth his company has averaged since its start in 1986, and this year will pull in \$1.3 million thanks to a booming residential market. For now, he's enjoying the loyalty his 30 or so employees have shown over the years as the result of the company's unique attitude. "It's open book, open door here," Smart says. "Everyone knows what I

make, and how much it costs to do business. Plus, there's a team environment, and everyone's really comfortable." Smart considers maintenance his company's specialty, but design and installation are services it offers as well.

Oakview Landscape, Inc. Clarence, NY

With 12 employees and anticipated revenues of \$350,000 in 2000, Oakview Landscape is considered small. But owner Ken Ward, who started the business in 1983, likes it that way. "We were actually bigger, but we went backwards and are now making more money," Ward says. "We do first-class work at the right price. Sometimes we knock our prices up to carry demand." The firm does mostly high-end residential work, but has recently taken on maintaining and designing parks for assisted living facilities. "I think in five to seven years when the next generation takes over, we'll be more open to a lot of growth," Ward predicts.

Arborlawn, Inc. Lansing, MI

After finishing with revenues just under \$1 million in 1999, Arborlawn is on pace to break the million mark in 2000. Maybe it's because of a strong Christmas light business, but president Jerry Grossi says there are other reasons, too. "I think we give a high level of service," he says. "We're more local and down home. We tailor our programs to customers." Almost 14 years after the company's start, Grossi is comfortable with its growth rate. "Explosive growth can sometimes hurt, but so can not growing."

GroGreen Plano, TX

This five-year-old application company founded and owned by Gary LaScalea keeps racking up consistent growth in the metropolitan Dallas marketplace. GroGreen added exterior pest control services to his lawn care routes about a year ago and it's helped boost 2000 sales to about \$1.8 million. "We don't lose customers and we don't lose employees," says LaScalea. "We have very little turnover. I hate turnover. We build our business on the referrals of our customers."

Kinsella Landscape, Inc. Blue Island, IL

Kinsella Landscape, Inc., founded by George Kinsella, has grown from \$190,000.00 in 1994 to a projected \$2.6 million this season. That's impressive, like its 93% customer retention rate.



Attention to detail is the company's strategic objective whether it's providing high-end maintenance or design/installation. The company employed 54 this season, including 10 full-time.

Barringer & Barringer, Inc. Charlotte, NC

Since starting in 1985, Barringer & Barringer has steadily grown into a \$1.6 million. It's no surprise that the company is on top of its game financially given that co-partners John Barringer and W. James Ormond come from banking backgrounds. "We look at things from a financial perspective," Barringer says. "We emphasize communication with clients and doing things correctly."

Groundmasters, Inc. Cincinnati, OH

With \$7.3 million in revenues in 1999 and an expected \$8.1 million in 2000, Groundmasters, Inc. covers a lot of territory — and does it well. Now a branch operation, with four locations spread through Dayton, Cincinnati and Kentucky, service is as strong as ever. "That's where we dominate," says president Mike Rorie. "We have better people and a better structure to resource our people to service our clients. Clients like dealing with the same people, and I think we do a good job of that." With 75 year-round employees, the firm offers all services to commercial clients.

Lambert Landscaping Co. Dallas, TX

Jess Wetzel says that Lambert Landscaping Co. belongs to a dying breed of landscape firms. "There's just not a lot of high-end residential contractors left," he says. One of the reasons Lambert has been around since 1919, he says, is its "extraordinary people." Doing design/build and maintenance services with some tree maintenance, the company grossed between \$5 million and \$10 million in 1999. Wetzel said he isn't so much concerned with growth in revenue as growth in other areas: "Better projects and greater efficiency."

Tovar's Landscape Contractors, Inc. Elgin, IL

Constant improvement is what Jeff Tovar seeks for his company, started in 1990. With \$2.8 million in sales in 1999 and an expected \$3.4 million in 2000, the company is reaching its goal of 20% yearly growth without a problem. But Tovar not just concerned with the bottom line. "We're on a mission to constantly improve ourselves," he says. "We do this through college courses, association seminars, national certifications and networking." Around 2% of gross sales goes toward employee education. With 20 year-round employees, Tovar offers several services.

Apple Tree Nursery Central New Hampshire

With a retail garden center and design/installation, maintenance and snow removal services, Apple Tree Nursery took in \$1.1 million in 1999 and is on track to grow 20% in 2000. It's a family-run operation — Jay Rotonelli runs the landscape side, and brother David and father Joe run the garden center. They started the company in 1990 and are big believers in employee training.

LM100

10 Noteworthy Newsmakers

Flash! These guys made a splash on the news scene. Consolidation, Web development, leadership changes, and pesticide regulation all got attention.

Greentrac.com running strong

Early this year, Greentrac.com splashed onto the e-commerce scene, calling itself a one-source demand-and-supply Web site for the Green Industry. By the end of June, Greentrac's gross transaction volume grew to \$12 million, with over 1,000 registered members. Rhonda Knipp, vice president of sales, explains:



"We have a nice mix of buyers — golf courses, nurseries — and the vendors complement the buyers nicely. We would love to see actual revenue ramping up more quickly — we have people who are still experimenting and are hesitant to pull the trigger. They need a lot of hand holding."

