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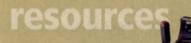
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	Associate Publisher / Executive Editor	SUSAN PORTER / 440/891-2729 / sporter@advanstar.com
	Managing Editor	JASON STAHL / 440/891-2623 / jstahl@advanstar.com
	On-Line Content Editor	LYNNE BRAKEMAN / 440/826-2869 / Ibrakeman@advanstar.com
	Senior Science Editor	KARL DANNEBERGER, PH.D. / danneberger1@osu.edu
	Group Editor	VERNON HENRY / 440/826-2829 / vhenry@advanstar.com
	Art Director	LISA LEHMAN / 440/891-2785 / liehman@advanstar.com
	Sr. Graphic Designer	CARRIE PARKHILL / 440/891-3101 / cparkhill@advanstar.com
2.	eader advisory	panel
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	BRIAN VINCHESI	Irrigation Consulting / Pepperell, MA
	and the second	

Business staff

Group Publisher	TONY D'AVINO / 440/891-2640 / tdavino@advanstar.com
Admin. Coordinator	MINDY MOCZULSKI / 440/891-2734 / mmoczulski@advanstar.com
Production Manager	JILL HOOD / 218/723-9129 / jhood@advanstar.com
Production Director	ROSY BRADLEY / 218/723-9720 / rbradley@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

Cleveland Headquarters	7500 Old Oak Blvd., Cleveland, OH 44130-3369
Western Manager	PATRICK ROBERTS / 440/891-2609 Fax: 440/891-2675 proberts@advanstar.com
Midwest Manager	KEVIN STOLTMAN / 440/891-2772 Fax: 440/891-2675 kstoltman@advanstar.com
Account Manager	MICHAEL HARRIS / 440/891-3118 Fax: 440/891-2675 mharris@advanstar.com
Account Manager Display / Directory	TOM CERMAK / 440/891-3170 Fax: 440/891-2675
Classified Showcase / Account Executive	NICOLE HIMSEL / 440/891-2670; 800/225-4569 x2670 nhimsel@advanstar.com

Marketing/magazine services

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on the record

BY RON HALL / EDITOR-IN-CHIEF

No whining from this corner

hings could be better, you say?

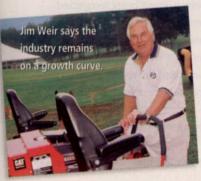
They could be a whole lot worse. Just look around. Compared to many other businesses in the United States, I'd say the professional landscape/turf care industry is weathering these uncertain economic times pretty well.

You think I'm just a woofin'?

When 376 of you, our readers, responded to our latest "State of the Industry" survey this summer, many of you told us you feel pretty much the same way.

That goes for industry suppliers, too.

That's the new wrinkle on our annual late-summer



report. We've included observations from some of these key decision makers. We wanted to contact more of them but we finally had to cut and run. Sometimes *we* had to catch these people on the run.

Commercial biz growing

For example, in a recent interview in an open field near Atlanta, GA, Jim Wier, president and CEO of Sim-

plicity Manufacturing, Inc., and I spent a few minutes together. The opportunity arose during an equipment dealers event hosted by Simplicity, and all of us got a chance to demo all the shiny new mowers and tractors. (More on that later.)

"I continue to see the commercial side of the landscape business growing," Wier tells me, a statement consistent with his company's recent activity.

In 1999, Simplicity purchased mower manufacturer Ferris Industries, and this past November acquired Snapper. That acquisition gave Simplicity, already well established in the Midwest and Northeast, access to an established network of about 3,900 lawn and garden dealers throughout the South and Southeast.

Wier sees several factors combining to keep the professional landscape and turf markets growing, including: 1. the aging of the Baby Boom generation, 2. the growing number of families with bigger properties and/or families owning two homes, and 3. municipal or HOA mandates for landscapes and green areas, which he refers to as the "regreening of America."

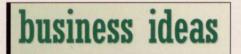
As Wier and I talked, several dealers interrupted with this question or that, and all professed to being pleased with the direction that Simplicity is pointing the Snapper brand. And with the sales season, too.

In fact, about the only critical comments that I heard (actually overheard) that morning seemed to be directed at my mowing skills as I put a new joystick-operated 52-in. cutter through its paces, promptly flattening a row of orange traffic cones and, finally, draping the front of the unit over the lip of an old tire.

Did I whine? Heck no. Like I always say — unless you're living on the edge, you're taking up too much space.

Contact Ron at 440/891-2636 or e-mail at rhall@advanstar.com

Hey, as I always say — if you're not living on the edge, you're taking up too much space.



BY ED LAFLAMME / GUEST COLUMNIST

Meetings are a time to resolve problems and make decisions. The actions decided on from these meetings move the company forward.



GE taught us how to meet

eetings cost money. A lot of money. When you calculate the cost of the people in the meeting and time away from the work at hand, meetings are expensive. So why do companies have so many meetings?

Have you ever heard any of these comments?

- "They're nothing but gripe sessions."
- "They're just a waste of time."
- "The owner dominates the meeting."

"No one listens. Everyone has their own agenda."

"They're just talk-talk-talk and no decisions."

Why does this go on?

In 1987, I learned from a client how meetings should be conducted and, from that point forward, we emulated their excellent example. We were awarded a landscaping contract at the General Electric World Headquarters in Fairfield, CT. We had to remove the existing plant material and soil, and reinstall new soil and material in three atria at the two GE buildings.

It was a large, complicated job with 36 white pine trees to be installed by helicopter. Each week, the GE people, the general contractor and all the subs met. My job superintendent was so impressed with the meeting that he asked me to attend and see for myself.

The following is what we learned, and I encourage all companies to follow this example:

- 1. The meetings started on time.
- 2. Minutes from the past meeting were pro-
- vided within a day or so for our review.
- **3.** A written agenda was distributed in advance of the meeting.

4. The chairperson kept everyone on the agenda points.

5. Everyone had the chance to speak and no one interrupted.

6. Problems could be brought to the floor but not without potential solutions.

7. No one spoke without being recognized by the chairperson.

8. Distractions, i.e. cell phones, pagers, were not allowed unless it was an emergency.

9. No one dominated the meeting.

10. The meetings were upbeat, positive and businesslike.

11. No one was at the meeting who didn't need to be.

12. The meetings, for the most part, ended on time.

I credit these excellent weekly meetings for helping this project to be completed to the satisfaction of all.

Your weekly staff meetings can be just as productive. Do much of the discussion and thinking in advance. Meetings are a time to resolve problems and make decisions. The actions decided on from these meetings moves the company forward. Also, be sure to take accurate notes that will include who will do what and by when.

Don't take your valuable time for granted. After all, meetings cost money. Put this article on your agenda for your next meeting, review the points and make your time together as productive as possible.

— 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 reached at ed@grassrootsconsulting.com.

8

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inside the owner's head

BY JASON STAHL / MANAGING EDITOR

Bruce Moore

Eastern Land Management, Inc.

Bruce Moore owns Eastern Land Management, Inc., a \$2 million fullservice landscape company located in Stamford, CT. He is a member of the Associated Landscape Contractors of America and JP Horizons' Owners' Network.

You've been in the landscape industry for nearly 30 years. What's the most unique job you've ever had to do?

It was back 15 years ago or so. This rich person who shall remain nameless wanted us to build a mini golf course in his backyard. We built two tee boxes and two greens. The holes were only 100 feet apart from each other but he wanted a cart anyway. He asked that we model one of the holes after the 13th at Augusta National Golf Club. The project was worth over \$100,000.

You've come a long way since your "one mower and a truck" days, haven't you?

Yes. I started doing mowing because I had no horticultural training. I had a 21-in. mower, then I moved up to a Locke wheel mower, the Cadillac of mowers at the time. It was a bear to maintain, though. I ended up buying a larger rotary mower. I was probably the first guy to do that in my area. Rotary mowers eventually became the preferred mowing machines.

How has business treated you this year?

The poor economy has finally affected us

this year. Our area tends to ride those storms out better than other areas because we have one of the highest incomes per capita in the country. We're still trying to determine whether our problems are weather-related or if it's simply a matter of the economy catching up to us.

What do you do to escape your business headaches?

I play golf (handicap: 20), and I also enjoy cooking and entertaining.

Do you plan on retiring soon?

I still enjoy the business and the challenges we face every day, so no. Plus, nobody wants me, and I can't play golf every day. I'd like to start slowing down, but I'm not ready to stop. My 20-year-old son is currently in business school, and the hope is that he becomes the successor to this business. Up til now, he's worked summers at our company, but next summer he'll work for a company outside our area to get more experience. I think it will be at least another 10 years before my son is ready to take over.

To what do you attribute your growth over the years?

Right about the time I started the company, our area experienced a growth spurt in the business sector. At the time, I'd been more accustomed to working in businessto-business relationships from my years at

Bartlett Tree Experts, so residential was more frustrating. I noticed no one was caring for the commercial properties, so I put on a suit and tie and visited the property managers. They had never been approached that way before. My company got pretty popular after that, but now the growth has leveled off. A few years ago, we branched out to high-end residential work to diversify our portfolio, and we plan to pursue that sector aggressively over the next two years. There's a good market for that here.

Where do you see the landscape industry in 10 years?

I never thought it would get this competitive. I don't think it can too much more competitive. The future depends on technology, although it's still a labor intensive business even with robotics and other things. But people who are getting into the business today are more astute. That's a credit to the industry.

Do you have any physical scars from working so hard?

I've been out of the physical end for 15 years. Because of my business background, I might have moved along faster than other people. But there are some people my age who still go out and do the work. I just chose to take a different route. So I got a little hypertension instead of bad knees.

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Industry's hot trend: site tours

BY RON HALL

ROSWELL, GA — Opening your facility, including your operations, to a group of other landscape business owners and managers takes a lot of preparation — not to mention courage. But it's one of the most popular ideas to hit the industry in years, judging by the guests they attract.

More than 175 landscapers spent a recent sunny afternoon at Ed Castro Landscapes here. They had gathered in Atlanta to attend the ALCA Productivity Symposium.

"We started planning about 30 days out," says owner Castro of the event. "We spent several crew days spritzing up the site, and lots of administrative time understanding and spelling out the logistics."



How do you start such a project, we asked Castro?

"We looked at our existing flow charts and profit centers and used those as a basis to present our facility," says Castro, who started the company 11 years ago. "Additionally, we developed a flow diagram that would accommodate the attendants in a logical pattern."

FMI Services acquires Good Earth, Inc.

CHARLESTON, SC — With more capital and access to national accounts, management at The Good Earth, Inc. says that being acquired by FMI Services Group, Inc., Frederick, MD, is a good thing.

David Schwartz, branch manager of the landscape company which is about 70% maintenance and 30% construction, says that plans are already in place to build a new facility sometime next year. It will house both the nearby janitorial business of FMI Services and The Good Earth, Inc., which employs 52 full-timers and has been in business for 28 years. Former owner and president Jerry Gaeta will remain with the company as a consultant. Thom Hood, vice president, will remain as a senior designer.

This is the first landscape company acquired by FMI Services, a janitorial, housekeeping, route maintenance and now landscape company. FMI Services has offices in Pennsylvania, Maryland, Virginia, North Carolina and South Carolina.

"This acquisition will continue to move FMI in the direction of being a fully integrated facility service provider," says Don Pottieger, executive vice president of FMI Services.



Jeff Domenick (above, far right) explains the design process. Left, landscapers were divided into seven groups. Below, tools for 2--man maintenance crews.



Castro and his team met the three busloads of landscapers at the entrance to his 12-acre site and split them into seven groups. The groups rotated from station to station every 10 minutes.

