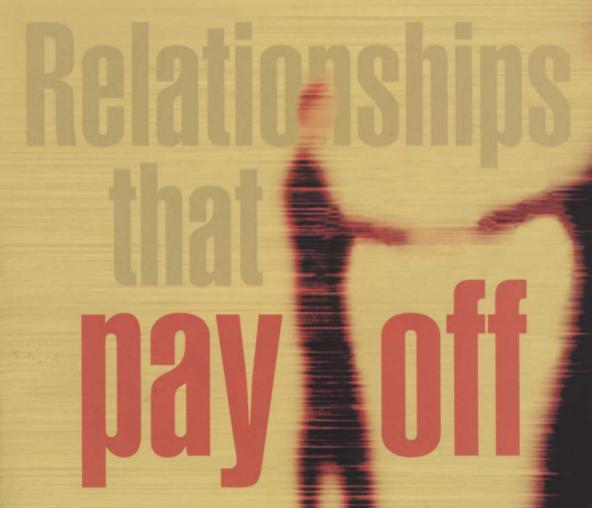
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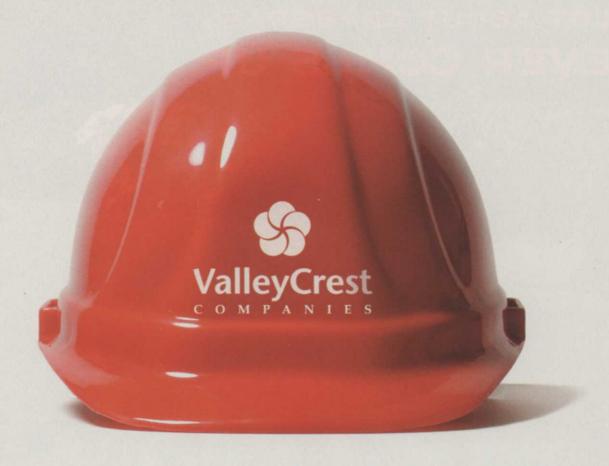


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Landscape

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Editorial staff

RON HALL / 440/891-2636 / rhall@advanstar.com Editor-in-Chief Associate Publisher / SUSAN PORTER / 440/891-2729 / sporter@advanstar.com **Managing Editor** JASON STAHL / 440/891-2623 / jstahl@advanstar.com On-Line Content Editor LYNNE BRAKEMAN / 440/891-2869 / Ibrakeman@advanstar.com Senior Science Editor KARL DANNEBERGER, PH.D. / danneberger1@osu.edu **Group Editor** VERNON HENRY / 440/826-2829 / vhenry@advanstar.com LISA LEHMAN / 440/891-2785 / llehman@advanstar.com Art Director Sr. Graphic Designer CARRIE PARKHILL / 440/891-3101 / cparkhill@advanstar.com

Reader advisory panel

DEBBY COLE Greater Texas Landscapes / Austin, TX JOHN GACHINA Gachina Landscape Management / Menlo Park, CA IFRRY GAFTA The Good Earth Inc. / Mt. Pleasant, SC JUDSON GRIGGS Smallwood Design Group / Smallwood Landscape / Naples, FL BILL HOOPES Scotts Lawn Service / Marysville, OH Dwight Hughes Nursery / Cedar Rapids, IA DWIGHT HUGHES LARRY IORII Down to Earth Landscaping / Wilmington, DE RICK KIER Pro Scapes / Jamesville, NY GARY LASCALEA GroGreen / Plano, TX DR. DANIEL POTTER University of Kentucky / Lexington, KY JACK ROBERTSON Jack Robertson Lawn Care / Springfield, IL DAVID SNODGRASS Dennis' 7 Dees Landscaping, Inc. / Portland, OR DR. BARRY TROUTMAN Environmental Industries / Sanford. FL GEORGE VAN HAASTEREN Dwight-Englewood School / Englewood, NJ **BRIAN VINCHESI** Irrigation Consulting / Pepperell, MA

Business staff

JOHN D. PAYNE / 440/891-2786 / jpayne@advanstar.com **Group Publisher** MINDY MOCZULSKI / 440/891-2734 / mmoczulski@advanstar.com Admin. Coordinator **Production Manager** JILL HOOD / 218/723-9129 / ihood@advanstar.com Production Director ROSY BRADLEY / 218/723-9720 / rbradlev@advanstar.com Circulation Manager RONDA HUGHES / 218/723-9526 / rhughes@advanstar.com Green Book Coordinator CANDACE HAUSAUER / 218/723-9175 / chausauer@advanstar.com

Advertising staff

Classified Showcase /

Eastern Manager JOSEPH SOSNOWSKI / 610/687-2356 Fax: 610/687-1419 150 Strafford Ave., Ste. 210 Wayne, PA 19087 Cleveland Headquarters 7500 Old Oak Blvd., Cleveland, OH 44130-3369 PATRICK ROBERTS / 440/891-2609 Fax: 440/891-2675 Western Manager Midwest Manager KEVIN STOLTMAN / 440/891-2772 Fax: 440/891-2675 MICHAEL HARRIS / 440/891-3118 Fax: 440/826-2865 Account Manage Display / Directory

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Circle No. 105

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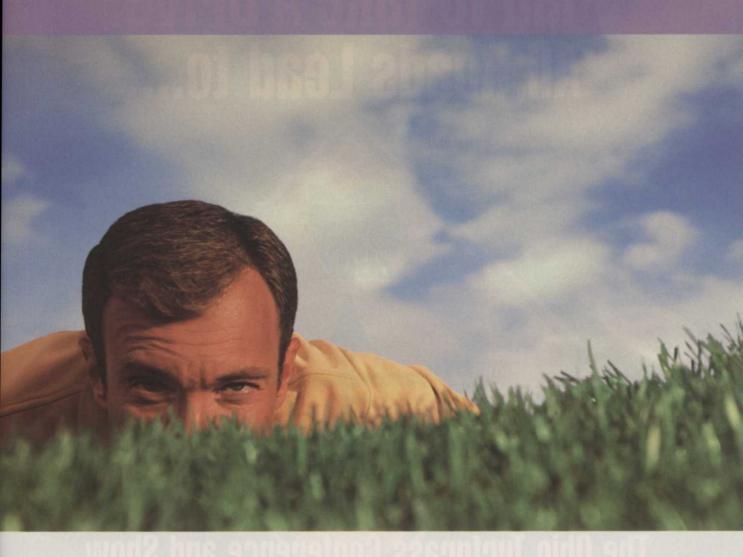
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on the record

BY RON HALL / EDITOR-IN-CHIEF

Need help? Head to the GIE

that has it all. Think again.

Superman has no family to speak of.

No close relationships or friends to confide in. Work? Forget it. Superman has to spend all of his time flying around

o you think that Superman is the guy

And, those tights — do you think that maybe he needs somebody to help him pick out a nice sport shirt and khakis?

trying to solve problems.

Green Industry consultant and entrepreneur Tom Oyler gave about 400 landscapers the real lowdown on Superman at the ALCA Maintenance Symposium that

> this magazine sponsored this past summer. To Oyler's mind (and I agree), if you're committed to going it alone and doing it all yourself in building your business or managing your operation, you're headed down a long, lonely and, ultimately, frustrating road.

Few of us are quick enough, clever enough or tough enough to do it all without a helping hand Why should we?



Johnette Taylor, Roundtree Landscaping, shared experiences at the Owners' Network "Face to Face."

They've been there, done that

A lot of sharp people in this business have already experienced what you may be experiencing

now, particularly if you're still trying to build your business or you're working like crazy and not getting anywhere. Don't fight these battles alone.

Not only have other people figured out ways to deal with what you're going through, they'll gladly

share what they've learned with you. Sometimes all you have to do is show up and ask.

For example, several weeks ago, more than 40 landscapers from across the country gathered in Painesville, OH, and spent two days sharing experiences at consultant Jim Paluch's "Face to Face" event. Some of the friendships and alliances formed there will likely continue long after the owners and managers returned to their homes and businesses.

Here's your contact info

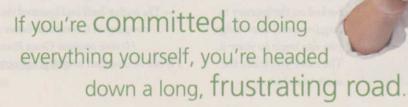
A much larger learning and networking opportunity, the Green Industry Expo, rapidly approaches. Beginning Nov. 13, 5,000 to 6,000 people from three industry organizations will gather at the Opryland Resorts in Nashville, TN. In addition to checking out all the latest equipment and products for landscape and grounds, you'll get some great business building ideas there.

Consider going. The time and money you spend participating in the conferences and learning from colleagues will seem small compared to what you will learn and the new friends that you will make there.

Contact: ALCA, <u>www.alca.org</u> or 800/395-2522;

PLCAA, www.plcaa.org or 800/458-3466; PGMS, www.pgms.org or call 800/609-7467.

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business ideas

BY ED LAFLAMME / GUEST COLUMNIST

I'll be sharing business ideas that will help you build your own learning organization.



You can never learn enough

was in my 40s and had owned a landscape company for years before I began to
appreciate the importance of creating a
"learning organization," or a company
that purposefully seeks useful knowledge,
then incorporates that knowledge into its
day-to-day operations.

Now, after selling my business, I'm again teaching some of the lessons we learned in our company, and I love it. Those lessons will be the cornerstone of this column and future ones I'll be writing for *Landscape Management*: I'll be offering business ideas to help you build your own unique learning organization.

Creating a learning environment

There are many reasons to create a learning environment, but the most immediate and obvious one is

> that it provides a much sturdier base upon which to build a healthier company with a healthier bottom line.

I've also discovered there are less tangible benefits. For example, learning is fun and exciting. I discovered that once you and the rest of your organization have embarked on the journey to acquire useful knowledge, you also begin to share it. The more you learn, the more you share.

But how do you recognize if you own or work for this type of organization?

Mike Morrison, dean of the University of Toyota, suggests you ask yourself the following five questions:

- 1. Are you on a learning path? Do you have an agenda, a plan?
- **2.** Are you open to information that contradicts your assumptions?
 - 3. Do you learn from your mistakes?
- **4.** Do you have systems to ensure that new information is retained?
 - 5. Do you put new ideas to use?

The more times you answered "yes," the stronger the learning culture in your operation. If these questions reveal weaknesses in your organization, then it's time to do something about it. And we're not just talking training, although that's certainly a big part of a learning organization that:

- keeps up on industry trends by reading trade magazines,
 - encourages and embraces ongoing education,
- ▶ increases the responsibility of key employees as they increase their knowledge, accept challenges and find creative ways to meet them, and
- ➤ attracts better accounts, offers higher wages and is able to hire and keep the best employees.

Be the champion for change in your company and help create a learning organization. There's plenty of information and people to help in this effort.

— The author built and operated the largest landscape company in Connecticut before selling it in 1999.

He now operates Grass Roots Consulting, Inc.

He can be contacted at ed@grassrootsconsulting.com or 203/858-4696.

Attention! Forward! Learn!

Follow the U.S. Army's example — yes, the U.S. Army — and institute an "After Action Review" or AAR after each job.