Turfco Direct gaining popularity

It has been almost a full year since Turfco Mfg. started a direct purchase program to fight the loss of dealers and get products out to end users more rapidly, and sales manager Bob Brophy says things are going better than expected. While he won't discuss sales figures, he did say that the company is approaching a record year.

One of the primary benefits of the new system, Brophy said, is quicker information flow. "There's no two-step filtration of information from factory to customer any more."

Response time to customers for new, whole goods has decreased as well. "We've trimmed 1 1/2 to 2 weeks down to 3 days," Brophy said.

The Anderson's Ohio deal changes distribution landscape

Acquisitions and new strategies are the name of the game. That's why The Andersons' purchase of The Scotts Company's U.S. Professional Turf Business makes so much sense for the Maumee, Ohio, firm. Both Ohio-based companies have compatible product lines and markets, as well as complementary offerings. According to Rick Anderson, president of the Processing Group, the purchase gives The Andersons



new heft as one of the big turf industry distributors, adding to the company's ability to research, develop and market landscape products on a wider geographical basis. The Andersons' executives see this as a perfect opportunity to enhance their already strong, traditional presence on the landscape side.

New PGMS exec steps up to bat

Members of the Professional Grounds Management Society already are noticing changes in the organization just a few months after new Executive Director Tom Shaner took charge. Expect more to come. Shaner is a Certified Association Executive and president of a 25-year-old association management company in Baltimore. Expect Shaner to start nudging the group into new directions, such as positioning PGMS as an authority in grounds management practices and standardizing many practices and policies. "I like what I see about the industry but I'm just learning," he says.

Centex forges into green markets

Under the stewardship of Dave Armitage, a former regional general manager with TruGreen-LandCare, Centex Home Team Lawn Care, a division of the \$5-billion Centex Corp., is fast becoming a major player in lawn, tree and shrub care. Revenues are expected to hit \$12 million in 2000, with a strategy focused on aggressive acquisitions and growth developed by telemarketing and outside sales.



"We don't have a limit on acquisitions," Armitage said. "We're interested in quality

companies with quality employees and good managers." He adds Centex Lawn Care's five-year goal is to reach \$75 million in revenues. "There's a point at which acquiring doesn't make sense if you're just acquiring for the sake of acquiring."



Weed Man's bandwagon keeps rolling

The 1999 United States lawn care market looked ripe to the executives of Weed Man, Canada's largest lawn care franchise company. Their priorities, says Roger Mongeon, president of the U.S.

subsidiary Turf Holdings Inc., was to get key players on board and establish a foothold in the U.S. market. From there, Weed Man could grow new franchises. But the U.S. lawn care market responded with much more enthusiasm than expected. Several well known LCOs are now area franchisors and are busy building interest within their territories. Watch for more rapid growth to come.

Kenneth Budd runs Lofts Seed again

Kenneth Budd is directing the fortunes of Lofts Seed again. In July, he purchased those assets from Nevada-based AgriBioTech which filed for bankruptcy last February and was sold in parts in July. He had been named president in June 1999, at the time of the bankruptcy. He became involved with the seed business in 1984 when he was hired by his uncle, Richard Budd, owner of Budd Services, to run Budd Seed Co. In June 1996, the Budds bought Lofts Seed and its headquarters were transferred from Somerset, NJ, to Winston-Salem, NC.

Karnes returns to spark TruGreen-LandCare

Donald K. Karnes has come a long way since his days in west Michigan with TruGreen. For years TruGreen, founded in Michigan, was like a dog snapping for market share at the heels of industry-leading ChemLawn. After TruGreen was acquired by ServiceMaster, things changed. TruGreen acquired the much larger ChemLawn in the early 1990s. Karnes, who had moved up the ranks, spearheaded that successful integration and was at the helm as TGCL became SM's most profitable operation. He was rewarded with promotion to Group President ServiceMaster Consumer and Commercial Services Co. Recently, Karnes returned to the front lines to energize the TruGreen-LandCare landscape operations.

Harley takes OPEI helm

Landscape industry equipment suppliers who belong to the Outdoor Power Equipment Institute may have wondered how they would replace the likes of Dennis Dix, long-time OPEI president and CEO. But the selection of Bill Harley to the post signals the start of a new and exciting era for the organization. Harley's experience with contracting and equipment-heavy industries, his political savvy and his quick mastery of Green Industry particulars seem to be just what this quickly consolidating industry needs.

Dursban ban point man

Anyone who knows how the U.S. EPA regulates Green Industry pesticides should know the key role that Allen James plays. As executive director of RISE (Responsible Industry for a Sound Environment), James brings a skilled lobbyist's sense of realism to the table. As a very visible participant in this year's Dursban review process, James spoke out often and eloquently (and in vain) for the use of "sound science" in the Agency's evaluations. "Regulatory decisions based on sound scientific principles and data will provide the best protection for human health and the environment," he maintains.