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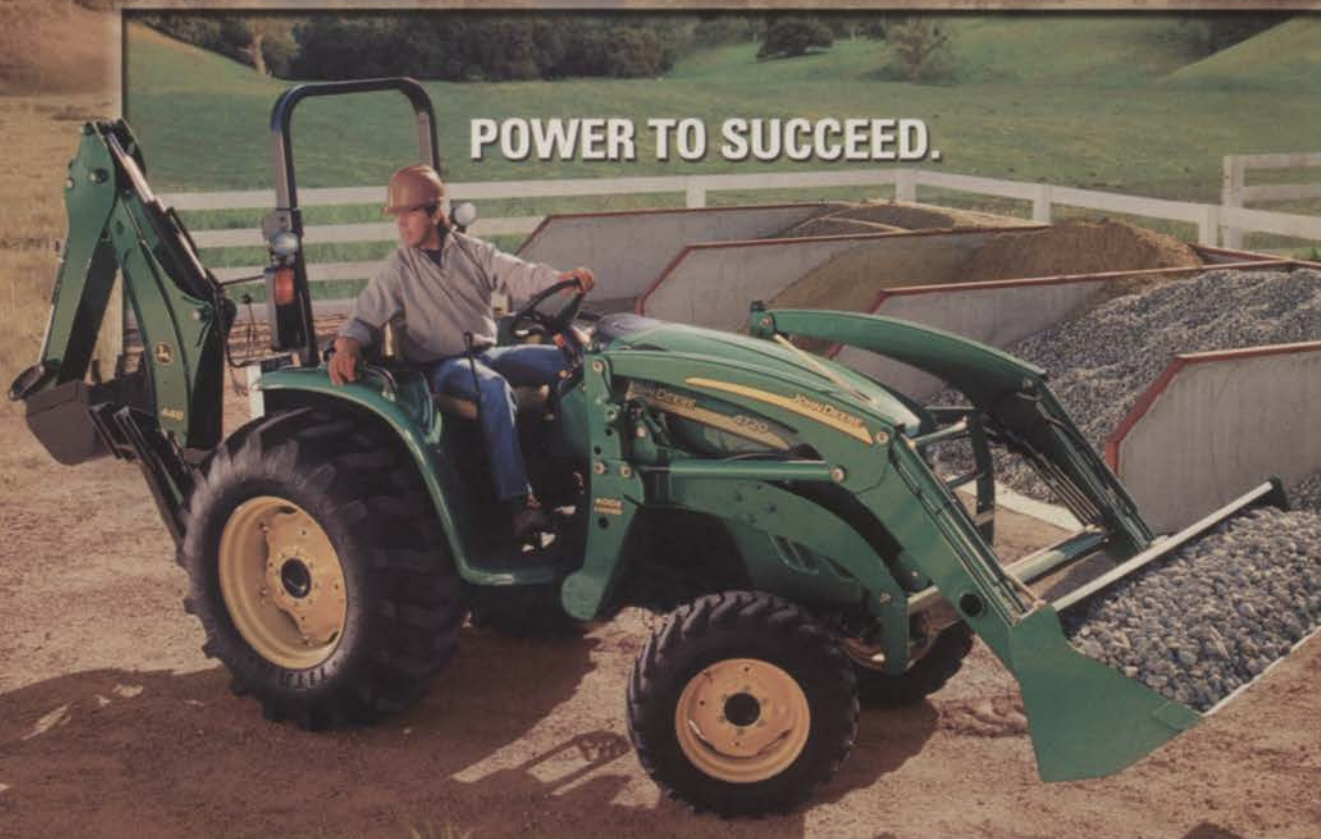


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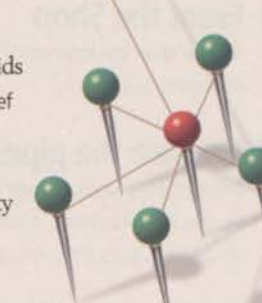
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BUSINESS

WHO'S WHO IN LM



W. James Ormond is a North Carolina native and a graduate of The University of North Carolina at Chapel Hill with a bachelor's degree in Industrial Relations/Business. After a five-year banking career with one of the nation's largest financial institutions, Ormond followed his heart and hobby and is co-owner of Barringer & Barringer

Landscape Services, Charlotte. He serves on the Board of Directors for the Carolina Grounds Management Association and is a member of ALCA. He and his wife of 12 years, Laura, have four children and live in Charlotte. Read this ex-banker's take on managing the cash in your business on p. 66.

MJ Gilhooley is president of Gilhooley Consulting based in Los Angeles. In addition to showing off her spunk and energy as a regular speaker at many Green Industry events, Gilhooley develops and executes a broad range of Green Industry marketing and PR projects. She earned a bachelor's degree in communications from Ohio University and a master's in psychology from Antioch University. Perception and professionalism mean a lot, and if you don't believe it, read her article on making client contact count on p. 70.