Ask three simple questions:

- 1. What was supposed to happen?
- 2. What actually happened?
- **3.** How do we account for the difference?

These questions will promote onthe-job thinking and learning.

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inside the owner's head

BY JASON STAHL / MANAGING EDITOR

Wrap the season up right!

ifferent times of the year bring their own unique challenges. The end of the season is now upon us, and there's a whole new slate of concerns for busy landscape professionals: how to keep as many employees as possible busy and productive, contemplating purchasing and budget decisions, forecasting next year's growth and sales, etc.

How do members of The Owners' Network deal with these challenges? Let's find out.

Should they stay or go?

Michael Hatcher of Michael Hatcher and Associates, Memphis, TN, has an interesting take on his employee situation come the end of the year. While he admits that Memphis may not be as seasonal an area as others, there is a slowdown between Thanksgiving and Valentine's Day, and some employees must go. He likens it to a professional golf event.

"We're always working to retain our best employees, and, just as it is with the PGA golf tournaments, only the best get to play on the weekend," Hatcher says.

He takes the golf analogy even further. "When you have the best playing all the time, there is no reason that you have to lay off. So you better start working on your employees' golf swing (work ethics) and make sure it's your people in the final pairings on Sunday afternoon."

Steven M. Vandervest of Turf Management Lawn Care, Lawrenceville, GA, says his business isn't seasonal either as maintenance continues year-round. But that doesn't mean he keeps his entire crew on.

"Our Hispanic workforce returns to



Vandervest reviews his budget and purchases year-round.

Mexico at the beginning of November, and that leaves us with our base personnel," he says. "The base personnel are busy because they service the other routes during the offseason. This works out perfectly because

we service our customers less frequently."

Dave Rooney's labor picture is predetermined in spring. "Everyone who works here knows they have to participate in snow operations," the owner of Rooney Landscape, Rolling Meadows, IL, says. "We offer a great incentive program for snow that keeps our people around but still allows them vacation time."

Buying and budgeting

Vandervest makes a good point of not waiting until the end of the year to do all budget and equipment purchase review.

"Our budgeting and equipment purchases are reviewed throughout the year," he says. "That way, if we notice we're way off on an item, we can further evaluate what's happening. It's my belief that you create a yearly budget, monitor it closely and make revisions as the year goes by only when an item budgeted is unrealistic."

Hatcher offers one bit of advice on purchasing: "There are some tax advantages to year-end purchases. Consult with your accountant." On budgeting, he says it's all about being careful and accurate. "Make sure everything is getting posted to the right account for expensing," he says.

Dixie Speck, who's three years into owning Viridis Garden Design, Atlanta,

4 year-end concerns

- 1. What to do with employees
- 2. Should I make any purchases?
- 3. Should I re-work the budget?
- 4. What to do with downtime



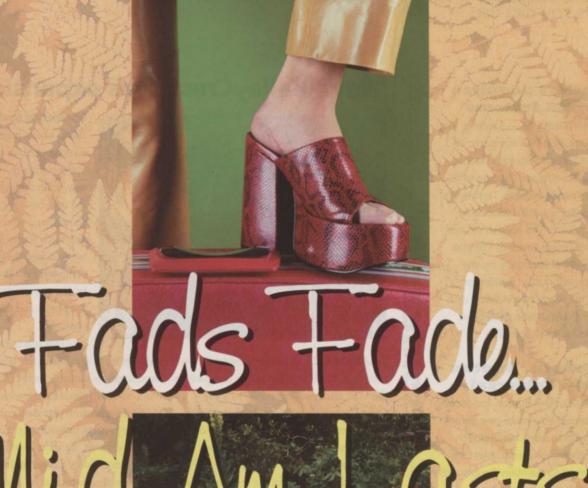
Dixie Speck bases her purchasing on her job opportunities.

GA, takes the simple approach to purchasing. "We buy trucks and equipment when we are unable to continue job opportunities without them," she says. "This may not be the best way, but we're trying to get a

handle on what to project for our growth so we can budget."

Like most, Rooney also espouses the "sooner rather than later" attitude towards determining a budget. Also, he looks at the fall/winter downtime as something that should be taken advantage of. "We've already started talking about our 2003 budget," he says. "We have had our 'Broad Strokes' meetings, putting together wish lists. Our next meeting will be fine tuning our growth potential and confidence in our market and economy. By December 1, we'll have our sales goals, rates per hour and material markups established."

— Information provided by The Owners' Network, a program created by JP Horizons, Inc. and sponsored by Weed Man. Visit the Web site www.owners1.com or call 877/574-5267. Growing Strong for Thirty Years



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CLIPPING

Sanitors acquires Terrain Systems

SAN ANTONIO, TX — Sanitors, Inc., a \$100 million-plus company, acquired Terrain Systems, Phoenix, AZ, and Landscape Care, an affiliate of Terrain Systems. Terrain Systems reported 2001 revenue of \$14.5 million. The acquisition was made through Grounds Control, the Sanitors' subsidiary for the landscape industry. Sanitors entered the landscape industry with the 1998 acquisition of Ground Control, San Antonio, TX.

Jacobsen, Bunton equip Universal

ORLANDO, FL — Bunton and Jacobsen announced a multi-year agreement with Universal Orlando for use of their commercial lawn care equipment to maintain the grounds at the resort's theme parks.

Kawasaki alters dealer distribution

IRVINE, CA — Kawasaki Motors
Corp., U.S.A., recently announced
a shift in the distribution methodology for its power products lineup. The company will now distribute its small engines and lawn care
products on a direct basis to its
dealer network.

Thomas, United Rentals join forces

MARS HILL, ME — Thomas Equipment Ltd. and United Rentals have formed an agreement where Thomas will be a strategic supplier to United Rentals for their skidsteer loader needs.

'New' ValleyCrest eyes expansion



calabasas, ca — Environmental Industries, Inc., the largest landscape company in the U.S., changed its identity to Valley-Crest Companies on Oct. 1. This should create more brand awareness for the company's growing presence in landscape maintenance, says the company.

"The driving force for the re-branding is to simplify the way customers view us and better communicate the scope of the com-

pany's services," explains Richard A. Sperber, president and COO.

The names of four of the company's business units will be aligned with that of the parent company:

- Environmental
 Care, the company's
 maintenance division,
 is now ValleyCrest
 Landscape Maintenance
- Environmental Golf became Valley-Crest Golf Course Maintenance
- Valley Crest is now ValleyCrest Landscape Development and
- Valley Crest Tree Company retains its current name. The company's franchise business, U.S. Lawns, isn't affected.

Eliminating confusion

"Most of our maintenance is an outgrowth of our land-scape company," says company founder and CEO Burton Sperber. "So, they (customers) were doing business with Valley Crest, then we switched them over to doing business Environmental Care to maintain their properties and there was confusion.

"This is going to give us a real leg up in expanding the landscape maintenance business," adds Burt Sperber. "It's our main focus for expansion."

Picking a name that customers and the industry would immediately recognize wasn't difficult, he adds. It was there all along since Valley Crest Landscape Nurseries was the name that he and his father chose in 1949 when they parlayed an initial \$700 investment in a nursery/landscape

business that now employs more than 7,000 people with annual proforma revenue in excess of \$600 million. (The name Environmental Industries, Inc., was chosen when the company went public in 1969, and it remained the official name even after the

— Burton Sperber

"This is going to

in expanding the

maintenance

business"

give us a real leg up

family reacquired it a decade later.)

While it was a challenge to get all the details worked out, employees in every division did begin wearing the company's new red uniforms this month and the company's 4,000 trucks began displaying the new design.

Home Depot takes on LESCO brands

CLEVELAND – LESCO, Inc., has been chosen as a supplier to the Home Depot Landscape Supply pilot stores opening in August and September.



Michael P. DiMino

"LESCO branded products are the preferred choice of the lawn care contractor," said Michael P. DiMino, president and chief executive officer of LESCO. "We have been successfully supplying professional grade products to Home Depot's traditional

home improvement stores, and our product line will extend naturally into its pilot stores."

Home Depot intends to open three standalone pilot stores dedicated to the landscape business in its headquarters' city of Atlanta. The new stores will target the professional landscaper and the avid do-it-yourself enthusiast. LESCO will supply professional-grade fertilizer and combination products for the professional lawn care customer under its own brand. The company has been a supplier to Home Depot for the past 10 years and is supplying fertilizer, combination products and seed to more than 800 of their locations.

"It's important that we show our professional landscape customers that we're serious about serving their needs," said Todd Williams, director, Home Depot Landscape Supply. "LESCO is a name recognized by landscapers as a company with professional grade products. This is why we thought LESCO products would be a good fit for our pilot stores."

Correction

The contact information for Daniels Pull Plow was listed incorrectly in the September issue. For more information on the product, call 847/426-1150 or visit www.danielsplows.com.



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Circle 111

industry almanac

Minnesota landscape industry tops \$2.1 billion

New survey shows companies expect to grow another 30% to 50% by 2005

ST. PAUL, MN — The approximately 3,000 family-owned landscape and nursery companies in Minnesota topped \$2.1 billion in sales this past year, reported the Minnesota Nursery & Landscape Association (MNLA), citing the results of a recently completed industry survey.

Gross sales within four major industry segments were identified:

- ► Landscape services \$1.1 billion
- ► Retail sales \$453 million
- ► Agricultural/horticultural production
- \$347 million
- ► Wholesale hard goods \$207 million

The MNLA also reported that between 1995 and 2000, the survey indicated that average gross sales of the companies in the nursery and landscape industry increased 97%.

"The success of our industry is a testament to the fact that small family-owned and operated businesses can be created and can succeed," said Jim Wilson, president of the MNLA. "Most of our industry's companies have fewer than 10 full-time employees, yet collectively we pro-

vide 28,000 jobs." The breakdown is 10,000 full-time, 7,700 part-time and 16,500 seasonal employees.

Additionally, the survey revealed that the industry is a major employer within Minnesota with an annual payroll of \$697.9 million.

Companies responding to the survey said that they expect to grow another 30% to 50% in the years 2000-2005.

The economic impact study was the first comprehensive compilation of data on the state's professional green industry.

Companies were surveyed in the winter of 2001-2002 and asked for sales figures for the year 2000. Partners in the project with MNLA were the Agricultural Utilization Research Institute, the Minnesota Department of Agriculture, AgStar Financial Services and the University of Minnesota, Department of Horticulture.

People & companies



Encore Manufacturing selected Doug Tegtmeier, national sales manager for

the company, as secretary/ treasurer of the company's Board of Directors.



Shindaiwa named Tom Murphy product manager.

The Scotts

Company appointed Chris Nagel chief financial officer. LESCO added the following people to its executive management team: Bruce K.
Thorn, vice president, Logistics and Operations; Steven Cochran, sr. vice president, Marketing and Strategic Sourcing; and Maureen Thompson, vice president, Human Resources.