The company, with revenues of about \$5 million this year, targets metro Atlanta's high-end residential market, and offers four main services: design, construction, maintenance and horticultural.

Facility tours give guests ideas that they can use at their own facilities. It also benefits the company that opens its doors.

"The biggest benefit to us was sitting down with our teams and team leaders and organizing a lot of what we already knew," says Castro.



How about this view?

CALABASAS, CA — How would you like a new three-acre corporate campus with a 360-degree view overlooking the Santa Monica Mountains and San Fernando Valley? Better get to work building a \$620 million landscape company.

After 24 years in its current location, ValleyCrest Companies has started construction of a new corporate campus located on adjacent property. The project broke ground this past June and is to be completed in summer 2004, coinciding with the company's 55th anniversary.

"This building is a milestone for our company," says CEO Burton S. Sperber,

Reorganization at Jensen Corp.

CUPERTINO, CA — On Aug. 1, Jensen Corporation Landscape Contractors became two separate wholly owned divisions: Jensen Construction and Jensen Landscape Services.

"We want to better service our customers. We believe we can accomplish this with better organization and defined processes," said President and CEO Scott McGilvray. "We are empowering our people to make critical decisions; helping to deliver faster, better and more efficient services to our clients."

Both divisions will report to McGilvray, while John Vlay was named president of Jensen Construction and Don De Fever president of Jensen Landscape Services.

Jensen provides landscape services throughout the San Francisco Bay area, with branch operations in Novato and Monterey. Learn more about the company at <u>www.jensencorp.com</u>. who founded the company in 1949. "Consolidating our administrative operations into one facility, from the two buildings we currently

occupy, will significantly enhance our ability to serve our customers and employees, and grow our business nationwide."

The 80,000-sq.-ft. building features a specialized skylight system that highlights a central three-story, 3,500-sq.-ft. atrium. The facility will include a conference center, training facility, executive and administrative offices, and media and technology center.

A goal of the campus is to provide company employees and guests with a

beautiful campus they can enjoy in a variety of ways. The park-like setting is designed to capture sunlight and features a front garden and landscaped courtyard to accent the entry. A variety of plant material will add color and texture to the property. There will be no cars or parking in the front of the building; automobile traffic will follow a landscaped drive to the rear of the building where a three-story, 273-car parking structure is being built.

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People & companies



Dow Agro-Sciences LLC appointed Beth Whitehouse sales specialist for turf and orna-

mental accounts in Minnesota, Wisconsin, Illinois and the western half of Indiana.

Syngenta Professional

Products strengthens its turf and ornamentals (T&O) sales force with the addition of Tom Halvorson, Midwest district sales manager; Howard Jaekle.

Northeast district sales manager; and **Pablo Perez**, sales specialist in South Florida. Filling these open positions rounds out the Syngenta T&O sales team.

Jay Bentivegna joined The Toro Company's National Support Network (NSN) as field trainer. Ferris Industries appointed Bill Baltzer southeast regional manager, Bob McLaughlin northeast regional manager, and Paul Levett western regional manager. The company also named Steve Demick Salesperson of the Year.

Excel Garden appointed Michael Schupp manager of its newly created Professional Turfgrass Group.



Wayne Water Systems named Terry Atwater president of the company

Tanaka promoted Douglas Hellbuyck to national sales manager.

Grunder Landscaping Co. received an Eclipse Integrity Award in the annual awards program presented by the Better Business Bureau at the Dayton Convention Center.

BASF Corp. added **McGee Poole** as a sales specialist in its Professional Turf & Ornamental Group. Poole will work in Kentucky and Indiana.

PBI/Gordon Corporation promoted **Mark Miller** to vice president of sales, Professional and Agricultural Products Group. Miller has been with PBI/Gordon for 14 years.

Bayer Environmental Science has hired **Dave Ravel** as a lawn care specialist covering the Southeast from Atlanta through Maryland.

RedMax promoted **Phill McCallon** to field sales manager for Distributing.



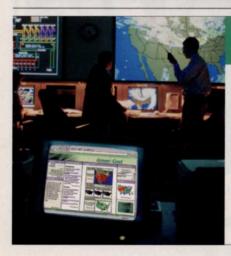
The American Nursery & Landscape Association named Peter Orum (above, left) vice president, Dwight Hughes, Jr. (above, center) Region III director, and Dale Bachman (above, right) president. The Association also awarded Alfred Hicks its Hall of Fame award.

Wright Manufacturing has honored the E. J. Smith Group, Inc. with its 2003 Distributor Achievement Award.

The Toro Company appointed Terry Ormrod residential & commercial irrigation sales manager in Western Canada.

Kubota Manufacturing of America was named "Georgia Manufacturer of the Year" in the large size company category.

syngenta



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Employees own Gardeners' Guild

SAN RAFAEL, CA — Gardeners' Guild, Inc., became employee owned in mid-summer. Linda Novy began transitioning the ownership and leadership of the company to its employees in 1988. She says that she'll remain active with the company and serve on its board. President John Ossa, Vice President Kevin Davis and CFO Mike Davidson comprise the executive leadership team at the company. Gardeners' Guild, founded 31 years ago, offers a full range of landscape management and construction services to the Bay Area.

CLIPPINGS

ASIC honors the Sarsfields

ASHVILLE, NC — The American Society of Irrigation Consultants (ASIC) honored Chet and the late Wanda Sarsfield with its Sam Tobey Lifetime Achievement Award. The couple launched Irrigation Technical Services, and the two produced and published texts and reference manuals, including the "Irrigation Technical Manual," which is still used today. The couple remained active in industry associations up to Wanda's death earlier this year. Chet Sarsfield, a cofounder of ASIC, continues to operate Irrigation Technical Services.

Deere 3rd quarter up 68%

MOLINE, IL — Deere & Company recently reported worldwide net income of \$247.5 million for the third quarter, a 68% increase over last year. For the first nine months, net income was \$572.4 million compared with \$251.2 last year.

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N TO GO THE EXTRA MILE

statistics

SI'S BEST MLB PLAYING FIELDS

Dodger Stadium	23.2%
Edison Field (Angels)	11.2%
Safeco Field (Mariners)	9.5%
Oriole Park at Camden Yards	5.7%
Kaufman Stadium (Royals)	5.1%
Bank One Ballpark (Diamondbacks)	5.0%
	*525 player votes

SI'S WORST MLB PLAYING FIELDS

Wrigley Field (Cubs)	17.5%
Fenway Park (Red Sox)	17.1%
Olympic Stadium (Expos)	13.0%
Shea Stadium (Mets)	9.7%
Metrodome (Twins)	9.3%
Veterans Stadium (Phillies)	6.6%
	* 525 player votes

SPORTS ILLUSTRATED 2003 PLAYER SURVEY, JULY 7 ISSUE, VISIT HTTP://SPORTSILLUSTRATED.CNN.COM/SI_ONLINE/NEWS/2003/07/01/SURVEY/

EQUIPMENT: 8 TIMES TURNOVER

High-profit companies turn their equipment investment at least eight times annually. The turn ratio is easy to calculate. Locate the net equipment value (total cost less depreciation) on your balance sheet, then divide this into your annual revenues. Example:

> \$2,000,000 in revenues \$250,000 equipment value

8 times

This means that every dollar invested in equipment



produces \$8 of revenue. This ratio again proves that equipment earns more than labor, which typically has only a 3-4 times turnover on average wage rate.

SOURCE: KEHOEGUIDO

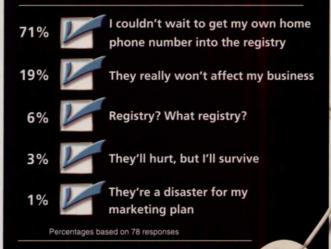
H2-B OR NOT TO BE?

The Associated Landscape Contractors of America (ALCA) recently polled their members on the subject of H2-B. One of the questions asked, "How many of your seasonals are working on a H2-B visa?" Here are the responses:

50%	none	7%	50-200
32%	1-25	2%	more than 200
9%	25-50		H2-B SURVEY BY ALCA
SA YES	START IS		

Survey says...

The National Do Not Call Registry collected millions of registrations in just a few days. The regulations go into effect October 1. Recalling that you'll still be allowed to telemarket to existing clients, what's your opinion about the new rules? We asked visitors to our Web site, and here are the results:



Log onto <u>www.landscapemanagement.net</u> and answer our online survey. We publish the results here monthly. Eight straight months of hand-weeding around the Clock can take its toll on the average Worker.

Granular GRASS AND BROADLEAF PREEMERGENT Herbicide

It won't do your bottom line any good, either. Research shows that hand-weeding can knock your profits for a loop in no time. Maybe that's why so many nursery operators and landscapers are choosing the superior control of Snapshot* specialty herbicide. Snapshot can be used over-the-top of more than 413 field-grown and 235 container-grown ornamentals, for control of 111 broadleaf weeds and annual grasses – for up to eight months. That's more than any other preemergence product on the market. Plus, it's gentle on ornamentals. This year, knock out weeds and grasses – instead of your workers – with the proven performance of Snapshot.

Day and Night. Month after Month.



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STATE OF THE INDUSTRY

Times of opportunity, Uncertainty

Readers remain optimistic despite yo-yo economy and erratic weather BY RON HALL / EDITOR-IN-CHIEF

> hen the rains came... That's the biggest difference between this season and 2002 for many

of our readers, particularly for those working east of the Mississippi. Not just rain — snow, too. Winter grabbed the Midwest and Northeast by the neck and wouldn't let go until April. For good measure it delivered some nasty wallops to the Mid-Atlantic region. While the long winter meant cash for readers offering snow services, it (and the rains in the South) played havoc with spring service schedules. For this reason, and because 304 of the 374 (81%) survey respondents are located in the Midwest, Northeast and Southeast, our results are admittedly and unintentionally weighted toward readers in the East.

"We had already started our



Rob Santo and Richard Gottschalk, Jr.

spring schedule and had broken down our snow equipment, and we got slammed with snow," recalls Rob Santo of Garrick-Santo Landscape Co., Malden, MA. Not just once, but several times. Santo and his partner, Richard Gottschalk,

> Jr., have been going full tilt since last fall's property cleanups... and they don't expect the pace to slow until this winter.

"We're actually hoping for a normal winter," says Santo



healthy. Almost three of every four respondents (276 of 374) reported having more work than in 2002. And 253 (68%) said their revenue is greater, while 74 (20%) predicted flat sales and 41 (11%) less revenue.

"Right now, our grounds maintenance business is looking good," says Steve Goodson, Green Grass, Inc., San Antonio, TX. "We're finding that businesses still want to keep their properties looking good,

WHAT IS YOUR BIGGEST BUSINESS MANAGEMENT CHALLENGE THIS YEAR?

Labor availability	19%
Managing growth	18%
Developing supervisors/foremen	17%
Cash flow	16%
Competition	11%
Employee retention	6%
Financing	5%
Government regulation	3%
Energy costs	2%
Supplies	2%
No answer	1%

with a crooked grin. "We need a break."

This year, we gathered readers' comments and opinions in person, by telephone, mail and online. Readers completed half of the 374 surveys online.

What did we learn?

We learned that the industry is, comparatively speaking,

and homeowners feel their time is too valuable to maintain their landscapes."

Goodson says his market is experiencing a residential building boom. "When interest rates dropped, those people who thought they couldn't afford a home decided they could," says Goodson, adding that he's helped many of them afford their landscapes by financing them through the John Deere program.