Hunter Industries named Charles Huston executive vice president of sales, Michael Cucchiara vice president of sales for the Americas, Brandon Meadows international vice president of sales for Europe, the



(L to R) Meadows, Huston, Cucchiara

Middle East, Africa, Australia and Asia, and **Dean Arm-strong** sales manager for eastern Canada.

HighGrove Partners, formerly Post Landscape Group, appointed Brad Jackson maintenance sales representative, Brett J. Wendel estimator and irrigation manager, and **Erik D. Jarkins** landscape designer.

The company also promoted **Pat Whalen** to maintenance sales representative.

Bozzuto Landscaping, Greenbelt, MD, promoted Dean Ratliff and Jeff Lilja to area manager.

Cebeco International
Seeds added Mike Billman
and Denise De Hart to its
turf and forage sales and
marketing program

New study: healthy lawns prevent runoff

Fertilizer necessary for healthy turfgrass

MADISON, WI — As water quality continues to be an issue in many parts of the country, a longtime lawn care operator and a University of Wisconsin professor agree that a healthy lawn reduces runoff, which consists of phosphorus-rich soil that causes plant growth in lakes and streams.

Thick, healthy lawns filter out pollutants that would otherwise run into area lakes and streams. "Microorganisms that live in the thatch actually break down some of the bad inorganic materials that are found in urban runoff," says Terry Kurth, co-owner of Weed Man Lawn Care of Madison.

Additionally, says Kurth, most professionally maintained lawns are treated only with the amount of slow-release product required, so there's little or no product runoff. Driveways and other non-grassy surfaces are blown off after treatment to ensure that fertilizers don't wash into city sewers.

Six-year study

Wayne Kussow, Ph.D., turf specialist at the University of Wisconsin, recently completed a six-year study of nutrient losses from urban Kentucky bluegrass lawns.

"When the lawn was not fertilized for two years, the grass thinned out so much that the amount of runoff water increased 176 percent," said Kussow of his findings. While a common assumption is that the phosphorus in water runoff water comes from fertilizer and soil, Kussow found that 72 percent of the phosphorus runoff water was collected from December through the period of snow melt, concluding that plant tissue is a significant source of phosphorus in runoff water from urban and agricultural landscapes.

"The end result was that the amount of phosphorus lost via runoff from the unfertilized lawn was more than double the loss from fertilized turf. Thus, lesson number two from this research is that fertilizing to maintain healthy, dense lawns is far more environmentally friendly than not applying fertilizer," he added.



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Champion Tree Project plants 9-11 memorial trees at Pentagon

Sen. Carl Levin, D-MI, Sen. Debbie Stabenow, D-MI, Rep. Bart Stupak, D-Menominee, and David Milarch, co-founder of the Champion Tree Project, are combining their efforts to ensure that a publicly-accessible memorial to the victims of the Sept. 11 terrorist attack is established at the Pentagon.

Stupak and Milarch met with Levin and Stabenow staff members at the Pentagon in July along with retired Marine Corps Gen. George Cates, former executive director of the National Tree Trust, to confirm sites for a Sept. 11th memorial planting of Champion red and green ash trees. Also attending the planning meeting were Darryl Kosisky, the Pentagon's chief landscape architect, and Terry Mock, executive director of the Champion Tree Project.

"Trees have long symbolized life and hope," said Levin. "These Champion trees will be a fitting tribute to those who lost their lives at the Pentagon, and will remind us of our hope for the future. As season after season passes, these Champion red and green ash trees will serve as a constant, living remembrance, accessible to all, of the lives lost on September 11."

The Champion Tree Project is dedicated to collecting the genetic material of the nation's biggest and oldest specimens of each variety of tree. Project officials were recently involved in other Washington DC area events, including planting at his Mount Vernon home the clones of trees originally planted by George Washington, and cloning Maryland's famed Wye Oak, a 460-year-old tree toppled in an early June storm.

Trees planted at the Pentagon as a memorial to 9/11 terrorist victims



Virginia suffers water ban

Severe drought prompts governor to halt lawn watering

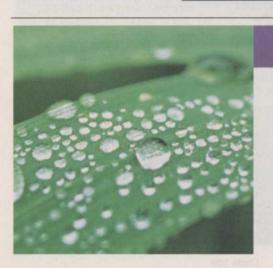
RICHMOND, VA — Virginia Governor Mark R. Warner issued an executive order Aug. 30 banning lawn watering and other water use in much of the state because of a severe drought.

In response to an outcry from business owners who warned of big economic losses, exemptions will come for some irrigation and swimming pool contrac-

tors and newly sodded golf courses, but not lawn care businesses, according to an article in the Richmond Times-Dispatch.

The only areas not included in the ban are the northern Virginia suburbs of Washington, DC, and the southwestern tip of Virginia.

Virginia has suffered through a drought since 1999, and it has only been more severe this year. Recent rains only offered temporary relief.



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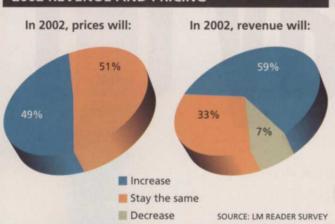


REGIONAL MULTIFAMILY	UNITS STARTED
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Region	1&2Q 2001	1&2Q 2002	
Northeast	18,000	16,000	
Midwest	28,000	28,000	
South	70,000	80,000	
West	38,000	38,000	

SOURCE: ROSE GUTIERREZ, RESEARCH ECONOMIST, NAHB'S ECONOMICS GROUP

2002 REVENUE AND PRICING



Survey says...

More than one-third of the U.S. is suffering under drought conditions. If you own a lawn care or landscaping company, we'd like to know if drought has made this summer any tougher than usual.

44% Things are about the same as last year.



43% Yes. Business is all dried up.



13% My business is really taking off this year.

Percentages based on 181 responses

Log onto www.landscapemanagement.net and answer our online survey. We publish the results here monthly.

LAWN & GARDEN CONSUMABLE SALES (MILLION DOLLARS)

				%Annual Growth	
Item	1996	2001	2006	01/96	06/01
Total lawn and garden sales	3570	4750	6220	5.9	5.5
Fertilizers	1380	1850	2450	6.0	5.8
Pesticides	950	1200	1525	4.8	4.9
Growing media	475	695	960	7.9	6.7
Seeds	405	510	640	4.7	4.6
Mulch	260	365	485	7.0	5.8
Other	100	130	160	5.4	4.2

SOURCE: THE FREEDONIA GROUP (WWW.FREEDONIAGROUP.COM)

Relationships that pay off

Count up the dollars-and-cents worth of your long-term clients. You'll be surprised at their value to your operation

BY RON HALL/ EDITOR-IN-CHIEF

hirteen years after founding his
landscape company, Bill Gordon sat
down and started tallying numbers.
However, the lean, friendly man
with thinning hair and
engaging smile wasn't
tracking the same score
that most landscape business

Gordon, CLP, owner of Signature Landscape, Inc., was wading through his company's history and re-examining how a handful of positive business relationships had expanded outward. He was

owners follow from month to

month or season to season.

counting up, in dollars and cents, how they had helped his company get to where it is today — one of the leading landscape service providers in the Kansas City market with an-

nual sales of almost \$5 million.

Seeing the light

As he went through the exercise, part of his research for a presentation that he eventually delivered to fellow landscapers at this past summer's ALCA Maintenance Symposium, he was struck by a couple of points.

The first was the amazing ability of business relationships to grow and financially benefit an operation. He



Bill Gordon knows the value of longterm customers.



realized, as never before, that on occasion — and given the right set of circumstances — a single positive encounter could spread out into a network of business opportunities, like ripples on a pond.

The other point that came into focus (it was right there on paper in front of him) was that most of his company's new revenues came from familiar sources — the customers it already served.

"I was really surprised to see the kind of impact that relationships have had in our organization," admits Gordon, a 1982
Kansas State University graduate. "I had almost forgotten how important they are. We tend to try to sell new work all the time, but that's not where most of our growth has come from. Seventy five percent of our new business is generated from our relationships with existing clients."

It's mutually beneficial

Signature Landscape, Inc., offers a variety of landscape services, but mowing and related horticultural services account for 56% of its annual revenues. Its primary customers are commercial properties, homeowners' associations and apartment communities. Because of this, the company has a lot of day-to-day interaction with on-site managers, property managers and homeowner boards. These boards are most typically represented by landscape committee chairpeople.

Several positive interactions with these people — and the realization that they network among themselves — awoke Gordon

Signature Landscape, Inc. at a glance

Mission Statement: Signature Landscape, Inc. is dedicated to fulfilling our customers' requirements and exceeding their expectations through a motivated team of professionals treated with honesty and respect.

Headquarters: Olathe, KS

Founded: 1989

2001 gross revenues: \$4.7 million

Staff: 98 peak, 40 off-peak

Services: Mowing, horticultural services, construction, applications, irrigation service, snow removal

to the absolute necessity of establishing mutually beneficial relationships.

For example, shortly after starting his company, Gordon got a call from a property manager who he had met and worked with during his employment as the director of landscape maintenance for another company. "I didn't call her, she called us," says Gordon. Late that season, she gave Gordon's company the snow removal contract, and by spring she had signed up his company for two landscape renovations.

"These were our first big design/build contracts," says Gordon, who rented equipment to complete the work. "We did a nice job on those properties."

Weeks later, a friend confided in him that word of his company's quality service came up at a monthly breakfast meeting of property managers.

"It stuck in my mind what a small community the property management commu-

RELATIONSHIPS' REWARDS IN DOLLARS AND CENTS

Relationship	Year Began	Initial Properties	2002 Properties	Total Gross Revenue
Property Manager A	1992	3	17	\$1.8 million
Property Manager B	1992	00 1 bo	12	\$2.55 million
Property Manager C	1999	12	29	\$1.925 million
Property Manager D	1989	5	28	\$1.96 million

nity is, but they control a large volume of business," says Gordon.

But property managers, particularly successful ones, don't stay put, which can be either good or bad for a land-scape company. In Signature's case, it's been more often good. For example, the work that he had done with his company's first property manager client expanded significantly when her portfolio of properties expanded in 1994. Not only that, but the company, gaining a reputation for quality work, began picking up adjacent properties.

And even when this manager eventually switched positions, Signature Landscape didn't suffer despite losing several of the properties because Gordon didn't give up on them. "The most effective time to build a customer relationship is after the account is gone," he says. "Your motives for friendship are more pure."

Adds Gordon, "Fortunately, we were able to hang on to a good portion of the work that we had built throughout our relationship with her. And she brought us on board for other work. Things continued to build based on that one relationship."

This isn't an isolated case, stresses
Gordon. He can point to other long-term
relationships with property managers or
owners that have resulted in long-term
benefits for them and for his company.
Gordon can conservatively count up almost \$10 million worth of revenues in
the past 13 years arising from these relationships. (See chart on page 23.)

As Signature Landscape has grown, Gordon has had to let others within his company build and maintain these relationships. He says he's lucky to have four excellent account managers — Eric Robinson, Chris Carter, Mark Nelson and Brian Cox.

"All of us in the company count on them to build good relationships with our customers. We worked hard to get these four guys in place," says Gordon. They, like he, subscribe to the same philosophy — "You reap what you sow in relationships. Always look out for the customers' best interests." LM

Business relationships must...

- ▶ Be mutually beneficial. While they don't have to be 50/50, they're not working relationships if one side always "takes" and the other side always "gives."
- ▶ Be built upon trust. Each party must fundamentally believe the other and act on "word" rather than written agreement.
- ▶ Withstand hard times.
 When one or both parties go through stressful times, the unaffected partner should stand by the stressed partner at least for a reasonable time.

- ➤ Be above board. Unethical or illegal activity by either party cannot be tolerated.
- ➤ Benefit everybody. That is, everybody affected by the relationship, including customers of the parties.
- ► Change over time. Personal relationships often last a lifetime, but, as business conditions change, so do business relationships.
- Bob Andrews, former president of PLCAA, is the owner of The Greenskeeper, Carmel, IN.

You can't win if you don't play

Get involved in organizations beyond your own company, but participate, too, insists Rick Doesburg, CCLP, owner of Thornton Land-



Rick Doesburg

scape, Maineville, OH. That's the fastest and most fun way to build long-lasting business relationships, he believes.

Doesburg practices what he preaches. In addition to serving as president of the Associated Landscape Contractors of America, a trade association

that he's passionate about, he and his company have been members of the Cincinnati Homebuilders Association since 1969.

"I know almost every developer in the Cincinnati market, and I know most all of the builders even though we don't work for them all," says Doesburg, adding that the benefits of belonging to that association have stretched way beyond strictly drumming up business from members.

Indeed, of the association's 1,800 members, almost 1,300 are associates. These include bankers, lawyers, a wide spectrum of building material suppliers and support services and too many related industry members to list here.

"Not only did I get to know a lot of these people, too, because of our involvement in the homebuilders association, but many of them have become friends that I've dealt with regularly," he says.

"A lot of our business over the years has not necessarily come from the builders and developers but from the many associates in that association. We've done a ton of work for these people, too."

But, if you merely join an organization and don't participate, you're missing the point, says Doesburg.

"Be active, get involved, build relationships, get to know people and have some fun," he stresses. "People like to deal with people they know and trust. Friends have friends and it just keeps mushrooming."

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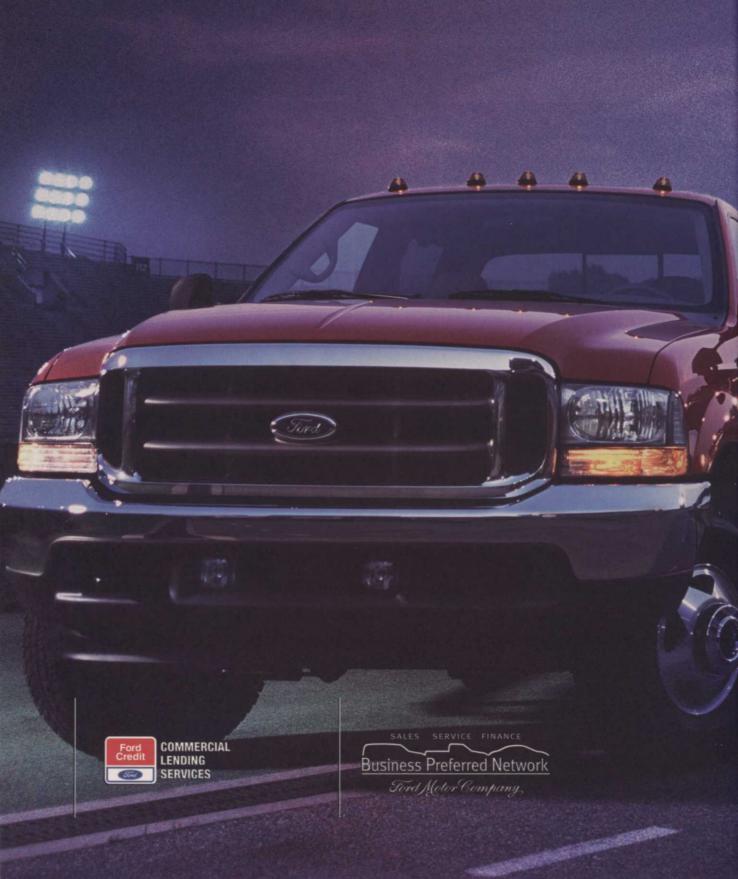




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the dolar



n November 26, 2002, Bill Holland woke up in Hell. But it was a lot colder than he expected it to be, and there was no horned devil with a pitchfork in sight.

His Hell was Salt Lake City, Utah, home of the 2002 Winter Olympics, which had just received eight inches of snow, the second largest snowfall in the state's history. His company, American

Landscape, Inc., had been awarded a \$3.35 million snow removal contract a few months before by the Olympic Committee. Expectations were high, and American Landscape had to deliver.

Fortunately, Holland, who oversaw the whole project with Snow Management Group's John Allin, was able to mobilize 150 employees and over 100 pieces of equipment to 13 different venues by December 1. When the snow from the record-breaking storm finally settled, all was good.

Vitals

Company: American Landscape, Inc.

Location: Canoga Park, CA

2001 gross revenues: \$34 million

Employees: 700

Services: Full landscape, plus snow

Customer mix: 100% commercial

"We were able to perform satisfactorily for the committee, and from that point on it was all downhill," Holland says.

Sealing the deal

When the project was nationally bid out last summer, American Landscape took an immediate interest in it. A \$4.5 million structural landscape project for The Church of Jesus Christ of Latter-day Saints had brought the company some local recognition in Salt Lake City. But the company had been founded in southern California, and the question from the Committee was, what do you know about snow removal?

"Our local workforce is just that — local. From Salt Lake City," Holland says. "So they understand snow removal. Four months out of the year here, they're pushing snow."

Daily events at the Medals Plaza meant daily snow removal chores for American Landscape.

Holland emphasized to the Committee that American Landscape had a local presence and the capacity, strength and resources to handle this massive project successfully.

Ultimately, it came down to American Landscape offering to do the project for a lump sum amount regardless of snowfall, something other interested companies, according to Holland, weren't willing to offer.

A logistical nightmare

The first thing Holland and his crew had to do was prepare more than 100 pieces of equipment — skid-steers, salt trucks, loaders, backhoes and tracked ASVs — for the 13 venues.

"We mobilized enough equipment on site to where if it was a 12- or 18-inch

snow storm, we could move that snow in a specific amount of time and accommodate all those people," Holland says.

Some of the equipment was owned by American Landscape; some was rented from Hertz. The company bought an additional \$250,000 worth to accommodate the project. Also, the equipment had to be all different sizes due to the design of the Olympic venues, what Holland termed a "very restrictive buildout." Security fencing, temporary trailers and other immovable objects made the layout tight.

"And it was constantly evolving," Holland says of the Olympics site. "What the venues looked like in October was in no way representative of what they looked like in December or for the Opening Ceremonies."



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By the numbers...

Operators went on "dry runs" on all 13 venues before the snow hit to make sure they were aware of the obstacles in place. Holland says the salt truck drivers had the most challenging job, as they had to familiarize themselves with multiple venues.

Not only was there a lack of space for



the snow removal equipment to operate, there was hardly anywhere to put the snow.

"There were some snow storage areas, but as the Games got closer, those areas became minimal because of security risks," Holland says. "We couldn't, for instance, mobilize a pile of snow against a fenceline because of line-of-sight issues."

American Landscape ended up hiring a large sand and gravel company to bring in 150 trucks at a time to carry the snow away.

Security matters

As if plowing and carting away hundreds of

thousands of tons of snow away wasn't hard enough, American Landscape had to deal with the constant scrutiny of the Secret Service. After all, employees had unlimited access to every venue.

"The security did impede our job, but it was okay," Holland says. "We knew it was coming, we provided for it, and the guys were good-natured about it."

All employees were screened by American Landscape prior to the Secret Service's screening process. About 98% of the employees American Landscape turned in were passed by the Secret Service.

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Snow Basin Resort kept American Landscape busy 24 hours a day.

"We did have a few rejections," Holland says. "The Committee couldn't tell us why, and we didn't ask."

The Secret Service also inspected all equipment, and salt loads too with a plastic probe.

Safety first

Despite the fact that 150 employees were working in cold, cramped, slippery conditions for six months, sometimes up to 30 hours straight, relatively few injuries were reported during the project. The elevation level, however, caused trouble for one employee.

"Salt Lake City is 4,500 ft. above sea level, and there's a 3,000-ft. difference between Salt Lake and Park City," Holland says. "One guy who was going back and forth had inner ear problems."

Equipment operators had to avoid portable propane and natural gas tanks and miles of television cables, but only a few machines slid into fences due to the ice.

Plans for expansion

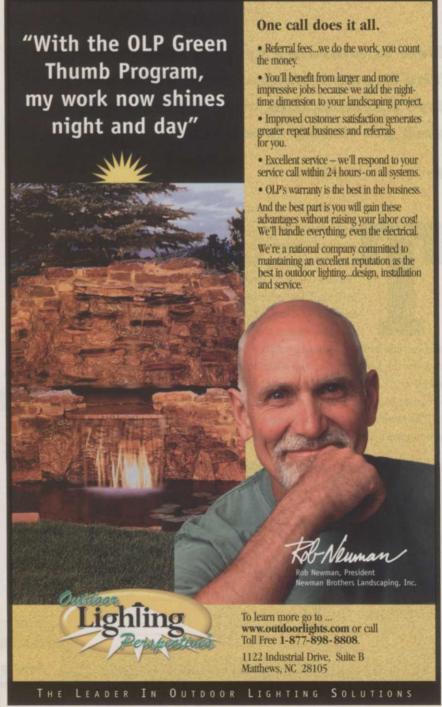
Looking back, Holland says the 2002 Winter Olympics snow removal project was the most complicated one he's ever been in charge of. He personally averaged four hours of sleep per night for six months. Still, it's as if he wished for a greater challenge.

"It was kind of an anticlimactic end because Salt Lake City didn't get any snow during the 17 days of the Olympics," he says.

Due to the success of the project, Holland says American Landscape wants to expand its snow removal operations by targeting high-profile, retail-oriented centers like hospitals. He anticipates a quadrupling of

One of hundreds of machines mobilized for the snow removal effort.

revenue in snow removal for the company in the winter of 2002-03. Perhaps memories of their Olympian effort will keep the crews warm on their ensuing projects. "Our guys went into it and came out of excited and pumped," Holland says. "The Olympic spirit was truly alive in Salt Lake City." LM



Software scene

New accounting system lets The Groundskeeper consolidate five payrolls into one, reduce staff and get timely feedback

BY JERRY FIREMAN

he Groundskeeper had a problem, but not in how business was going. The thriving company located in Tucson had been recognized by Arizona Business Magazine as the number one landscape company in the state for the last two years, and it had won kudos for its excellence in landscape construction, improvement and maintenance.