Although U.S. home building activity slowed late this summer, more than 1,165,000 new home sales are predicted this year, reports the National Home Builders Association.

No profits?

But this year's yo-yo economy has more than a few clouds. Our survey suggests that our readers aren't reaping the profits they'd like to have. This confirms reports we've been receiving about fierce price-cutting, particularly for commercial and, in many regions, institutional and multifamily accounts.

"Jobs that are worth \$150,000 are going for about \$65,000 to \$70,000. These people need to be put on public display and mocked for this kind of nonsense," says Steve Middleton, Mississippi Lawns, Brandon, MS.

We've also been told that the plentiful rain in much of the East, and particularly the Southeast, caused the grass to grow fast and denser, too, requiring more frequent cuts and obviously requiring more time and labor.

"It's costing so much to mow that one of my clients is going to surcharge their customers because of the labor. They were forced to," says Ed Laflamme, Grass Roots Consulting. "But they're not going to do it with their A-1 best

United Green Industry a reality?

Like a train that's gaining speed and power as it rumbles along, the first-ever industry-wide effort to unite the various related segments of the Green Industry into a single voice gains steam.

Den Gardner, the executive director of the recently formed Evergreen Foundation Advocacy Council (EFAC), reports that this new group (formed this past June) has met its initial fund-raising goal of \$200,000. As of late August, 16 associations and industry companies had pledged money, and more were expected to add their support. This "seed money" allows the Foundation to begin building the framework of a national public relations

"I'm thrilled with how everyone is coming through," says Gardner, adding that EFAC will be making a "major announcement" at the Green Industry Expo in November. The EFAC board is hoping to raise as much as \$5 million annually to fund a broadreaching public relations campaign to spread the Green Industry's positive messages.

— RH

STATE OF THE INDUSTRY

10 strategies for '04

Prepare a budget. Build a realistic financial plan of where you want to be for each fiscal year. You won't get it perfect, but it's invaluable because it allows you to make necessary adjustments as each season progresses.

Know thyself; know thy competitors. Identify and sharpen your unique selling points. Identify your competitors and their marketing message as well. Track any changes in their plans.

Play to your strengths. Identify and focus efforts on services that you do best and that are most profitable. Fix or get rid of others. The marketplace rewards operations that have a particular skill or proficiency that others can't match.

Touch your customers. Have a policy to promptly return calls. Consider a company newsletter. Never underestimate the goodwill of short handwritten notes and reminders. Retaining good clients is less expensive than finding new ones.

Network. Network. Network. Join industry associations. Your competitors are. Don't overlook local and regional service clubs (the Rotary, etc.), either. Meeting related professionals in business organizations (real estate, property managers, builders' associations) expands your opportunities.

Embrace labor saving technologies. Labor is your biggest expense; efficiency that leads to increased productivity is your best friend.

Hire slowly, and fire or move the misemployed promptly. Some operations now use pre-employment personality testing to help them select supervisors and managers. They say it works.

Train everybody. Most companies focus on crew training, but don't neglect managers.

Explain your operations. Educate employees as to the importance of their day-to-day responsibilities to your organization...and to their own livelihood.

10 Stop to appreciate the opportunities that our freedom allows. We do immeasurable good work and improve people's lives. Be thankful and be proud of your work.

- RH

OF THESE SERVICES, WHICH IS YOUR FASTEST GROWING SEGMENT?

Mowing	147
Landscape installation	129
Landscape design	42
Turf fertilization	35
Irrigation installation	30
Paving, deck & patio installation	30
Other	28
Tree care	25
Ornamental care	23
Irrigation maintenance	21
Turf weed control	20
Turf insect control	19
Snow removal	19
Pond/lake care	16
Turf disease control	12
Turf aeration	11
Landscape lighting	11
Total responding: 374 with several choosing more than one category	

customers. They're applying the charge to customers who just take basic services. They feel it's worth a try." And that's not all.

Weather woes

Scott Brown, Lawnco Lawn Care, Atlanta, says the wet weather "rapidly degraded the preventative benefits of any sort of pre-emergent we applied . . . Weeds are flourishing faster than they can be stomped out."

This, and other reasons, caused only 135 (36%) readers to report that "it is easier to be profitable this year," while 235 (63%) said not.

Planning to raise prices for 2004? Readers were split down the middle with 181 (49%) saying they will, 178 (48%) responding they won't, and seven (2%) saying they'll be dropping prices. Even so, readers continue to grow with 122 respondents adding at least one new service this season and 66 buying another business, acquiring a franchise operation and/or opening a new branch. Just 22 reported dropping a service and 13 to selling all or part of their businesses.

Big challenges

Industry's biggest business challenges in 2003?

Readers again fingered the availability of labor (77 responses) as tops on their list, although "managing growth" (68), "developing supervisors" (62) and "cash flow" (58) narrowed the gap compared to previous years' surveys.



While readers stuck almost exclusively to business issues in our survey (likely a fault of the survey since it didn't ask weather-specific questions), the readers we interviewed in person or over the telephone came

back again and again to the weather's overriding importance to landscape, lawn service and grounds management. Erratic weather, as it always does, creates both havoc and opportunity for the Green Industry . . . sometimes both

PHOTO:

Wetter is better?

"Last year, the drought was killing us. This year, we had great snow, a great grounds maintenance season and we've done well with enhancements, but the overtime just hasn't cut us loose," says Brian Akehurst, head of Akehurst Landscape Service, Inc., Joppa, MD.

The good

news/bad news

trend is likely to

fall because of

mand, he says. Akehurst,

continue into the

strong customer de-

whose 120-year-old



Brian Akehurst

company has experienced and adapted to every manner of

economic curveball, credits new construction and commercial activity within his metro Baltimore market area that continues to expand. LM

WHICH IS YOUR MOST PROFITABLE SERVICE OFFERING?

Landscape installation	92
No answer	78
Mowing	66
Snow removal	22
Turf fertilization	19
Irrigation installation	14
Paving, deck & patio installation	13
Tree care	11
Irrigation maintenance	9
Ornamental care	9
Landscape design	7
Turf weed control	5
Turf aeration	4
Landscape lighting	3
Turf insect control	2
Pond/lake care	
Turf disease control	0
Total responding: 255	

Suppliers see **Green Industry struts from behind agriculture's shadow BY RON HALL / EDITOR-IN-CHIEF add presents ties. However much change years. The aver and presents ties. However much change years. The aver and how differ**

rofessional landscaping, lawn service and grounds maintenance are pieces of a much

larger Green Industry that has, within only the past generation or two, emerged as a dynamic and definable part of the U.S. economy.

Nowhere is this more evident than in its manufacturer/ supplier community that includes names recognized worldwide: BASF, John Deere, Hunter, Bayer, Textron, Syngenta, Dow Agrosciences, Monsanto, Toro. You can probably name more. The presence of these international companies is a reflection of our industry's two biggest long-term trends: 1. Growing recognition as an important market that has emerged from agriculture's shadow and, in many regions of the country, is now more

economically important than agriculture.

2. Continuing growth and maturation as reflected in the ongoing march of consolidation, mergers and acquisitions by contractor/service companies, manufacturer/suppliers and distribution.

With that in mind, we contacted leaders of some wellknown industry suppliers for their thoughts on the direction of professional landscape and grounds care.

We asked them several basic questions, including:

Where do you see the industry heading in 3 to 5 years?

▶ Daniel H. Carrothers, head of U.S. Green Industry Business for Bayer Environmental Science — "We're bullish on the lawn care segment. The market looks very favorable. Just look at the demographics. We have a population that is aging but is focusing on outdoor activities such as gardening. Even so, these people still want professionals to take care of many aspects of their landscapes." Doug Page, Director of Commercial Marketing, Briggs & Stratton Commercial Power — "We see continued industry growth overall, though labor challenges will continue to be an issue for the foreseeable future. The push for more powerful and, thus, more productive equipment will help owners cope."

► Ron Wolfarth, Director, Rain Bird Corporation, Commercial Division — "The landscape industry is still young and vibrant



Daniel Carrothers



s Doug Page

and presents great opportunities. However, there will be much change in the coming years. The availability of water, and how different locales deal with that, presents significant implications for our industry."
Greg Embury, Kubota Tractor Corp., VP of Sales & Marketing — "Driven by the housing surge these past years, the demand for supplies and services will maintain the growth trend for the short term."

What significant changes have occurred with industry suppliers in the past five years?

► Chuck Buffington, Market Manager for Lawn and Ornamentals, Syngenta — "A significant change that has impacted Syngenta and the overall Green Industry is consolidation. As this occurs, we'll continue to see fewer



Ron Wolfarth



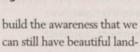


Grea Embury

companies, resulting in fewer overall priority slots at the **Environmental Protection** Agency (EPA) for any given group of pipeline products. For example, as Novartis and Zeneca merged, their 10 combined slots became five with the formation of Syngenta. The end result will likely be the need for stricter rationalization of new products, as well as an overall decline in new chemistries coming to market."

Scott Kinkead, Vice President, Turfco - "People in the industry are taking a longterm view of the products that they're buying. They're definitely more sophisticated. There is less of the 'I can afford this' mentality and more attention being paid to the kind of service and support they can get. They're also becoming more sophisticated in how they're operating their businesses."

▶ Ron Wolfarth, Rain Bird — "Consolidation of the distribution channel is one of the most significant changes to impact our industry . . . Another recent change is the increased focus by water agencies on outdoor water conservation efforts. We feel this increased attention is an opportunity to



Scott Kinkead

can still have beautiful landscapes and use less water."

What do you feel the industry must do to continue to grow? ► Greg Embury, KTC -"Service. Service. Service. The customer is demanding more

full-time, full-line property management with a peace-ofmind guarantee."

► Doug Page, Briggs & Stratton - "The industry must get involved in helping to further the education and business savvv of the entire channel: distributors, dealers and landscape professionals. The distribution channel is extremely important in this industry. "Equipment must continue to evolve to be more productive, powerful and cost-efficient in order to help mitigate the labor issue."

Dan Carrothers, Bayer -"We're going to have to spend more time from a political perspective to make sure our industry is staying in front of legislators and talking about the value of this industry - the value it brings in terms of employment and the value it adds to properties. This industry employs a lot of people and provides a lot of income." LM

Look out below: falling budgets

Grounds pros say they like what they do and can adapt to smaller staffs — at least for now

BY JASON STAHL & SUE GUARD

t's nice to know that grounds managers can still keep the smiles on their faces through tough times.

Despite the fact that many of you have been subjected to deep budget cuts over the last couple of years, the majority of you who participated in our annual survey said that you were mostly satisfied and well rewarded in your profession.

Perhaps it's the job itself that keeps your outlook positive. Even though your staff has been cut and you've been continually forced to do more with less, you still don't have to choke yourself with a tie and push a pencil behind a desk in a stale office building all day. Or maybe it means your financial picture is getting a little better, or that at least you can see the light at the end of the tunnel.

Our survey doesn't indicate that, though. One of the most telling stats was that 64% of you indicated that your financial picture has not gotten any better since last year. That has been particularly the case with city- and state-funded organizations.

"We've had a real depressed season as far as funding has gone, since the Iowa State Senate passed a mandatory 10% budget cut for all city- and state-funded organizations for the 2003-04 fiscal year," says Matthew Purdy, Director of Parks

Chuck Buffington

STATE OF THE INDUSTRY



WHAT IS YOUR BIGGEST CHALLENGE THIS YEAR?

Labor availability	26%
Cash flow/financing	23%
Developing supervisors	23%
Government regulation	14%
Employee retention	11%
Supplies	2%
Energy costs	1%

Thomas Knowles

and Recreation, City of Oelwein, IA.