The problem was that the company was managing its records on a host-based accounting system designed for construction accounting. The lack of a multi-level reporting tree meant that the company, with six branches in two states and more than 500 employees, had to set up each of its five regions as separate companies.

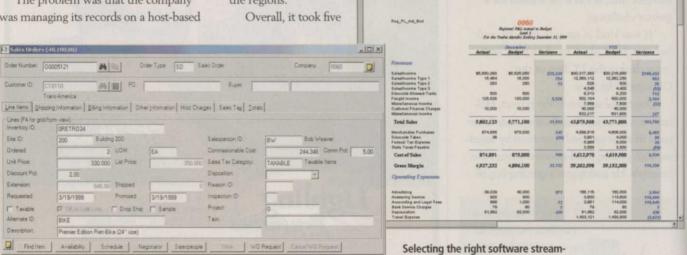
This caused serious inefficiencies. For example, one expense transaction that was distributed across the branches required separate jour-

nal entries in each of the regions.

accounting runs for all the regions to be consolidated into a single statement. It also meant the company records could only be consolidated at the end of each month, so management didn't have up-to-the-minute access to reports.

Consolidating payroll

The Groundskeeper's staff, headed by then-information systems manager Kim Schnell, decided on a system from the Solomon Financial Series, a product of Microsoft Great Plains Business Solutions. The attraction: its project management capabilities were the most powerful of all of those in the range of mid-market systems they viewed. Another plus was Solomon's report writer, which allowed accounting staff to create custom reports.



Today's systems software gives managers immediate information.

This system allowed the Groundskeeper to become one integrated company, while keeping each of its regions' payrolls separate. Three-digit sub-accounts allowed regional, branch and department information to be segregated without the need to treat them all as multiple companies.

"The use of balancing entries is no longer needed because all regions are now located within the same 'company,'" says Schnell. "Transactions that used to require many journal entries now require just one."

The Groundskeeper needs to do only one check run now, speeding the time to process timesheets. Plus, says Schnell, "bank reconciliation proceeds much more quickly." The new system also lets the company display available vacation time and make direct

deposits to employee bank accounts.

According to Tom Rex, Groundskeeper's

CFO, the company can now handle all its accounting operations with three people, representing a 40% reduction in accounting staff.

"We also benefited from improved reporting," says Schnell, now Groundskeeer's corporate administrator.

"After customized programming, our payroll edit report can be run for all employees or for any particular region, branch, or department," she explains, and current reports can be generated at any time, dramatically improving management's ability to track the business.

The Windows user interface is so easy

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> to use that managers in all branches now have user accounts that can be accessed over the company's wide area network, letting them generate weekly or even daily profit-and-loss statements and other reports. This lets them identify problems, and opportunities, on a timely basis.

> > The author lives in Birmingham, MI. He can be contacted at jerry fireman@ strucinfo.com. To learn more about The Solomon Financial Series, visit

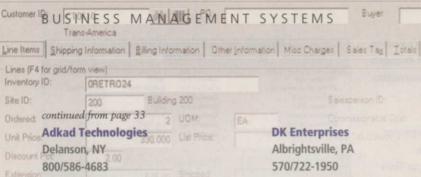
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continued on page 34



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www.davey.com/gis

▶ Using GIS technology, Asset Manager software can be used by municipalities, golf courses, developers, cemeteries and university grounds management to manage assets such as trees, flower beds, sprinklers and other no-address items. Track work history, inventories, add, delete or move features, and issue reports in tabular form.

www.dkenet.com/winlawn.html

► WinLawn Pro covers marketing, documenting, accounting reports and management reports of all kinds, in addition to customer records, prospect records, routing, inventory, lawn and grass information, etc.

FMC Corp.

Philadelphia, PA 215/299-6014

www.fmc-apgspec.com/smartrak2a.htm

► FMC's SmartBiz for the lawn care professional offers a total business solution that includes routing, scheduling and reporting along with financial management. It does general office management, too, including sales tracking, commissions, etc.

Include Software Corp.

Laurel, MD 800/475-0311

www.include.com

▶ Asset Integrated Business Management Software modules include call manager, proposal manager, job cost, general ledger, A/P, A/R, routing, scheduling, payroll, inventory and others. Also includes Minnow, a remote data collection adjunct.

Intac Int'l,

Burlington, MA 800/724-77899

www.wintac.net

➤ WintacGreen all-in-one streamlined business management software for the Green Industry.

Performance Software Technologies

800/624-8244

Agoura, CA

www.gopst.com

➤ Route Rite Legend, PenWriter desktop and handheld software for management of lawn and pest control services. Customizable features include scheduling, customer history, inventory, A/R, job costing, equipment maintenance, online branch linking.

Practical Solutions

Columbus, OH 614/436-9066

www.theservicesolution.com

➤ The Service Solution customer management software for the Green Industry, including estimating, routing, mapping, invoicing and tracking all relevant values of a property.

Rain Bird Corp.

Tucson, AZ 800/724-6247

➤ Maxicom2 Central Control irrigation software offers control from one spot that includes weather and soil intake monitoring and cyclic scheduling. Manual operation possible via several communications tools.

Rapp Industries Inc.

Glen Rock, NJ 800/999-1159

www.rappind.com

▶ Landscape Business Management System to automate process of generating proposals, maintaining chemical application records, scheduling, routing and sales analyzation.

Real Green Systems

Walled Lake, MI 800/422-7478

www.realgreen.com

▶ The Lawn Assistant II marketing and management software is an integrated marketing database, contact manager, and optional mapping assistant for automating routing. Also, it can integrate contact manager, account history, field notes, detailed client information, and a full property diagram. Schedules all services as well.

continued on page 36



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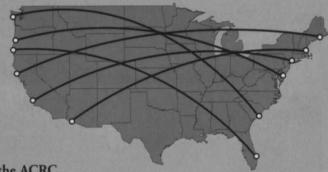


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Ag Container Recycling Council

Quick design Software produces colorful, hi-impact images Ouick design Software that sell the produces colorful, hi-impact images

BY GEORGE WITTERSCHEIN

potential clients

that appeal to many





ean D'Amico owns and operates
D & D Landscaping, a 14-year-old
design/build company focusing on
higher end residential customers
on Long Island, NY.

About five years ago, he purchased a copy of Design Imaging
Group's Designware program.

"I literally doubled my revenues and the size of my company," says D'Amico who expects revenues of about \$5 million this season. "Buying the software was one of the best moves I ever made. It helped my business because it's a great selling tool.

"You walk in with your laptop, turn it on and you say to the prospective customer, 'This is what your landscape looks like now' and then 'This is what it's going to look like when we're done,' and more often than not the customer says, 'Wow! Nobody ever did that for us before!.'

D'Amico says that he made about 120 sales out of the first 150 computer-generated renderings he showed to prospective clients. Perhaps not entirely in jest, he observes, "I don't want too many guys to get computer savvy, because it would make my job a lot harder!"

How taxing was it to learn to use the software? "For the first year I got assistance and instruction. Within a few months I had reached the point where I was doing everything on my own," he says.

Ron Faberman, owner/president of Southernscapes in Broward County, FL, offers both mainte-



nance and installation for high-end residential estate homes and apartment communities. Faberman uses Visual Impact Picture Publisher 10 program in his operation that records about \$1 million in annual sales.

"I wanted more efficiencies in running my company, so I looked into a number of design and presentation packages," says Faberman. "The software is so good that professional photographers can use it on their pictures. Plus, it contains a plant library that would take a long time to build up yourself."

Faberman describes his ability to demonstrate what projects look like before work starts as "a valuable shortcut" to go to a customer. "It's amazing how much time we

have cut out of what we used to spend creating presentations that look much better.

"We go out and interview the customer and get a feel for what they want and what their budget is. Then we come back to our office and do a before and after. Usually we e-mail out the result. Most of our customers have e-mail today and that makes it really easy."

Peter Hogenbirk, owner/operator of Birk's Landscape, an 11-year-old, nearly \$1 million firm in Durham, Ontario, Canada, began using Landscape Illustrator software in 1998.

At that point, Hogenbirk had already been using the high-powered generic design program AutoCAD for several years, and was a reasonably proficient self-taught computer user. He switched from AutoCAD to Landscape Illustrator because AutoCAD produces line-drawing plans as its output, and he was finding that some customers



could not adequately visualize his plans from the line drawing AutoCAD output.

"I would produce an entire plan, they would look it over extensively, and then they would ask me something like," Where is the lawn going to go?" the Ontario area landscaper recalls. "The beautiful full color output of Landscape Illustrator is much more effective. Customers tell me they find it easier and more memorable to look at," he adds.

Visual Impact Imaging

330/665-9080

Akron, OH

www.visualimpactimaging.com

➤ Earthscapes landscape design imaging software program. Excellent imaging quality, easy to use, interiorscape designing package available, also.

Design Imaging Group

Holtsville, NY 800-776-0103

www.designimaginggroup.com

▶ Designware landscape imaging program runs on any current version of Windows. "Screen cams" work right in program like instructional VCR tapes.

Eagle Point Software Inc.

Dubuque, IA 800-678-6565

www.eaglepoint.com/landscape

▶ Two programs at different sophistication levels and price points: Visual Imaging (entry level) and LANDCADD. Both products offer editable databases for doing quantity takeoffs, estimates.

LSI Software

Unionville, Ontario, Canada 905-947-0516

www.lsisoft.com

▶ Landscape Illustrator 2002 targeted at the typical small business landscaper who spends maybe two hours a day on designing and the rest on installations.

Drafix Software, Inc.

Kansas City MO 816/842-4955

www.drafix.com

▶ Pro Landscape program provides a professional 2-D site plan. Automatically generate accurate estimates from the photo image or CAD plan

The author is a frequent contributor to LM.

Reach him at GRBWitt@aol.com

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LM PRESENTS award-winning landscape management

Property at a glance

Location: Chicago, IL

Staff: Park District Grounds

Maintenance

Category: Parks, Recreation Area or

Athletic Fields

Total budget: \$58 million

Year site built: 1865

Acres of turf: 5,800

Acres of woody ornamentals: 90

Acres of display beds: 75

Total paved area: 220 acres

Total man-hours/week: N/A

Maintenance challenges

- ▶ 32 beaches along Lake Michigan
- ▶ 506 playgrounds maintained daily
- > 253 softball fields maintained two to five times per week

Project checklist

Completed in last two years:

- Lagoon rehabilitation: Douglas, Riis, and Gompers Parks
- ▶ 50 installed welcome gardens
- ► Douglas Park landscape renovation project

On the job

> 250 full-time staff, 600 seasonal employees, 35 licensed pesticide applicators

Chicago Park District

2001 PGMS Grand Award Winner for Parks, **Recreation Area or Athletic Fields**

The Chicago Park District owns, operates and maintains one of the most extensive municipal park systems in the world. It includes 24 miles of shoreline, 7,300 acres of park property, and 250 staffed facilities, including nine of Chicago's leading museums and cultural institutions.

All the more reason to have a topnotch grounds staff. The Department of Natural Resources and ServiceMaster, Grounds Management Services, team to keep things nice for the 900,000 Chicago residents who use the parks each week.

Every spring, staffers plant thousands of floral beds. For 2001, \$3.5 million was spent on the annual floral displays including plant purchase, installation, maintenance and removal at the end of the season.

The Park District Grounds Maintenance Operation is separated into five geographic-based regions. Each region contains a forestry and landscape group responsible for tree care, turf mainte-



Trimming never stops for the Chicago crews who maintain 90 acres of woody ornamentals.

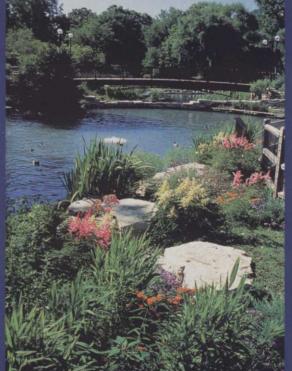
nance, trash/debris removal and snowclearing operations.

Every day, year-round, all 553 parks are cleaned and inspected by crews dispatched from the regional shops. The Lakefront Region provides garbage removal for parks and seasonal events such as Taste of Chicago and the Jazz Festival that draws millions of people to the parks.

Editors' note: Landscape Management is the exclusive sponsor of the Green Star Professional Grounds Management Awards

for outstanding management of residential, commercial and institutional landscapes. The 2002 winners will be named at the annual meeting of the Professional Grounds Management Society in November. For more information on the 2001 Awards, contact PGMS at:

720 Light St. • Baltimore, MD 21230 • Phone: 410/223-2861. Web site: www.pgms.org



The Chicago Park District offers plenty of scenic, manicured sites for visitor rest and relaxation.







Few park districts in the world can match the \$3.5 million that Chicago spends on its annual floral displays.

Items for BY JASON STAHL / MANAGING EDITOR

irrigation

oe Loyet's been around the block once or twice in the land-scaping business. As president of the \$6 million Loyet Land-scape Maintenance company in St. Louis, MO, he's had time to figure out what works for his company. In irrigation, he's decided that lots of service and just a little installation is the most profitable way to go.

"Installing irrigation is so competitive that they put these systems in for about nothing," Loyet says. "We don't want to be in that business."

That's not to say Loyet and his crew of four irrigation techs won't expand a zone of a customer's existing system. But, from his first foray into the irrigation business, Loyet has preferred being a master of service.

Fix it right now!

"When we had to sub it out, a system might be down for a week or two and there was nothing we could do about it," Loyet says. "I wanted service to be done quickly, and that's why we moved everything in-house."

Being able to service irrigation systems in-house hasn't only been a plus on the customer service side, it's been lucrative, Loyet says. "Give your customers prompt service, and there's no question about the dollars. They just want it done."

Loyet builds the irrigation servicing cost into his customers' maintenance contracts. "We build in the start-up and blowout of the system, plus an inspection every four weeks," he says. Anything beyond that merits a work order form. Sales reps are responsible for the controllers on the properties they manage, plus minor repairs such as a mowed head.

Today, irrigation comprises 20% of Loyet's business. "Irrigation has been a plus for us," Loyet says. "For installation, I recommend getting someone else to do it."

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Circle #267

Pump station buying tips

Poor irrigation, high electric bills or frequent maintenance all hint at the need for a pump startion upgrade or replacement. After you've decided on an upgrade or replacement, ask yourself these questions:

- ▶ What are the pressure and flow requirements?
- ▶ Is there an adequate power feed to the site?
- ► Horizontal or vertical turbine configuration? Fixed speed or variable controls?
- ► Have I accounted for future water needs?

WATERTRONICS 800/356-6686

HEARTLAND, WI

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- Pumping system units available in 1-, 2-, and 5-hp models
- Pumping capacities to 90 gpm, 100 psi
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- Voltages from 115 volt single phase to 460 volt three phase Circle #275

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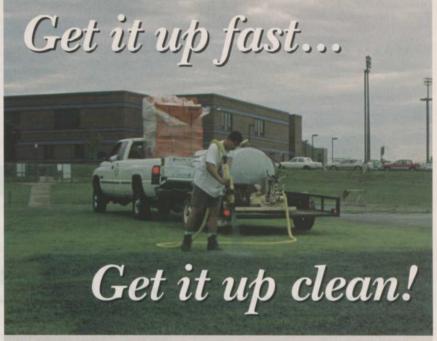
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Circle #284



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9-2002/10686

Control Applying herbicides Winter weeds now can ensure

vigorous, healthy turf next season

BY DONALD F. MYERS

▼ Chemical control of chickweed may be needed in thin or newly seeded turf.

vear-round climate that's favorable for weed development makes weed control a 12-month problem for turfgrass professionals throughout the southern U.S. In these areas, LCOs must deal with a range of cool-season weeds that many northern professionals only encounter on a limited basis.

Most cool-season weeds germinate and begin to flourish in late summer, continuing through fall and winter when warmseason turf goes dormant. Even in winter months, these weeds will survive due to the favorable conditions in warmer climates.

Winter weeds will delay the green-up of warm-season turf in the spring, while competing with desirable turf in thin or newly seeded areas. Weeds that establish themselves in turf during fall and winter will often die when hot weather hits, leaving bare spots in turf - allowing for the establishment of other undesirable weeds. What's worse, an LCO's overseeding efforts in the fall may promote the establishment of these weeds.

Cool-season weeds

The range of cool-season weeds offers unique problems to southern LCOs. Identifying and understanding these problems is the first step to providing effective winter weed control.

Henbit. Henbit is a member of the mint family, thriving in cool, moist weather. The weed has a square-shaped main stem, and can grow from four to 12 in. Leaves are rounded, coarsely toothed, hairy and deeply veined. Its purple, trumpet-shaped flowers bloom in the spring. Found

throughout the U.S., hen-

bit spreads by seed. It competes with desirable turf in newly seeded areas, and thrives in shaded areas. Postemergence herbicide applications made during active growth control the weed.

Common chickweed. The spreading, rooting branches of common chickweed cover desirable turf, impeding its growth. Chickweed leaves are bright, shiny green and taper to a point, attached on opposite sides of hairy stems. Highly adaptable to changes in mowing height, it will grow in moist,

◆ Postemergence herbicide applications during active growth control henbit.

shaded areas.
Chemical control of common
chickweed may be
needed in thin or newly

seeded turf. Postemergence applications will achieve optimum control during active growth and in the seedling to flower stage.

Wild garlic/wild onion. Wild garlic and wild onion are grass-like weeds with dark, smooth, slender green leaves growing eight to 12 in. long. Each has bulbs that give off a strong odor. Wild garlic flowers are white to light green, appearing on short stems. Wild onion flowers are white to pink. Both weeds flower from April through June.

Wild garlic spreads by seeds, bulblets at the stem tips, underground bulblets and bulbs. Optimum control of wild garlic and wild onion is achieved via postemergence herbicide applications made during active growth.

White clover. White clover, with its three leaflets, is similar in appearance to black medic and oxalis. However, its white blossoms, from May through September, differentiate it from the other two. This shallow rooted winter perennial was once widely used in turf as a nitrogen source. Even today it appears in some less expensive seed mixtures. However, it can suffocatesdesirable turfgrasses and fades in hot weather, leaving large patches of unsightly



WARM-SEASON TURF MANAGEMENT

White clover suffocates desirable turfgrasses.

turf. Postemergence herbicide applications in fall, when white clover is actively growing, are ideal for control.

Annual bluegrass. Annual bluegrass (Poa annua) is identified by its light green leaves with pale, thin tips. Like crabgrass, its stems often lie near the ground, forming dense

Annual bluegras

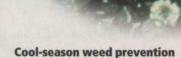
seedheads at any

mowing height.

low mowing heights. Annual bluegrass produces hundreds of whitish-green seedheads at any mowing

patches that can withstand height. It's a produces whitish-green short-lived plant, beginning growth in late summer or early fall from seed produced by mature plants earlier in the same year. Annual bluegrass has a shallow root system. In unwatered lawns, it will die during the hottest part of summer, leaving conspicuous bare spots. Preemergence herbicide applications in fall and spring should prevent germination.

Lawn burweed (spurweed). Lawn burweed (spurweed) is a low-growing winter annual, with branches spreading along the ground in a mat-like fashion. The leaves are divided into narrow segments. Lawn burweed reproduces by seed; sharply pointed spines on the seed can pierce skin easily. Make postemergence herbicide applications during active growth to control lawn burweed.



Cool-season weeds all have one thing in common: their ability to flourish in weakened warm-season turf. That's why adopting cultural practices that encourage a healthy turf is an important step in the prevention of winter weeds. These practices include proper fertilization, watering and mowing.

Wild garlic and wild onion become problematic when allowed to grow in thin or dormant turf. Maintaining healthy, dense turf is an ideal way to avoid their appearance. White clover grows best in soils that are moist and low in nitrogen, so proper practices that encourage dense turf growth will hinder its establishment. Annual bluegrass excels with high fertility and irrigation, while cultural prevention of lawn burweed is based on good turf management measures that encourage dense turf growth.

Chemical control of winter weeds

Preemergence herbicides — effective tools for winter weed control - will have little or no effect on cool-season weeds that have germinated and begun growth. That's why preemergence applications need to be made in the late summer to early fall prior to germination to achieve maximum weed control through the fall and winter. Preemergence applications should be watered, ensuring herbicide makes contact with the top soil layer where most seed germination takes place.

In contrast, nonselective postemergence herbicides will provide control of actively



▼ Wild garlic can be controlled with a postemergence herbicide.

growing were cat

growing winter weeds - ideal for LCOs who were unable to make preemergence applications earlier. However, in order to limit damage to desirable turf, postemergence herbicides shouldn't be used until warm-season turf has gone completely dormant. In areas where warm-season turf doesn't go completely dormant, postemergent applications may temporarily damage desirable turf. The application of these products must be made carefully. Preemergence herbicide applications may be more appropriate in situations where complete dormancy doesn't occur.

Several postemergence herbicides will provide varying levels of control of cool-season weeds: Roundup Pro® (glyphosate), Reward® (diquat), Finale® (glufosinate) and Scythe® (pelargonic acid). Absorbed rapidly through green tissue, Finale has worked effectively in cooler temperatures.

Make these applications in fall and early winter when weeds are small. By the spring, cool-season weeds become mature and more difficult to control postemergence.

— The author is Technical Development Manager – Herbicides for Bayer Environmental Science / Chipco Professional Products. For more info on Chipco products, call 800/438-5837 or visit www.aventischipco.com.



solutions center

DESIGN/BUILD

Hitting the wall

This contractor faced a complex project, but the right retaining wall system made it easy

BY ARIK C. HANSON

he 35-year-old Skyline
Medical Center in
Nashville, TN, was long
overdue for a facelift. Like
many other buildings
constructed in the '60s
and '70s, it needed some
remodeling, a few upgrades and a variety of
improvements. So owner-operator TriStar
Health System initiated a plan to renovate
the hospital and its surrounding grounds.