It's so bad that a sports complex Oelwein has spent \$400,000 to build sits 3/4 unfinished thanks to the unavailability of certain grants needed to pay for the remaining \$800,000 of work.

Dusty Hallman is grounds manager for Sylvan Abbey Memorial Park, Clearwater, FL, and also president of the Professional Grounds Management Society. He's well-connected with many grounds professionals across the country, and says while times may still be tight, there's reason for optimism.

"It seems like everyone has had to tighten their belts and lose some staff positions over the last two years, but everyone is looking forward to getting back to full-staff," Hallman says. "The economy is turning

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some, and so are corporations. The optimism has turned, too, in parks and school districts."

Hallman says Stewart Enterprises, which owns Sylvan Abbey and is the third largest cemetery and funeral service provider in the U.S., is finally regaining a vision of the future after a brief period of recession.

"I got a heads up from my superiors prior to doing my capital budget that there was going to be an emphasis placed on the grounds departments and their budgets," he says. "We might actually be able to do some things we've been putting off over the last couple of years."

Differing situations

Again, though, the situations of state-owned and privatelyowned institutions vary greatly. In our survey, financial problems listed second (23%) only to



Ken Stanton

labor availability (26%) as your

number-one challenge in 2003. Tommy Palmos, Superintendent for Landscape & Pavements Maintenance for the

George Bush Presidential Library, Texas A & M University, has experienced numerous cuts this year. "Everyone's had to tighten up," he remarks.

Ken Stanton, who heads the Grand Valley State University grounds department in Allendale, MI, has never experienced anything like this in 25 years. "These dramatic budget cuts over the last five years are the biggest change I've ever encountered," he says. "It's like having to slam on the brakes."

Steve Frank, Landscape Services Coordinator for Michigan State University, and Randy Wolf, Horticulture Curator for Folsom Children's Zoo and Botanical Gardens, Lincoln, NE, both stated that they have been hurt by budget reductions as well.

Thomas Knowles,

assistant director for the Facility Services Department, University of South Carolina, Columbia, states his situation clearly. "Increased workloads coupled with smaller operating budgets is affecting employee morale."

On the other hand, Daryl Constanzo, head of grounds at the private Case Western Reserve University, Cleveland, OH, says things have hardly changed in his job. The university continues to expand its campus without any sign of strain.

"The administration realizes that when you add buildings, you have to add grounds," Costanzo says. "The first thing you see at the new building is the beautiful landscaping."

continued on page 28



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continued from page 26 The labor situation

Budget cuts are one thing, but let's face it — if that was the only problem grounds managers had, no one would ever go prematurely gray, right?

Through our survey, you told us the biggest challenge you faced within the last year was acquiring good workers. Even though the poor economy has boosted the pool of potential grounds staffers, the feeling you gave us is that the workers out there aren't quality ones.

"It used to be when the unemployment rate was around 3%, you figured it was the low-

est it was going to go, and you started seeing good candidates," Hallman says. "Now it's up to 6% to 8% and you're still not seeing good, qualified candidates."

"My biggest chal-Mickey lenge continues to be a staffing shortage," says Thomas Knowles. "We have a difficult time attracting quality applicants in our current labor market, and our campus acreage continues to grow while our staff has been shrinking."

Cornelius Tarver, grounds manager at the Georgia Institute of Technology, believes the industry needs to be more selective when it comes to hiring — even if it means passing up candidates who can do the job.

"The industry could benefit from recruiting employees with a real interest in landscaping," he says. "We depend a lot on people who just want a job and who may not possess any skill or training in the field. They can get the job done, but if they're interested in the work, the quality might improve. Higher wages and better working conditions might help improve recruiting efforts."

The second biggest challenge you face that the survey indicated is closely tied with "labor availability" — developing supervisors/foremen. And the statistics indicate that this challenge was on a par with budget woes.

> "This industry is suffering from a leadership crisis," says Mickey Romero, Senior Parks and Landscape Inspector, City of Mission Viejo, CA. "Too many managers and not enough leaders."

Into the future

The poor economy has forced grounds managers, especially in the public sector, to take a hard look at trends that will probably reappear in the future — specifically those tied to the economy.

"Many government budgets are being hit hard on the state and county levels, and service levels are being studied to increase efficiency and productivity," says the University of South Carolina's Knowles. "Because of this, I think agencies are taking a good look at devel-

FINANCING/CASH FLOW IS BETTER THIS YEAR.

True 36% **False** 64%

oping standards and maintenance levels that reflect the level of funding that's available. Public agencies may be pushed to come up with additional funding sources other than traditional appropriated funds."

MSU's Frank agrees that the present economy has scared institutions enough to make efficiency their number one priority in the future. "A trend I see is continued downsizing and privatization of services. I see this trend continuing for the next 10 years, but I think the trend will eventually reverse itself."

Why will it reverse itself? Frank, after having been in private industry for 18 years, admits he's new to the university scene, but already believes he's picked up on a trend.

"A new vice president will come in to a university, and the easy way to make a name for himself is to cut staff and contract services out," Frank says. "It looks good on paper, and that person will get promoted and move on to another university. The aftermath is that the grounds suffer and the quality of lawn care goes downhill. Another vice president then comes in and wants to upgrade services."

Our survey also indicated that many of you have many environmental concerns for the future as well, namely with governmental regulations.

"The future of the Green Industry will be one of great change and new enforceable environmental laws," the City of Mission Viejo's Romero says. "In our lifetime, we may see the use of fertilizers greatly reduced or eliminated."

"I believe that water/irrigation will become the number one issue in our industry in the next 10 years," says Wolf of Folsom's Zoo.

Many of you also believe you'll have to continue battling budget cuts and diminished staffs, which means having to do more with less. That means doing things better and smarter. In order to do that, grounds professionals will have to continue their certification and education process, which many of you predict will occur within the next 10 years. **LM**

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Mickey Romero

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Effect of Fertilizer with Prospect Plus on Creeping Bentgrass Density

Ohio Turfgrass Foundation Research and Educational Center - 2000

Treatment	Rate	% Turf Density
Check		60.00
Fertilizer (46-0-0)	0.014 lb. N/1000 sq. ft.	72.00
Fertilizer (46-0-0) + Prospect Plus	0.014 lb. N/1000 sq. ft. + 48 oz./acre	77.00

Seeded on August 4, 2000 with G-2 creeping bentgrass at a rate of 2 lbs. per 1000 sq. ft. Density measurements were based on % cover taken visually on 10/4 (8 weeks after treatment)

Study Results: "... a significant increase in creeping bentgrass establishment two months after seeding with the application of fertilizer and Prospect Plus compared to the untreated control." A 22% improvement over check and more than a 12% increase over fertilizer alone!

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YOUR BUSINESS

esus "Chuy" Medrano is in his truck, heading toward one of his crews still toiling away at a job site as dusk approaches. The setting Colorado sun is a deep

red, red as the blood some of his workers shed from minor cuts they're too busy to pay attention to. With the sun as a backdrop, some of the guys look like teapots, their arms pointed out at the elbow as their hands rest on their hips.

"Jarritos," Chuy says with a broad grin as white as his cowboy hat is black. That's the Spanish term for "little The tale of three Hispanic workers who reaped the rewards of hard work and a willingness to accept responsibility

BY JASON STAHL / MANAGING EDITOR

teapots," which is what he says those workers with their hands on their hips look like.

Chuy doesn't like jarritos. Nor does he like the guys who lean on shovels all day. Raymundo Cervantes is not one of those guys. Cervantes is the supervisor of the Landscape Renovation Division of CoCal Landscape, the company that Chuy co-owns.

Seven years ago, he was hired by CoCal as a laborer at \$6.50 per hour. Today, he makes \$17.50 per hour and is gaining more responsibility by the day.

A Tasmanian devil

He's one of those special individuals in the landscape industry who took full advantage of a great opportunity handed to him and went from a laborer to a leader. Cervantes, 33, came to the United States in 1988 *continued on page 32*

YOUR BUSINESS

continued from page 31

from Chiuchuachua, Mexico. He came for the reason that most Mexicans immigrate to the U.S. — for a better life.

The details of how he got here are a bit sketchy, but he remembers walking two hours to the border and then hitching a ride with two cousins. As he says, "There wasn't much trouble. It wasn't difficult then like it is now."

Cervantes's parents had already been in the United States for 20 years, so they helped him find a home in New Mexico and a construction job. Two years later, he moved to Denver, got a landscaping job, and eventually joined CoCal.

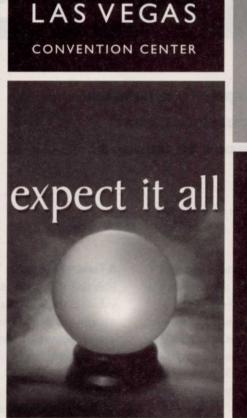
Cervantes was like a Tasmanian devil on job sites, whirling from one task to an-



Raymundo Cervantes

Age: 33 Company: CoCal Landscape Title: Supervisor, Landscape Renovation Division

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other and hardly ever stopping for breaks. Within six months, he was promoted to foreman.

"Maybe because they had been watching me and liked the way I worked," Cervantes says when pressed

for a reason why he received his first promotion. "They say I worked hard. People didn't want to work with me because I worked so fast and hard."

Chuy doesn't deny that Cervantes is one tough worker. Part of the reason he has put so much responsibility in Cervantes's hands is that he has no fear. "He's not afraid of sending someone home if things fall into the cracks," Chuy says. "Some guys just want to put in their eight hours and get off his crew. But Raymundo's not in it for the eight hours he's in it to produce."

Cervantes was like a Tasmanian devil on job sites, whirling from task to task.

Chuy figured that out on Cervantes's first day. The story goes that Chuy had proposed to a local apartment complex to replace the grass around one of the complex's low-sitting buildings with beds. Water had been leaking into the basement, and the beds would alleviate the problem, he told them.

"They didn't listen," Chuy says. "That night, we had torrential rain, and they got three feet of water in their basement."

continued on page 34





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YOUR BUSINESS

continued from page 32

The manager of the apartment complex called CoCal in a panic, asking them to do what they had originally proposed before his boss got wise to the water problem.

"That was the day Raymundo showed up," Chuy says. "He was breathing, so we hired him. I was running the job, and right away I could tell he knew a little about tractors. By three or four o'clock, we were laying cobblestone and beds, and everyone was tiring out. Raymundo, however, was just getting going." Today, Cervantes is a supervisor over three foremen. He watches his crews to make sure the job is being done right and that they finish the job on time. The projects he oversees are mostly residential irrigation installations, and he makes sure his crews have the equipment and materials necessary to do the projects with ease.

"He's the type of guy who stays on a job until it's done," Chuy says. "He also shows good leadership, and trains people to work like him. He works hard but also works with his head to find better ways to do things."





Cervantes acknowledges that he works hard and provides solid leadership, but he also says he has drive and ambition to keeping moving upward.

"When I started I told them I wanted to be somebody else," Cervantes says. "You have to prove yourself. I help my guys learn everything I know, and, if they catch on quickly, they move up faster. If they don't catch on quickly, they won't move up that fast."

Battling the bureaucracy

Like Raymundo Cervantes, Adrian Rivero can also take pride in successfully completing two journeys in his life: one from Cuba to the United States, and the other from laborer to superintendent at Vila & Son Landscaping Corporation, Miami, FL.

Rivero finally arrived in Miami in 1993 at the age of 21 after many years battling the bureaucracy to see his father, who'd arrived in the United States in 1980. Even though he took a commercial flight and not a raft like some of his countryAdrian Kivero Age: 31 Company: Vila & Son Landscaping Title: Superintendent, Miami branch

men, the trip was still trying. He left his mother and siblings behind after finally being granted a special permit under the laws of "family reunification."

"No one can imagine, unless they have lived through it, what it's like to leave your family behind, not knowing if you'll ever see them again," Rivero says.

Rivero got married in 1994 and learned about Vila & Son through his father-in-law, who worked there. Even though it was a good opportunity, he resisted it and worked in building maintenance for the next five years.

"I had studied construction in Cuba," Rivero says. "Plus, I never felt that working with family was such a good idea."

But after five years of hard work, Rivero realized his *continued on page 36*

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YOUR BUSINESS

continued from page 34

building maintenance job was going nowhere, so he accepted Juan Vila's offer of a job. He admits he knew nothing about landscaping, but because of his construction background, he read plans well. Still, he started doing only menial tasks such as digging holes and planting trees.

Persistence pays

Right away, however, Rivero was recognized as a rising star. People were so impressed with him that he was promoted two rungs up the ladder to superintendent, skipping over the "foreman" designation. He credits persistence for his lightning fast climb.

"Never giving up no matter what the circumstances, and always doing my very best no matter what I'm working on," Rivero says.

"Luck had something to do with it because I met the Vilas through my father-in-law, but I know this had nothing to do with how far I've gone because we work in totally different areas and for different people."

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Foley Enterprises • 11500 Manchaca Road • Austin, Texas 78748 888/623-7285 (Toll Free) • 512/282-3237 (Austin) • 512/282-0958 (Fax) Rivero supervises four superintendents who each have their foremen and crews, making sure they do quality work. He also oversees the budgets for projects, as well as equipment.

One project Rivero supervised that he probably wished he'd taken

the day off for involved moving a giant ficus tree in the upscale, high-maintenance city of Weston. The tree was so big that, when they finally got it onto the trailer, it completely covered the truck. Because of that, it looked like it was resting on its side in the street.

"We'd been diverting traffic in the area where we were working, and people that were driving by started calling city hall to complain that we had left a tree lying in the street," Rivero recalls. "The city called Mr. Vila directly, who then called me, and it was basically a comedy of errors that kept getting worse."

Rivero and his crew finally resolved the problem by turning the truck around and going against traffic until the next wide intersection. The key is that they handled the situation as a team, which is the way Rivero prefers to deal with all scenarios he encounters. This philosophy helps him deal with difficult employees as well.



Jose Ortega

Company: ValleyCrest Companies **Title:** Superintendent, Valley Crest Landscape Development, Las Vegas

> "I work along with them," Rivero says. "After awhile, if they're slacking, they feel bad that I'm working harder or faster than they are, so they pick up the pace. I've never had to verbally express to anyone that they should be doing something faster or different, because I prefer to lead by example."

Needless to say, Rivero has made a nice life for he and his wife and their two young children. They own a house and reside in Homestead, and Rivero says he and his wife spend a good portion of their income on private education for their kids. "Wee want them to have a good educational start," he says. Still, it's hard for him to view himself as a role model.

"I'm no exception, and I certainly don't feel like I had much of a choice," Rivero says of leaving Cuba. "I was never in agreement with Cuba's current government, and I knew I would never have an opportunity to grow professionally

Circle 117

there. But there are thousands and thousands of young people who felt the same as I did and did what I did."

You know you're old when...

It's the old joke that starts, "You know you're old when ... " For Jose Ortega, the joke ends with, "you can remember digging irrigation trenches by hand." That's how his first job with ValleyCrest Companies began in 1963. "We only had a couple of little bitty tractors, and everything else was done by hand," Ortega says.

In those days, moving trees was all but impossible, Ortega says. "The largest vou could move was five feet wide," he says. But thanks to the fact that he's remained with ValleyCrest for the last 40 years, Ortega's now moved trees as large as 18 feet wide.

"We only had a couple of itty bitty tractors, and everything else was done by hand."

Lots may have changed in landscape technology world since 1963, but Ortega hasn't changed at all. He's still the same hard-working, unassuming guy he was when he was hired at 17 years old by former ValleyCrest vice president and chief operating officer Gene Giannulli. Only now he's got a different title: Valley Crest Landscape Development Las Vegas Area Superintendent.

His contributions can be seen on many of ValleyCrest's high profile projects, including Sherwood Country Club, Atlantis Resort in the Bahamas, Bellagio Hotel, the McCarren International Airport, Las Vegas Strip, Disney's Splendid China, and North Beverly Park.

The Splendid China project completed in 1994 is one that Ortega especially looks back on with pride. "We had over 100 laborers there for over a year," he remembers. "We went from California to Florida, but had to come up with trees like the ones in California. We transplanted trees from all over the United States to the theme park, and had to get rocks from China."

Even though his title doesn't reflect it, Ortega's also been a part-time employment recruiter for ValleyCrest. After years of recommending the company to family members seeking a job, he now finds himself the patriarch to three generations -

and more than 35 Ortegas employed by VallevCrest.

"I'm very proud to work with my family," Ortega says. He recounts one job where he was working with his dad, brothers and brothers-in-law that earned 50% profit. "We only spent half of what was budgeted for labor on that job," he says. Obviously, hard work runs in the family.

Ortega says the key to his success has been, simply, hard work. "I never wanted to stay a laborer," he says. "I wanted to push up and work hard. People who don't rise don't want responsibility. The most important thing is to be willing to be responsible for your actions." LM



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Circle 130

Greening ometimes you roll up your sleeves and tackle the tough 6

job yourself. Maybe you want to make sure it's done right, or maybe you like to challenge yourself. Or, maybe you're trying to

stretch your budget.

Mark Nauschutz says that when he and two employees installed a new irrigation system at the Alamo, it was all three. The new 24-station system, installed over a period of two years, includes sprinklers for the site's zoysiagrass and drip for its beds.

"The original irrigation was put in about 1954," says Nauschutz. "There was only two automatic zones. The rest we had to water by manual valves."

Nauschutz manages the grounds at the Alamo. A thin, quietly friendly man, the gray in his moustache and thick brown hair attest to his 40-plus years. He's a proud alum of Texas A&M, a lifelong resident of the Lone Star State and unabashedly

In-house irrigation installation key to major grounds improvements

BY RON HALL / EDITOR-IN-CHIEF

Texan. "Why would you want to live anywhere else?" he asks with a broad grin.

Changes necessary

No wonder that when Nauschutz was named chief horticulturist for the Alamo in 1997, he brought to his responsibilities both a can-do attitude and a reverence for the

site. Just a few weeks into the job, however, he realized that he had to make changes if he wanted to turn it into the oasis that he envisioned. At the top of his "must have" list was a modern irrigation system, sprinklers for the turfgrass and drip for the beds, which he planned to dramatically improve. continued on page 40

Turns out there actually are enough hours in the day.

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GROUNDS SUCCESS

continued from page 38

from

"It was almost impossible to keep the property irrigated properly with what we had," says Nauschutz.

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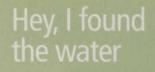






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Circle 129



Can you use coat hangers to find underground water? I did. Mark Nauschutz showed me how. He learned the craft from fellow employee Jerry Welch.

Here's how it's done: You bend two wire coat hangers into "L" shapes to create a pair of divining rods. You hold the shorter ends of the rods loosely in your hands, with the longer ends pointing ahead. Then you walk slowly. When the long ends of the rods suddenly turn inward towards each other or they cross, water is beneath your feet.

Nauschutz used the technique to find long-forgotten water pipes beneath the soil on the Alamo property when he started the irrigation upgrade.

Mark allowed this skeptical editor to try his hand at the bent coat hangers and, amazingly, even he, having no idea where the water lines were buried, found them by the rods' action.

-RH

The site is planted smack-dab in the middle of the city, situated on one side of the treeshaded plaza. It's the most famous location in Texas. The site is owned by the State of Texas but administered by The Daughters of the Republic of Texas.

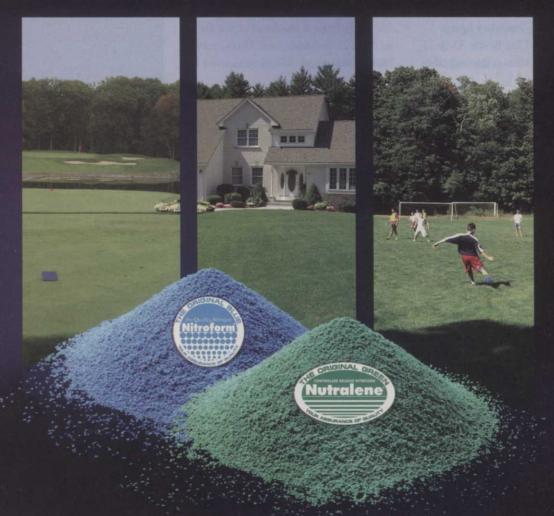
The Alamo Shrine, the mission building that most of us think of as the Alamo, is one of the most recognizable icons in American history thanks, in part, to several Hollywood movies depicting its heroic defense.

A little history

On March 6, 1836, the vastly superior Mexican forces of General Antonio Lopez de Santa Anna overran the Alamo compound, killing Commander William B. Travis and what's believed to be 188 other *continued on page 42*

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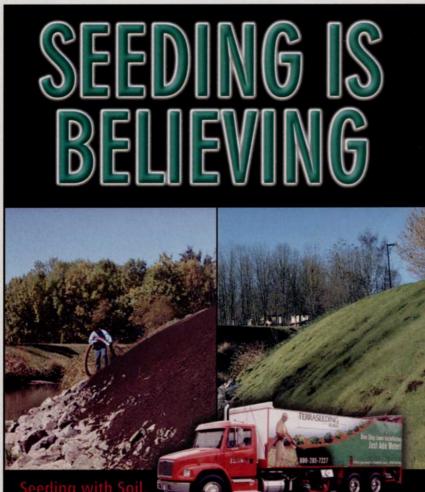
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GROUNDS SUCCESS

continued from page 40

defenders including legendary figures David Crockett and Jim Bowie. Their 13day defense of the Mission inspired other "Texians" (as they were called then) to defeat Santa Anna at the Battle of San Jacinto on April 21 that same year. That victory allowed Texas to gain independence as a Re-



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Nauschutz and just two assistants maintain the 4.3 acres of turfgrass and annual beds.

public and, eventually, admittance as a state into the Union.

More than 2.5 million people visit the Alamo annually. After viewing its many exhibits and artifacts, most of them stroll the quiet walkways, enjoying the turfgrass and visiting its colorful gardens. These beautiful grounds wouldn't be possible without water.

Nauschutz hired an experienced contractor to install the trunk line and a landscape architect, Peter Olfers, to design the irrigation system, but he and three employees provided muscle for the installation. Renting a trencher on two occasions, they still ended up doing much of the trenching by hand, particularly when they approached sidewalks, large trees or underground utilities. Even when the going was easy, they had to be careful. An archeologist must be present whenever anyone digs deeper than 16 in. into the soil at the compound.

A new system

They completed the first phase of the new system, consisting of a Toro LTC controller and Toro 300 rotors and 570 popups, by the spring of 1999, and added drip stations the following winter. All but one of the drip zones have been installed. (The Alamo doesn't charge admission. Its operating funds come from sales in the Gift Museum located a short walk from the Shrine.)

"Watering at night creates some problems with brown patch usually starting in mid-August, but we can control that using PCNB or ProStar. We've used Heritage, too," says Nauschutz. The 30-ft. by 50-ft.