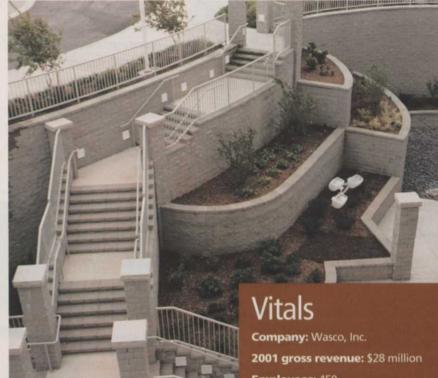
Part of the massive overhaul included adding a sunken, open-air courtyard that would act as a combination dining-waiting area for visitors and patients.

Local landscape architect Gresham Smith and Partners designed an area full of plantings, trees, fountains and plenty of segmental retaining walls (SRWs), including steps and vertical columns. Soon after, regional masonry contractor Wasco, Inc. won the bid to install the SRWs.

The problem:

size and complexity of project

Joe Marsh, field superintendent/estimator at Wasco, had been a bricklayer and stonemason by trade for 34 years. However, most of his time had been spent building



brick- and mortar-type walls, not segmental retaining walls. With 34 years of experience under his belt, Marsh figured it would be no problem handling the project.

"It was such a big project, and I think they (Gresham Smith and Partners) felt like my crew couldn't pull it off," Marsh says.

But Marsh's brimming confidence and extensive experience won over the architects, and he and his crew were awarded the job.

The solution: use simple retaining wall system

Before construction began, Marsh had to select a retaining wall system for the pro-

Employees: 450

Services: Masonry contractor services including installation of brick, block, precast concrete pavers, and segmental retaining walls.

Customer mix: 40% government/ institutional; 40% commercial/industrial; 20% residential, renovation, miscellaneous.

ject. After researching his options, he chose VERSA-LOK Retaining Wall Systems because its solid units would enable him to build walls, steps and columns with just one single unit. Using this system, Marsh wouldn't have to spend valuable time ordering custom or special-sized units, but

instead could quickly split or saw-cut the solid units right on the job site.

Once the paperwork and estimating were done, Marsh and his crew visited the job site, surveyed the area and mapped a course of action.

"The walls were not a big deal for us because we've built (masonry) walls before," Marsh says. "The columns and steps were more challenging."

So Marsh put his 34 years of bricklaying experience to good use and devised a plan to build the columns. Using four half-units and concrete adhesive, Marsh stacked the columns while pouring a concrete center with rebar for additional reinforcement.

"It just came natural for me," Marsh

says. "Of course, I'm used to laying walls with brick and mortar. The only difference was these walls didn't have any mortar."

Marsh and his crew quickly learned the in-

stallation techniques. But Marsh credits the segmental retaining wall system with the fast, easy installation the crew was enjoying.

"We would rather use solid, pinned systems than any other," Marsh says. "You can use other products (hollowed-out or 'cored' retaining wall systems) to build walls, but they can't incorporate steps or columns as easily."



Skyline Medical Center, Nashville, TN, celebrated its 35th birthday with a new landscape.

When the smoke cleared, the Skyline Medical Center had an updated facility and a brand-new courtyard, and Marsh and his crew had completed a project they could be proud of for years to come. **LM**



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Parksite Earth Fabrics' Turf Defender turf blankets feature UV stabilizers for sunlight resistance, a two-in. hem for extra strength, and an eight-year warranty. Made of woven polypropylene fibers, the blankets help turfgrass by retaining warmth and moisture.

For more information contact Parksite Earth Fabrics at 800/455-3392 or

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The daily grind

Vermeer's SC90 (9 hp) and SC130 (13 hp) stump cutters remove stumps up to 3 ft. in diameter in confined locations. The cutter wheel takes two 9/16-in. wrenches to change within minutes. Rubber-mounted handlebar minimizes vibration.

For more information contact Vermeer at 641/628-3141 or www.vermeermfg.com/ / circle no. 252

Bug off

PBI/Gordon's new Atrazol EC insecticide, a new broad spectrum product for the control of insects on shrubs and trees, has an active ingredient called azadirachtin that has anti-feedant,



Blow-by-blow

Shindaiwa's new and improved EB240S handheld blower features a nylon impeller which is lighter in weight compared to the earlier die cast impeller. Overall weight is now 9.2 lbs. There's also a quicker throttle response and faster acceleration (7,900 maximum rpm). Airflow is 166 mph, with air volume of 307 cfm. For more information contact Shindaiwa

at 800/521-7733 or

www.shindaiwa.com / circle no. 259

growth regulation, anti-overpositioning and repellent action. It also works to prevent further infestation of many insects. PBI/Gordon claims Atrazol stops damage from over 140 different chewing and sucking pests yet doesn't harm beneficial insect populations.

For more information contact PBI/Gordon at 800/821-7925 or www.pbigordon.com/ / circle no. 253

Adios, leaves

Jrco Inc.'s leaf blade plow attachment for commercial mowers features a 55-in. galvanized steel blade that moves piles of leaves quickly. The blade has flat, stainless steel spring tines and castering guide wheels for more effectiveness.

For more information contact JRCO at 800/966-8442 or www.ircoinc.com / circle no. 254

Go the distance

Hunter Industries' new I-90 long distance rotor offers up to 96 ft. of coverage. At just 3 1/2 in. in diameter, it delivers 29.8 to 69.4 ggpm be-

tween 71 and 96 ft. It also features a new "jar top" body cap that allows easy access to the filter screen, check valve and gear drive assemblies during routine maintenance.

> For more information contact Hunter Industries at 800/733-2823 or www.hunterindus-

tries.com / circle no. 255

Snow job

Erskine Attachments offers seven models of front-mount, PTO-driven snow blowers from 54 to 108 in. wide to match tractors from 18 to 150-plus hp. A universal frame mount adjusts to fit most tractors. These frames all share as standard equipment a "Qwik-A-Tach" system for attaching and removing the blowers. For more information contact Erskine Attachments at / circle no. 256

Cat-like tread

Antonio Carraro's TRX 8400 tractor is a 4,200 lb. unit with 74 hp that travels over turf with a "cat-like" tread when equipped with Nokia high-flotation tires, reducing ground pressure to 6 psi. The TRX also features full reversibility and be fitted with the Trimax mower deck., Actio technology permits the chassis to oscillate or articulate for grip on all terrain types.

For more information contact Carraro at 800/597-5664 / circle no. 257

Throw snow

Loegering's five snow blower models have intake widths from 48 in. to 85 in. The newest model, the LSB48, has a throwing distance of up to 30 ft., a 14-in. auger diameter, 24-in.





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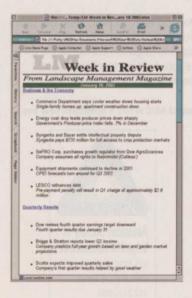
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products

continued from page 54

Double sharp

Little Wonder's double edge gas trimmer is now 20% faster and 10% lighter, with a one in. lower profile for reduced weight and easier handling. Available blade lengths are 24 and 30 in. Machine produces 4,100 cuts per minute.

For more information contact Little Wonder at 877/596-6337 or www.littlewonder.com / circle no. 260

Tag team stimulants

Becker Underwood's BioGain and Canteen work in tandem to treat newly seeded or established turf, sod and landscaping plants. BioGain reduces stress and stimulates root growth through enhanced water and nutrient uptake, and corrects iron deficiencies in grasses and land-scaping plants. Canteen, a spreader and soil penetrant, loosens compacted soils, improves seed germination, delivers pesticides and fertilizers to the root zone and assists wetting of spray tank mixes.

For more information contact Becker Underwood at 800/232-5907 / circle no. 261

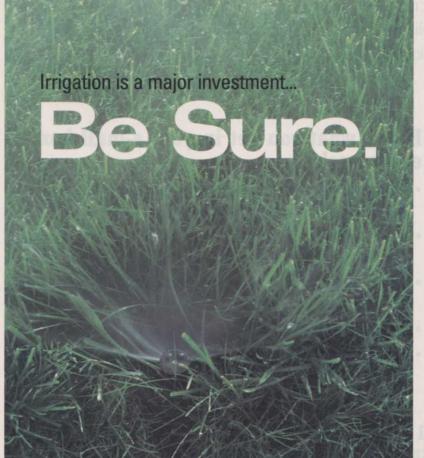
Grip it good

Caterpillar utility grapple buckets and forks for skid-steers come in three widths — 60, 66 and 72 in., with a maximum jaw opening on the grapple of 40 in. Grapple forks have jaw opening of 38 in. The nine-tine grapple fork measures 66-in. wide, while the eleven tine design



is 72 in. wide. Both feature a coupler interface intended to match most skid-steers' mechanical quick coupler systems.

For more information contact Caterpillar at www.cat.com / circle no. 262



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Gobble that grass

Wright Mfg. introduces the Turbo 10 Grass Gobbler, a high capacity grass catching system designed to fit all Wright Stander and Sentar models. The Turbo 10's three intake venturis and perforated steel panels function as a simple venturi system, lifting the grass away from the walls. It has a capacity of 4.8 cu. ft.

For more information contact Wright Mfg. at 301/360-9810 or www.wrightmfg.com/ circle no. 263

Get in shape

Pro Industries' new Shape-Trak feature for the BedShaper commercial landscape edgers is engineered so the cutting blade and the machine's drive wheels are in line with each other, allowing the drive wheels and cutting blade to follow the same radius for more control.

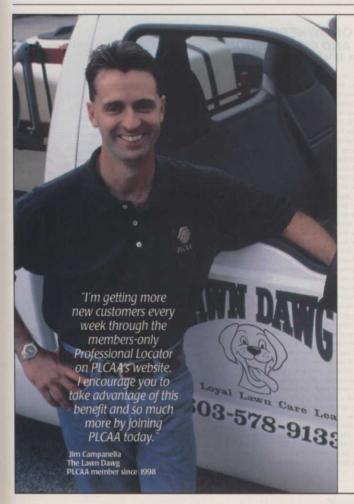


For more information contact Pro Industries at 717/738-9990 or www.bedshaper.com/ circle no. 264

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Landscape Management Sales Staff

John Payne

Group Publisher 7500 Old Oak Blvd. Cleveland, OH 44130

P: 440/891-2786 F: 440/891-2675 jpayne@advanstar.com

Kevin Stoltman

Midwest Manager 7500 Old Oak Blvd. Cleveland, OH 44130

P: 440/891-2772 F: 440/891-2675 kstoltman@advanstar.com

Pat Roberts

Western Manager 7500 Old Oak Blvd. Cleveland, OH 44130

P: 440/891-2609 F: 440/891-2675 proberts@advanstar.com

Michael Harris

Account Executive 7500 Old Oak Blvd. Cleveland, OH 44130

P: 440/891-3118 F: 440/826-2865 mharris@advanstar.com

Joe Sosnowski

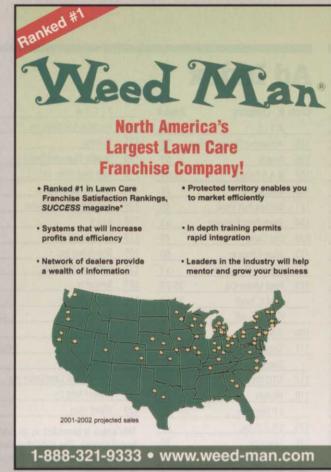
Eastern Manager 150 Stratford Avenue Wayne, PA 19087

P: 610/687-2356 F: 610/687-1419 jsosnowski@advanstar.com

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Receive FREE information on products and services advertised in this issue.