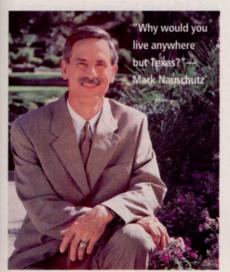


rectangle of Tifway 419 bermudagrass at the entrance to the Alamo Shrine — the grass that visitors pass when entering the Alamo Shrine's entrance — can be watered by sprinklers or with drip. Nauschutz says he decided to install drip there because of the severe droughts that periodically strike central Texas.

"Watering restrictions don't affect drip irrigation," says Nauschutz. "We haven't used it on this turfgrass yet because we had plenty of rain this past year and the aquifer is full. But we could use it if we get restrictions again."

The source of irrigation water is the other major change to take place under the horticulturist's watch. The city of San Antonio extended a six-inch line several blocks to the Alamo in February 2002, and now supplies the irrigation system with reclaimed water.

"We haven't used it (reclaimed water) long enough to detect any buildup of salts in the soil yet, probably because we had so



much rain here this past spring and fall," says Nauschutz. "We're keeping an eye on it, though."

The horticulturist estimates that he's

spent about \$25,000 on irrigation supplies, but he says that he's saved the Alamo much more than that by doing the project in-house. LM



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Circle 139

ALL PHOTOS: HOLLY KUPER, HOLLY KUPER PHOTOGRAPHY, DALLAS, TX

YOUR BUSINESS

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s the IPM homeowner specialist for the University of Georgia, I talk to an inquisitive public each day. Many times, I'm called for second opinions and used as a sounding board for public skepticism that, too often, is directed towards the lawn service industry.

Occasionally, a homeowner will contact my office screaming that their lawn service just killed the most beautiful lawn in the neighborhood. Others will call and whisper something about the lawn care provider spraying an unknown chemical on their property. Sometimes when I go out, perhaps to a restaurant, I'll run into a homeowner acquaintance who just priced lawn care products at the local garden store and asks why the lawn service charges three times the amount to apply the same products that they can buy for themselves.

Why are some homeowners so skeptical about their lawn care provider? Why do they believe their lawn has an undiscovered and dreaded disease? The problem can be summed up best in an hour show on Oprah entitled, "Why doesn't my lawn service talk to me anymore?" ... and a sure fire plan to calm client concerns about turf diseases, and keep them on your professional program

BY MILA J. PEARCE

It's easy for companies to overextend themselves and not leave time to explain the ecology of a typical yard to most clients who don't realize the diverse ecosystem of microbes and climate within a turf canopy. Often, companies take on new business without doing a history check, and this creates the beginning of the end for client trust. As a result, clients are forced into blind faith and, if disease ever occurs, that blind faith quickly turns into condemnation.

Below are the most common questions I receive about the lawn service industry and how I respond. Hopefully, this will help your company maintain or gain your clients' trust by answering the questions before they ask.

Is my lawn service provider making my turf disease problem worse? A good company knows the characteristics of a specific lawn including variety, soil composition, microclimates and proper nutrient levels. It knows that different grasses have different nutrient needs and, depending on the soil type, how the grass uptakes fertilizer. This knowledge allows it to program the amount of fertilizer and water if a disease is present. For example, if a bermudagrass lawn has been diagnosed with dollar spot (*sclerotinia homoeocarpa*), the caregiver knows to use enough nitrogen to sustain a moderate shoot growth rate and reduce excessive water stress.

2 Should a lawn service ask about previous disease problems in my lawn? A company should always find out as much information as possible when treating a lawn. Knowledge of previous disease is just one of many factors influencing your lawn. The age, soil pH, even other plants that may be allopathic also influence the resilience of turfgrass. This information allows the company to select a care regimen tailored specifically for a lawn. For in-

continued on page 46

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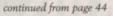




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Circle No. 114

YOUR BUSINESS



stance, if a lawn has a history of brown patch (*rhizoctonia spp*.), the company would decrease the amount of nitrogen and increase the mowing height.

3 I have disease every year and my neighbor's lawn is spotless. Why? Every yard is different and has its own microclimate, including distinctive turf canopies. Diseases like some varieties of turfgrass better than others, and diseases prefer certain climates over others. For example, if your zoysia lawn is shady and low-lying with clay soil, you'll always battle brown patch (*Rhizoctonia spp*.). Rhizoctonia love wet, humid conditions, especially on zoysiagrass. Centipede usually does well under dry conditions with sandy soils, but



if the neighborhood kids meet on your front lawn for a game of soccer, you're going to run into problems.

Are repeated sprays necessary, or is that just more money?

Most chemicals aren't curatives. They're used in accompaniment with correct cultural practices to reduce the spread of a disease. If a disease is severe or a weather pattern is unrelenting, several sprays every 10 to 21 days may be appropriate.

5 How do I know my lawn service provider is fertilizing correctly? Companies should know recommended nutrient rates not only for your grass variety but also for your soil type. This, coupled with previous disease information, the time of the year and overall lawn environment, will indicate the proper fertilizer rates. Companies will often do a soil sample to rule out any nutrient deficiencies or toxicities as a problem. Again, if you suspect disease or know that a brown patch always appears in the same area year after year, let the company know in advance.

6 Should I believe my lawn service about disease, or should I always request an official disease diagnosis from a lab? Experienced employees of companies become well-versed with diseases. Patterns and symptoms help identify diseases and, if caught early enough, a precautionary spray may be beneficial. Of course, the only sure



way to identify a specific disease is to look at it microscopically, which may or may not be at an official diagnostic lab. Talk to your lawn company personnel; ask how they identify pathogens, and the procedure used to manage them.

Z My lawn company blames my brown lawn on the weather. Is that an excuse? Unusual weather patterns will contribute to disease severity. A company can spray a thousand dollars worth of chemicals, but if it rains for weeks, there will always be disease. Likewise, if there are periods of drought, normally weak pathogens such as *Curvularia* will attack your grass.

8 Why are sprays so expensive, yet so cheap at the garden store?

The chemicals available to homeowners are usually a weaker concentration They are often premixed, and the containers or application methods are substandard. There's no way to ensure correct amounts and coverage. Commercial pesticides can be from 50% to 99% active ingredient. This enables them to customize the concentration as a label allows. A company will have sprayers with specific nozzles for optimum coverage calibrated to avoid phytotoxicities. Companies also have the ability to tank mix with other restricted-use chemicals.

9 Will chemicals used on my lawn hurt my pets?

All chemical applicators are trained and must pass a test before they receive a commercial pesticide license. Training consists of chemical safety for people and pets. If there's any chance your pets could be injured, the company should notify you.

10 Why does my lawn service waste sprays on dead grass in the winter? Hopefully, your grass is dormant and not dead. Many diseases survive the winter in debris as saprophytes. As a result, they can quickly overtake grass in the spring before it ever has a chance to green up. Sprays in the winter may suppress the disease enough to allow your lawn to get a head start. This is especially true if you've been fighting disease the previous summer. **LM** — The author is an IPM Homeowner Specialist in the Plant Pathology Department with the University of Georgia, Griffin. She can be contacted at mpearce@griffin.uga.edu.



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Circle 122

TECHNOLOGY THAT WORKS

Amazi

Irrigating multiple landscaped properties with a single central control system saves water and labor

BY RON HALL / EDITOR-IN-CHIEF

hen the Moreno Valley School District in California decided to grab control of its irrigation, it turned to centralized control.

With 34 school sites scattered over 510 acres, it was time to bring order to a process. The district's irrigation was being handled by gardeners, coaches, landscape personnel and school administrators.

In this instance, the district chose a RainMaster brand Evolution system. The results — both expected and unexpected — have been gratifying, reports Stan Brown, grounds supervisor for the district.

In addition to conserving water (20% to 40%), Brown discovered the system saved labor, too. "The guys have much more time in the field making repairs...We've got better scheduling and more time to make sure things work right," says Brown.

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"Centralized computer control was the only thing that could ultimately produce effective water conservation and financial savings for us."

Irrigate multiple sites

Centralized control, specifically the proprietary software that drives it, gives contractors, grounds or water managers a powerful tool to irrigate multiple sites from a single personal computer. These are sites that often have widely varying water needs, such as the Moreno Valley School District with locations on hillsides and in valleys.

That's the function of the controller, to be the irrigation system's brain. But a centralized system's capabilities, compared to a simple residential controller, are Einsteinian as it communicates with and sends directions to many satellites (field controllers) at different locations. And, the communication can be two-way; the central controllers give the satellites their watering orders, either directly from an operator or from the data it automatically gathers from weather stations, etc. The satellites, in turn, record irrigation activity and report it back to the operator. They can also alert operators and respond to problems such as vandalized sprinklers or stuck valves.

Irrigation equipment manufacturers offer an array of their own unique central control products. Most now incorporate remote access and operation capabilities, depending upon the particular manufacturer's system, via telephone modem, over the Internet, wireless via UHF or cellular.

Even so, a central control system is like any other irrigation system with three main components: the controller, stationcontrol valves and sprinklers. Nor is the concept new, although manufacturers continue to update and improve their offerings to make them easier to operate.

Applications are growing

The applications within the landscape and grounds segments of the Green Industry are growing.

For instance, the City of Portland installed Rain Bird's Maxicom system to irricontinued on page 50

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tanin-nikana barrata	Mildew Resistant	Salt Resistant	Rust Resistant	Dark Color
NORTH STAR	Yes	Yes	Yes	Yes
MOONLIGHT	Yes	Yes	Yes	Yes
BRILLIANT	Yes	No	Yes	Yes
Midnight and Look-alikes	No	No	No	Yes

North Star, Moonlight and Brilliant should be your first choice when looking for a suitable companion for Midnight.



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TECHNOLOGY THAT WORKS

continued from page 48 gate nearly 200 park and openspace areas within the city, about 9,400 acres.

"It's important for us to keep them lush and green, and at the same time apply water to them in the most efficient manner," says Jim Figurski, landscape architect in the city's Design & Construction Division.

"Central control isn't something we jumped into," adds David Gray, Parks & Recreation Irrigation Manager. "For five or six years, we conducted various in-house studies to determine the appropriate application of central control and to select the best system for our needs."

Properly specified and installed centralized systems are proven water conservers, say the Portland officials. Proof, they say, came when the city suffered an extended drought just as the system was being installed. From a landscape maintenance contractor's standpoint, an operator using a central system can, from a single location, efficiently irrigate properties over a broad geographic area.

On the one hand, clients conserve water and save on their irrigation costs. (Who wouldn't want to offer clients a chance to save money?) On the other, the contractor no longer has to send a technician to each site to make seasonal adjustments; it can be done from the office. And, when there's a problem with a particular irrigation component, the central controller alerts the operator so the problem can be corrected promptly.

As we all know, in the landscape business, the two things that contractors always seem to need more of are labor and time. Central control can save on both. **LM**

Fit the system to your needs

David D. Davis, FASIC, CID, says that installing a central contro system makes sense when it contains features that you'll use and need in the future — and that meet your business needs. Buying a system that offers more features than you will ever need is a waste of money.

Davis, a well-known and respected irrigation consultant based in Crestline, CA, offers these suggestions:

Define your goals when selecting a central system. These may include water conservation, reducing labor costs or gainng control over maintenance and operations. There's no use buying bells and whistles that won't be used.

Match your decision to actual needs of the landscape site. In other words, the use of the site (sports fields, median strips, cemetery, etc.) will determine which features to include in the system. The owner and operator, such as a parks department or management company, will determine what features are really needed on a business basis. Keep in mind future irrigation needs as well.

Understand each feature's purpose in order to know if the central controller is performing as specified. In many parts of this country, it's the contractor who trains the operator. It's also the contractor who programs the database.

Become technically capable of using the features of the system; otherwise, the intent of these features is wasted.

"Customers often don't need a great big honking central system, especially if they're going to use only 20% to 30% of what it can do," says David Shoup, Product Manager, Central Controls, Hunter Industries. In other words, there are central control systems that can meet a variety of landscape needs.

For more information

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In an annual head-to-head contest for Green Industry publications, the Advanstar Landscape Group once again reaped more Turf & Ornamental Communicators Association writing, design and photography awards than any other publisher. Congratulations to our entire content team.

...Again

Best Use of Photography – Printed Magazines **First Place** Carrie Parkhill, Landscape Management, *"Lawncare in Nowhere"*

Printed Magazines - Overall Magazine Design

Merit Lisa Lehman/Kim Traum, Advanstar Communications, *"Golfdom"*

Writing For Commercial Publications, Column

First Place Pat Jones, Golfdom, *"This Turf Disease Can Affect You"* Merit Jason Stahl, Landscape Management, *"Always Listen To Your Mom"*

Writing For Commercial Publications, Turf Feature Article

First Place Larry Aylward, Golfdom, *"How The Other Half Lives"* Merit Larry Aylward, Golfdom, *"The Apple Doesn't Fall Far From The Tree"*

Writing for Commercial Publications, Business Management Merit Larry Aylward, Golfdom, "The Politics of Water"

Writing For Commercial Publications. Environmental Stewardship Article

First Place Larry Aylward, Golfdom, "Up a Tree and Loving It" Writing for electronic web site newsletters/magazines (external and commercial) First Place Pat Jones, Golfdom, *"To Move or Not to Move"*

Printed Magazines - Cover Page Design

Merit Kim Traum and Dan Beedy, Advanstar Communications, *"The Golfdom Report"*

Printed Magazines - Two-Plus Page Design, Editorial **First Place**

Kim Traum, Advanstar Communications, "Welcome To Golf 2025"

Merit Kim Traum, Advanstar Communications, "The Golfdom Report"

Electronic Publishing - Overall Newsletter/Magazine Design, (internal and non-commercial) First Place Derek Miller, BASF, *"Growing Trends"*

(and Lynne Brakeman, Advanstar, Jennifer Kempes, The Dudnyk Agency)

Electronic Publishing - Overall Newsletter/Magazine Design, (external and commercial) First Place

TIE: Lynne Brakeman, Advanstar, *"Landscape Management.net"* TIE: Lynne Brakeman, Advanstar, *"Golfdom.com"* Merit Lynne Brakeman, Advanstar, *"Landscape Management Week in Review"* Great publications for a great industry



ADVANSTAR LANDSCAPE GROUP

Supplies adequate; prices stable

BY SUE GUARD / CONTRIBUTING EDITOR xpect stable prices and adequate availability for most turfgrass species and varieties. The biggest change from last year is the rising price of perennial ryegrass seed.

Jacklin Seed Manager Glenn C. Jacklin says that proprietary Kentucky bluegrasses are in good condition with average yields. He says quality of this year's crop looks good.

quantities and availability for fine leaf fescues should be good as the industry works through overproduction. There might be some tightness due to lower yields this year, however.

"Supply of proprietary seed bermudagrass will be adequate," reports Dr. Charles Rogers, Seeds West, Maricopa, AZ. "Proprietary varieties fared better (than common) because growers are generally willing to spend more money on production to ensure that they get a high-quality crop."

Expect tighter supplies and higher prices for perennial ryegrass seed, however.

"Growers, unhappy with the pricing below the cost of production, eliminated 30,000 acres of certified production," says Tom Stanley, Southwest Manager of Turf Seed, Inc..

"Prices will continue to trend upward until, perhaps, spring 2005. Distributors and end users who purchase on

price should lock up supplies now," he says.

For a look at seed availability and a listing of mixes and blends, visit www.landscapemanagement.net.

KEY (AVAILABILITY):

- c=limited supply

KEY (PRICE):

Jacklin	also	reports	that
---------	------	---------	------

CULTIVAR	MARKETER	AVAILABILITY	PRICE
Bermudagrass		-17,27,21	A DECK
Jackpot	Jacklin	С	S
LaPrima	SR Oregon	В	S
Mirage	DLF International	В	L
Mohawk	Pennington Seed	В	S
Princess-77	Pennington Seed	В	S
Pyramid	DLF International	С	S
Riviera	Johnston Seed	С	н
Sahara	Pennington Seed	В	S
Southern Star	Jacklin	В	S
SR 9554	SR Oregon	В	S
Sundevil II	Jacklin	С	S
Sundance II	LESCO	В	S
Sunstar	LESCO	В	S
Sydney	Pennington Seed	В	S
Transcontinental	Turf Merchants	В	S
Wrangler	Johnston	С	S
Yukon	Johnston/Seed Research Ol	R B	S

Kentucky Bluege	rass		
Absolute	Jacklin/Graham/Pro Gardner	С	S
Alexa	ProSeeds	В	н
Apollo	Scotts/Proseed/Landmark	B-	н
Arcadia	SR Oregon	В	S
Ascot	Scotts/Landmark	А	н
Award	Jacklin	В	S
Barcelona	Barenbrug USA	В	S
Bariris	Barenbrug USA	С	S
Baritone	Barenbrug USA	В	S
Bedazzled	Turf Merchants	С	S
Blackstone	Scotts	A	н
Bluechip	Jacklin	В	S
Blue Knight	DLF International	В	S

CULTIVAR	MARKETER	AVAILABILITY	PRICE
Blue Moon	Jacklin	С	н
Blue Star	Pennington	С	S
Bordeaux	Lebanon Turf	В	S
Boutique	Turf Merchants	В	S
Brilliant	Turf-Seed	В	S
Broadway	DLF International	В	S
Brooklawn	Turf Merchants	A	S
Buckingham	Scotts/Landmark	A	н
Cabernet	Lebanon Turf	В	S
Caliber	Jacklin	С	S
Champagne	Lebanon Turf	В	S
Chicago II	Jacklin/National	С	S
Courtyard	Scotts/Landmark	С	New
Coventry	Scotts/Landmark	В	н
Deepblue	Jonathan Green	С	н
Dragon	ProSeeds	А	Н
Famous	ProSeeds	С	н
Freedom III	Jacklin/National	С	New
Haga	Burlingham/ProSeeds	С	S
Hallmark	LESCO	В	S
Ginney	ProSeeds	В	н
Kenblue	Jacklin	С	н
Lakeshore	LESCO	В	S
Langara	Pickseed West	В	S
Mallard	Pennington	С	S
Mercury	Pickseed West	С	New
Merit	Harvest States	В	S
Midnight	Pennington/Scotts/Landma	rk A	н
Midnight II	Turf-Seed	B-	S
Moonshadow	Pickseed West	В	S
Nassau	Jacklin	В	L
Newport	Jacklin	С	н

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CULTIVAR	MARKETER A	VAILABILITY	PRICE
NuBlue	Jacklin	В	S
NuDestiny	Jacklin	С	S
NuGlade	Jacklin	В	S
North Star	Turfgrass America	В	S
Preakness	ProSeeds	С	н
Quantum Leap	TurfOne	Α	н
Rhythm	DLF International	С	New
Rugby II	Jacklin	В	S
Serene	Scotts/Landmark	В	н
Showcase	SR Oregon	С	S
SR 2284	SR Oregon	В	S
Tsunami	Jacklin	С	S
Washington	Scotts/Landmark/ Jonathan Gr	een A	н

Tall Fescue			
Admiral	Burlingham	С	н
Alamo	Jacklin	В	н
Arid II	Jacklin	В	н
Arid 3	Jacklin	В	н
Barlexas	Barenbrug USA	В	S
Barlexas II	Barenbrug USA	В	S
Barrera	Barenbrug USA	В	S
Biltmore	LESCO	В	S
Bingo	DLF International	В	н
Black Magic	Jonathan Green	L	S
Black Watch	TurfOne	С	Н
Brandy	ProSeeds	A	S
Bravo	LESCO	Α	S
Bulldawg	ProSeeds	А	S
Cayenne	Pickseed West	С	New
Coronado Gold	Turf-Seed	В	S
Coyote	Scotts	С	н
Crew-Cut II	SR Oregon	В	н
Crossfire II	Pickseed West	В	L
Daytona	Burlingham	В	Н
Defiance	SR Oregon	Α	н
Divinci	Lebanon Turf	С	Н
Dynasty	Pickseed West	В	L
Empress	ProSeeds	С	S
Endeavor	Turf-Seed	В	S
Falcon II	ProSeeds	Α	S
Falcon III	ProSeeds	А	S
Fine Lawn Petite	ProSeeds	А	S
Focus	Turf Merchants	В	S
Greystone	Pennington	С	S
Guardian	TurfOne	С	Н
Heritage	ProSeeds	А	S
Houndog 5	DLF International	С	н
Jaguar 3	Jacklin	В	L
Magellan	Burlingham/LESCO	С	Н
Masterpiece	Lebanon Turf	В	н
Millennium	Turf Merchants	В	S
Olympic Gold	Turf-Seed	В	S

CULTIVAR	MARKETER	AVAILABILIT	Y PRICE
Onyx	Jonathan Green	С	S
Palisades	ProSeeds	С	н
Phoenix	Barenbrug USA	В	S
Pixie	Jacklin	С	н
Plantation	Pennington	В	S
Quest	Jacklin	В	н
Rembrandt	Lebanon Turf	В	н
Santa Fe	Jonathan Green	С	S
2nd Millennium	Turf Merchants	В	S
Signia	Pennington	В	S
Southeast	Scotts/Landmark	С	н
Southern Comfort	DLF International	В	S
Tempest	Burlingham	В	н
TF-66	Barenbrug USA	В	S
Tulsa II	DLF International	С	н
Vegas	Barenbrug	С	S
Watchdog	TurfOne	A	н
Wildfire	DLF-Jenks	В	S
Perennial Ryegrass	A COLUMN AND AND AND AND AND AND AND AND AND AN		
Accent	Jacklin	S	н
Admire	Jacklin	S	н
Affirmed	Lebanon Turf	В	н
Applaud	Pennington	Р	н
A.S.A.P.	Jacklin	S	н
Barclay	Barenbrug USA	С	S
Barlennium	Barenbrug USA	С	Н
Blazer 4	Pickseed West	С	New
Brightstar SLT	Turf-Seed	С	н
Caddieshack	Jacklin	В	Н
Calypso II	TurfOne	С	н
Churchill	Lebanon Turf	В	н
Elfkin	DLF International	С	н
Exacta	Lebanon Turf	В	н
Extreme	Jacklin	В	H
Fiesta 3	Pickseed West	С	н
GoalKeeper	Jacklin	В	н
Integra	Pennington	В	н
Mach I	TurfOne	С	н
Majesty	Scotts	С	Н
Palmer III	ProSeeds	С	н
Paragon	Turf Merchants	A	н
Peak	Barenbrug	С	н
Pennant II	ProSeeds	С	н
Pizzazz	Turf Merchants	A	н
Prelude III	ProSeeds	С	н
Premiere II	Barenbrug USA	С	н
Torritoro II			
Quick Trans	Turf-Seed	С	н

Read w.landscapemanagement.net More For a more complete list of seed varies

Get the oower band BY CURT HARLER

very landscape professional knows the importance of balancing the books. Victor

Garlanger, owner of Garlanger Lawn Maintenance, Orlando, FL, knows the importance of balanced equipment, too. Like most operations, he has a set of blowers, edgers and trimmers in his truck. He's especially concerned about the "feel" of edgers and trimmers.