NAME (please print) _ TITLE FIRM ADDRESS* October 2002 CITY STATE *Is this your home address? O Yes O No This card is void after December 15, 2002 FAX (E-MAIL ADDRESS_ I would like to receive (continue receiving) LANDSCAPE MANAGEMENT free each month: Date: Signature: O Yes O no 3. SERVICES PERFORMED (fill in ALL that apply) 1. My primary business at this location is: (fill in ONE only) 17 A Mowing 18 B Turf Insect Control 19 C Tree Care 20 D Turf Aeration 21 E Irrigation Services 22 F Turf Fertilization CONTRACTORS/SERVICE COMPANIES 02 O 255 Landscape Contractors (Installation & Maintenance) 03 O 260 Lawn Care Service Companies & Custom Chemical Applicators (ground & air) 04 O 285 Irrigation Contractors & Consultants Other Contractors/Service Companies (please specify) 4a. Do you specify, purchase or influence the selection of landscape products? $58 \bigcirc \text{Yes}$ $59 \bigcirc \text{No}$ LANDSCAPING/GROUNDS CARE FACILITIES 05 O 290 Sports Complexes 4b. If yes, indicate which products you buy or specify: (fill in ALL that apply) 32 A Aerators 33 B Blowers 39 O H Herbicides 40 O I Insecticides 07 O 305 Schools, Colleges & Universities 48 O Truck Trailers/Attachments Other Grounds Care Facilities (specify)_ 34 OC Chain Saws 41 O J Line Trimmers 35 OD Chipper-Shredders 49 OR Trucks SUPPLIERS AND CONSULTANTS 42 O K Mowers 43 O L Snow Removal Equipment 44 M Sprayers 08 355 Extension Agents/Consultants for Horticulture 09 360 Sod Growers, Turf Seed Growers & Nurseries 51 OT Utility Vehicles 45 O N Spreaders 10 365 Dealers, Distributors, Formulators & Brokers 5. Do you have Internet access? 52 O A Yes Other (please specify)_ 5a. If so, how often do you use it? 54 A Daily 55 B Weekly 56 C Monthly 2. Which of the following best describes your title? (fill in ONE only) 12 O 10 Executive/Administrator - President, Owner, Partner, Director, General Manager, Chairman of the 173 185 197 209 221 233 245 257 Board, Purchasing Agent, Director of Physical Plant 102 114 126 138 150 162 174 186 198 210 222 234 246 258 270 282 294 306 13 O 20 Manager/Superintendent - Arborist, Architect, Landscape/Grounds Manager, Superintendent, 103 115 127 139 151 163 175 187 199 211 223 235 247 259 271 283 295 307 Foreman, Supervisor 14 O 30 Government Official - Government Commissioner, Agent, Other Government Official 104 116 128 140 152 164 176 188 200 212 224 236 248 260 272 284 296 308 15 0 40 Specialist - Forester, Consultant, Agronomist, Pilot, Instructor, Researcher, Horticulturist 105 117 129 141 153 165 177 189 201 213 225 237 249 261 273 285 297 309

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16 0 50 Other Titled and Non-Titled Personnel (please specify)_





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109 121 133 145 157 169 181 193 205 217 229 241 253 265 277 289 301 313

111 123 135 147 159 171 183 195 207 219 231 243 255 267 279 291 303 315 112 124 136 148 160 172 184 196 208 220 232 244 256 268 280 292 304 316

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October 2002

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FIRM

ADDRESS*

CITY

*Is this your home address? Yes No

PHONE (____)_

Signature:

E-MAIL ADDRESS

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Date:

STATE

28 L Pond/Lake Care
29 M Landscape Installation
30 N Snow Removal
31 0 Other (please specify)

46 O Sweepers
47 P Tractors
48 O Truck Trailers/Attachments

1. My primary business at this location is: (fill in ONE only) CONTRACTORS/SERVICE COMPANIES

02 O 255 Landscape Contractors (Installation & Maintenance)

03 O 260 Lawn Care Service Companies & Custom Chemical Applicators (ground & air) 04 O 285 Irrigation Contractors & Consultants

Other Contractors/Service Companies (please specify)

LANDSCAPING/GROUNDS CARE FACILITIES

05 O 290 Sports Complexes 06 0 295 Parks

07 305 Schools, Colleges & Universities

Other Grounds Care Facilities (specify)_

SUPPLIERS AND CONSULTANTS

08 355 Extension Agents/Consultants for Horticulture 09 360 Sod Growers, Turf Seed Growers & Nurseries

10 O 365 Dealers, Distributors, Formulators & Brokers

11 370 Manufacturers

Other (please specify)

2. Which of the following best describes your title? (fill in ONE only)

12 O 10 Executive/Administrator - President, Owner, Partner, Director, General Manager, Chairman of the Board, Purchasing Agent, Director of Physical Plant
13

20 Manager/Superintendent - Arborist, Architect, Landscape/Grounds Manager, Superintendent,

14 30 Government Official - Government Commissioner, Agent, Other Government Official

15 40 Specialist - Forester, Consultant, Agronomist, Pilot, Instructor, Researcher, Horticulturist.

16 50 Other Titled and Non-Titled Personnel (please specify)_

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3. SERVICES PERFORMED (fill in ALL that apply)

32 A Aerators

33 OB Blowers

36 C E De-icers

38 O G Fungicides

34 OC Chain Saws

17 A Mowing
18 B Turf Insect Control
19 C Tree Care
20 D Turf Aeration
21 E Irrigation Services
22 F Turf Pertilization

4a. Do you specify, purchase or influence the selection of landscape products? 55 \(\text{Yes} \) \(\text{S9} \) \(\text{No} \)

23 G Turf Disease Control
24 H Ornamental Care
25 I Landscape Design
26 J Turf Weed Control
27 K Paving, Deck & Patio
Installation

4b. If yes, indicate which products you buy or specify: (fill in ALL that apply)

39 O H Herbicides 40 O I Insecticides 41 O J Line Trimmers 42 O K Mowers 43 O L Snow Removal Equipment

35 OD Chipper-Shredders

45 ON Spreaders

5. Do you have Internet access? 52 O A Yes

5a. If so, how often do you use it? 54 A Daily 55 B Weekly 56 C Monthly 57 O D Occasionally

101 113 125 137 149 161 173 185 197 209 221 233 245 102 114 126 138 150 162 174 186 198 210 222 234 246 258 270 282 294 306 115 127 139 163 175 187 199 235 259 164

104 116 128 140 152 176 188 200 212 224 236 248 105 117 129 141 153 165 177 189 201 213 225 237 249 261 273 285 309

106 118 130 142 154 166 178 190 202 214 226 238 250 262 274 286 107 119 131 143 155 167 179 191 203 215 227 239 251 263 275 287 299 311 216 228 240 252 108 120 132 144 156 168 180 192 204 264 276 288

109 121 133 145 157 169 181 193 205 217 229 241 253 265 277 289 301 313 110 122 134 146 158 170 182 194 206 218 230 242 254 266 290

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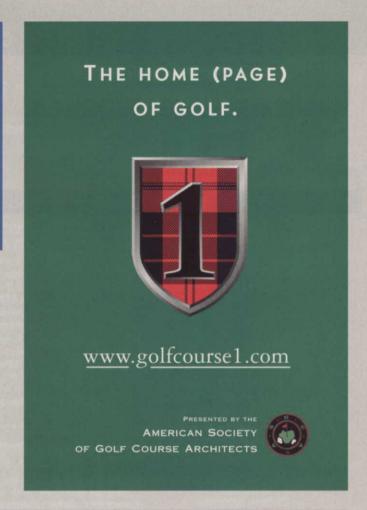
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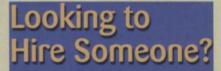
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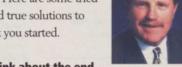
Commit to it, keep it simple, don't stop

BY BRUCE WILSON

raining is one of the biggest challenges in our industry. Companies face many hurdles in trying to implement even the most basic training platforms.

Perhaps one of the biggest challenges is overcoming the language barrier. Another big challenge is consistently making time to do training. Most companies start training programs, but they end up falling by the wayside when the busy season hits.

Here are some tried and true solutions to get you started.



Bruce Wilson

ceiving training. Make it available, and make them take action on getting trained.

Take advantage of the many industry resources for training tapes, including the

equipment manufacturers, fertilizer and chemical suppliers, and trade associations.

Think about the end

Begin with the end in mind. Don't start something without being totally committed to it. Also, be sure you can keep it going, and don't make it complex. Train on things that get results. Training should do one of three things:

- Improve efficiency
- Improve quality
- Prepare a person for promotion

Begin to establish a training culture in your company. A training culture requires a commitment by ownership to support and encourage ongoing training of all employees at all levels.

Place the responsibility of getting training on the employee by tying pay increases to the learning of new skills and/or attaining certifications.

Don't allow yourself to be put in the position of employees saying they're not re-

Find natural trainers

Every company has one or two crew leaders that are good at what they do and also are natural trainers. Put all of your new employees on the crew with the best trainers.

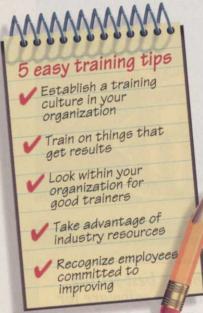
Pictures help overcome the language problem, so take some of how you want the finished product to look, whether it be good mowing patterns, weed-free beds or sharp edges. Also, take pictures of the same work done poorly and use these to show the right way in contrast to the wrong way.

The final piece is recognition. Make sure you call attention in a positive way to employees who take advantage of training opportunities.

Sound off

Bruce Wilson spent 30 years building Environmental Care, Inc., into one of the largest and most respected Green Industry companies in the U.S. He and partner Thomas L. Oyler of Wilson-Oyler Group now offer consulting services to landscape and grounds care providers. (Visit www.wilson-oyler.com or contact Wilson at bwilson@wilson-oyler.com.)

Do you have any training tips you can add to Wilson's list? Let managing editor Jason Stahl know at jstahl@advanstar.com. If we publish your e-mail in a future issue, we'll mail you a copy of the book, "Spanish Phrases for Landscaping Professionals," by Jason Halben and Dominic Arbini. For information about the book, call 303/863-1685.



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