"An edger that isn't balanced right will be harder on you at work," Garlanger says. "The same goes for weedeaters. You need good, steady power and a machine that feels right when you're using it."

Garlanger Lawn Maintenance serves a variety of commercial and residential customers.

"I'm after a good piece of equipment...one that's longlasting," he continues.

Garlanger is impressed with the easy cranking ability of the Echo blowers that he uses. He says he has tried other blowers and was impressed with their comfort, but finds other brands start harder than Echo and knows that an easy-starting unit will save a lot of wear and tear on his back.

"I'm looking for something with a lot of power," he adds. Manufacturers rate blowers with two figures: the number of cubic feet per minute (cfm) of air it produces and the number of miles per hour the airstream blows.

Lastly, Garlanger wants a tough piece of equipment. "It has to be long-lasting and durable," he says.

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continued on page 56





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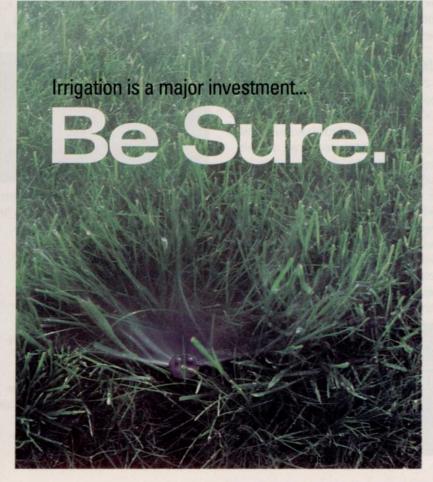
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Tualatin, OR www.shindaiwa.com Four-cycle T2500X is a straight shaft trimmer Set up unit with either a trimmer head or brush cutter blade Features C4 technology 24.5 cc, 1.1-hp motor Specially designed barrier bar front handle Circle #272



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Baffles the mind

Toro's Z Master Z500 series zero-turn rider features the new Turbo Force 52-, 60- and 72-in.

> decks with a fine-tune adjustable baffle. Designed for speed and convenience, the baffle is easily moved within seconds without tools. In long, dense grass or wet conditions, set the baffle to the open position to conserve power and achieve

faster mowing speeds. A closed baffle setting yields micro-sized particles and maximum discharge velocity. For more information contact Toro at 800/476-9673 or www.toro.com / circle no. 250

Hydro helper

At 35-in. wide, Ferris Industries' new HydroCut walk-behind can get in and out of places other commercial walk-behinds can't. Available in 32or 36-in. cutting widths, features such as Inte-

grated Comfort Controls and Quick-Adjust height-of-cut controls make it easy to use. Other features include a 13-hp Kawasaki V-twin engine, electric PTO, 10-

gauge fabricated double top deck with reinforced

side skirts, forward and reverse ground speeds of 0-5.5 mph, and 16in. turf-friendly tires. For more information contact Ferris at 800/933-

6175 or <u>www.ferrisindustries.com</u> / circle no. 251

Save water

Water2Save's on-line service reduces irrigation water usage up to 50% through the use of a wireless electronic module that's easily added onto any existing irrigation system. The wireless subscription service adjusts daily irrigation

Power boost

Echo's PB-650 Power Blower offers reliable, commercial-grade power with a comfortable, easy-tooperate design. Featuring heavy-duty performance and operator-friendly features, the blower provides superior operator control that translates into an exceptional level of operator confidence. The 63.3cc Power Boost engine delivers a maximum air speed of 201 mph and 625 cfm at the pipe. For more information contact Echo at www.echo-usa.com / circle no. 252

schedules based on forecasts from the National Weather Service combined with actual usage measurements. Water2Save works closely with the customer's landscaper, who programs a baseline watering schedule tailored to the customer's landscape, including the type of spray heads, plant material, watering cycles, soil, and sun and shade zones.

For more information contact Water2Save at 858/792-9760 or www.water2save.com / circle no. 253

Utilize this

E-Z-GO Textron's new MPT (multi-purpose truck) turf utility trucks are designed for use for grounds maintenance applications. Models include the MPT 1200 (gasoline, 1,200-lb. capacity), MPT 1000 (48v electric, 1,000-lb. capacity), MPT 800G (gasoline, 800-lb. capacity), and the MPT 800E (36v electric, 800lb. capacity). The MPT offers a rugged trucklike front cowl, redesigned and strengthened frame, a widened front axle and E-Z-GO's new E-Shield corrosion protection process. Special product features include a durable, rotomolded Crosslink polyethylene cargo bed on the MPT 1200 and 1000. Other advanced technology, feature upgrades and



options such as hydraulic front brakes are available on the MPT.

For more information contact E-Z-Go at www.ezgo.com / circle no. 254

Dispense like a pro

Strong Enterprise's Green Machine Pro fertilizer dispenser for use with either a conventional sprinkler or drip irrigation system is available in capacities of either 1, 5, 10, 30 or 55 gallons. They sit atop a pedestal base and are designed



for the user who has multiple valves and wants to place one dispenser before all of them, or for someone who doesn't want to be filling the tank that often on a single valve installation. For more information contact Strong Enterprises at 916/797-1056 or www.fertilizer dispensers.com / circle no. 255

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September

18-19 Southwest Horticultural Trade Show & Conference / Phoenix, AZ; 480/966-1610; www.amwua. org

21-24 ANLA Legislative Conference / Washington DC; 202/789-2900; www.anla.org

23-24 Virginia Turf Council Field Day / Blacksburg, VA; 540/942-8873; <u>www.the</u> vtc.org

October

8-9 Turfgrass, Landscape and Equipment Expo / Pomona, CA; Southern California Turfgrass Council; 800/500-7282; www.turfcouncil.org

17-18 Xeriscape Conference / Albuquerque, NM; 505/822-8222; www.xeriscape nm.com

18-20 International Lawn, Garden & Power Equipment Expo / Louisville, KY; 800/558-8767; http://expo.mow.org 22-23 Garden Expo / Toronto, Canada; The Landscape Ontario Horticultural Trade Association; 905/875-1805; www.gardenexpo.ca/

23 SE Texas Grounds Maintenance Conference / Conroe, TX; 936/539-7822

24-26 NJ Shade Tree Federation Annual Meeting / Pleasantville, NJ; 732/246-3210

30-3 ASLA Annual Meeting and Expo / New Orleans, LA; 202/898-2444; www.asla.org

November

4-6 Turf and Grounds Exposition / Rochester, NY; New York State Turfgrass Association; 800/873-8873; www.nysta.org

5-8 Green Industry Expo / PLCAA, ALCA & PGMS Annual Conferences / St. Louis, MO; 800/395-2522; www.gieonline.com

9-11 National Institute on Park and Grounds Management Conference / Indianapolis, IN; 920/339-9057

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When it comes to vehicle safety and dependability, too many motorists are putting off the simple preventative maintenance and repairs that can make the difference between being stranded along the side of the road or making it to their destination. Vehicle care, maintenance and repair are important steps in ensuring safety, improving dependability and avoiding costly repairs down the road.

To raise awareness about the benefits of performing regular vehicle maintenance, the Car Care Council has launched an education campaign called **"Be Car Care Aware."** This on-going campaign teaches motorists how to make sensible decisions about their vehicles.

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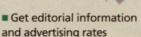
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Landscape Management Sales Staff

Tony D'Avino

Group Publisher 7500 Old Oak Blvd. Cleveland, OH 44130

P: 440/891-2640 F: 440/891-2675 tdavino@advanstar.com

Kevin Stoltman

Midwest Manager 7500 Old Oak Blvd. Cleveland, OH 44130

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

Nicole Himsel

Classified, Account Executive 7500 Old Oak Blvd. Cleveland, OH 44130

P: 800/225-4569 x2670 F: 440/826-2865 nhimsel@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 Manager 7500 Old Oak Blvd. Cleveland, OH 44130

P: 440/891-3118 F: 440/891-2735 mharris@advanstar.com

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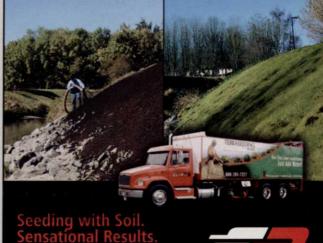
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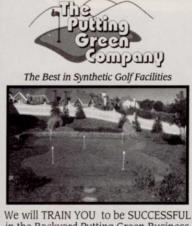
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Landscape Construction Superintendent

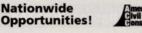
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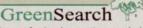
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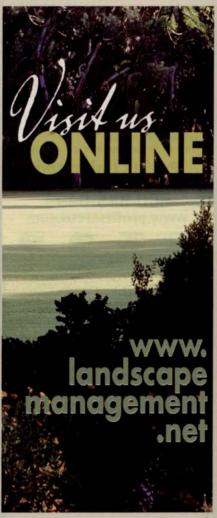
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Put the Dynamics of Classifieds to Work for You!

best practices IDELINES TO HELP AN INDUSTRY GROW

Explain desired performances

BY BRUCE WILSON

ost companies today have job descriptions for most of their key positions. But whether or not they're effective in driving behavior is a whole different story. Job descriptions don't cause employees to succeed or fail. Designed properly, however, and used in conjunction with a formal review process, job descriptions can help employees be more effective.

In developing job descriptions, do the following:

► Make sure they're aligned with company goals, both short -term and long-term.

▶ Place an emphasis on the key

result areas that are measurable and add to the growth and profitability of the company.

► Keep a balance between responsibilities or goals that

may be harmful if one is emphasized over the other. Example: Achieving budget for labor vs. maintaining a high quality level.

► Differentiate key result areas from necessary duties. For example, opening and closing the vard each day is a duty, while selling \$25 of enhancement work for each monthly contract dollar is a key result.

► Focus on the result expected,

Measurable results

Maintenance crew leader - hours to budget, callbacks, guality scores, number of accidents.

Maintenance account manager - contract retention, job on budget, enhancement sales and crew leader development.

Design/build production manager — hours to budget, materials to budget, callbacks, number of accidents, on-time completion.

Branch manager - sales growth, tracking to budget, net profit, return on assets of invested capital.



Bruce Wilson

not how to do it. Managers who tend to desire control also tend to tell people how to do something, which can stifle initiative.

► Tie the job description into your formal review process. This is critical if

you want to continually improve performance. Concentrate the review on the key drivers of the job being examined. These would be measurable things that could show whether or not a person is doing a job successfully. If they're hitting targets that you set in these areas, they, for the most part, are doing their job. If they're not, then other parts of the job description begin to help answer the question, "Why aren't they being successful?"

Nothing takes the place of consistent employee mentoring. The job description is an outline of expected performance. To get the most out of your team, you must be like the team coach. If you think of it this way, you'll be consistently mentoring your employees toward success.

Sound off

Does your company have job descriptions? Do they clearly describe what you expect of your employees? Do you monitor their progress in fulfilling their responsibilities as outlined in the job descriptions? Do you have a mentoring process to keep them on track?

Let's make ourselves a promise to review this vital aspect of our operations. Twice a year is probably not unreasonable.

To comment on Bruce Wilson's take on job descriptions, contact him at bwilson@wilsonovler.com. Wilson spent 30 years with Environmental Care, Inc., before partnering with Green Industry entrepreneur Tom Oyler to form the Wilson-Oyler Group, which offers consulting services. Visit www.wilson-oyler.com.

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