Judy Guido is president of Guido & Associates, a consulting, management, research and training organization that teaches companies how to grow people and profits. Prior to founding her own consulting practice, Guido was the Chief Marketing Officer and Vice President of Environmental Industries, now ValleyCrest Companies, the nation's largest privately held landscape management and development company. In her spare time, she heads to the great outdoors to run, hike, bike or kayak. She also loves theater, music and dance, and volunteers for the Special Olympics. Read her article on p. 62 to learn about the must-haves for your business tool kit.

Dusty Hallman is, during the day, the grounds manager for Sylvan Abbey Memorial Park in Clearwater, FL. At night, or any other time of day that offers the opportunity, he's a budding novelist. But don't think this writer is any sissy — one look at his burly physique (he used to be a ferocious football player) will convince you that not all writers are wimps. Find his take on crew management on p. 87.



Kevin Kehoe is the "numbers man." Everyone in the Green Industry knows he's the guy to go to when you want to crunch the numbers to find out how your company stacks up to the rest and where opportunities for growth might lie. This is called "management training and consulting services," which he delivers through his firm, Kehoe and Co. He takes on lowballing on p. 46 and explains how to price to get a job and still make a profit.

Landscape MANAGEMENT

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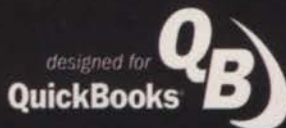


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Business advice on steroids

BY RON HALL / Editor-in-Chief

The game of business is played with teams. In a team, the strengths of some players make up for shortcomings in others. That's as true in publishing as it is in landscaping or grounds management. It takes dedicated, hard-working team players with a plan and a wide range of skills to produce *Landscape Management* each month.

Friends, I have to tell you that I'm as proud as I can be of our team. Group Publisher Tony D'Avino offered the challenge early this year, and team members hit the field running.

All the players — from sales to editorial to production to design — put on their game faces, dug in their cleats and had at it to make this first-ever "Business Planner" issue a reality.

Save it; use it

Our goal was to produce and publish an issue that readers would save and refer to month after month in 2005 to build their operations and make them more profitable. I think we did it, but you, our friends and readers, have the final say.

This is the single largest issue in our 42-year history. We're the longest running publication serving the needs of landscape and lawn service contractors. I'm calling this our first-ever "Planner" edition, a business management issue on steroids.

I admit that it's strictly a coincidence, but our first "Planner" rolls off the presses with the approaching merger of two of the industry's most prominent associations — the Associated Landscape Contractors of America (ALCA) and the Professional Lawn Care Association of America (PLCAA).

On January 1, 2005, they unite to form one much larger organization.

We've reported extensively on the merger, and opined that it's a positive development for you, our readers. As demand for your professional services grows (and it is growing), the associations serving the tens of thousands of owners, managers and employees must grow also.

Similarly, the need for solid, reliable advice addressing the many components of running successful and profitable businesses — marketing, sales, planning, management, administration, operations to name a few — expands as well. This special issue offers a wealth of business-building information from the industry's best.

Don't forget the suppliers

More than that, you'll find profiles of the industry's top suppliers in this issue. These "Resource Profiles," starting on page 145, put a face and personality to the companies that you rely on for products, technical and regulatory support and, in many cases, training. Take this opportunity to get to know these companies and people.

This Planner will be an annual event in our pages. Tell us what you'd like to see in it. We're planning for next year already.

Contact Ron at
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The need for solid, reliable information
addressing the many issues of success grows.



Three men behind a glass windshield driving down a highway aren't mowing grass. So how do you build route density?



More thoughts on density

BY BRUCE WILSON

Last month, I wrote about how important it is for a landscape or lawn service company to build route density. When we look at landscape maintenance and turf application companies, the issue of density is really what it's all about.

Three men behind a glass windshield driving down a highway aren't mowing grass. A lawn service technician traveling three or four blocks between each service stop isn't being efficient. If your employees aren't mowing grass or fertilizing clients' properties, they're not generating revenue. That being said, how do you build more density into routes?

Map it out

Some of this might seem basic, but as I travel around I'm surprised how few companies take the time to locate their jobs on maps on the wall using different colored pins to show job locations by route. Is this too simple a solution? I don't think so.

Start by giving each route a different colored pin to mark their sites. This is a visual way to designate the routes, making it easy to see routes that need

to be in filled. It also shows at a glance those jobs that are so far out of the way that you might want to consider dropping them. Or if the jobs are desirable for other reasons, your solution is to build a route around such jobs as you grow. It becomes a targeted area.

For each route that needs to have its density improved, have the crew leaders and/or account managers identify desirable jobs within that route. Some companies use pins with little flags on them indicating what day the job is normally serviced. Then you can tell which day may not have good density within the route and target a job the right size in the right location to go after.

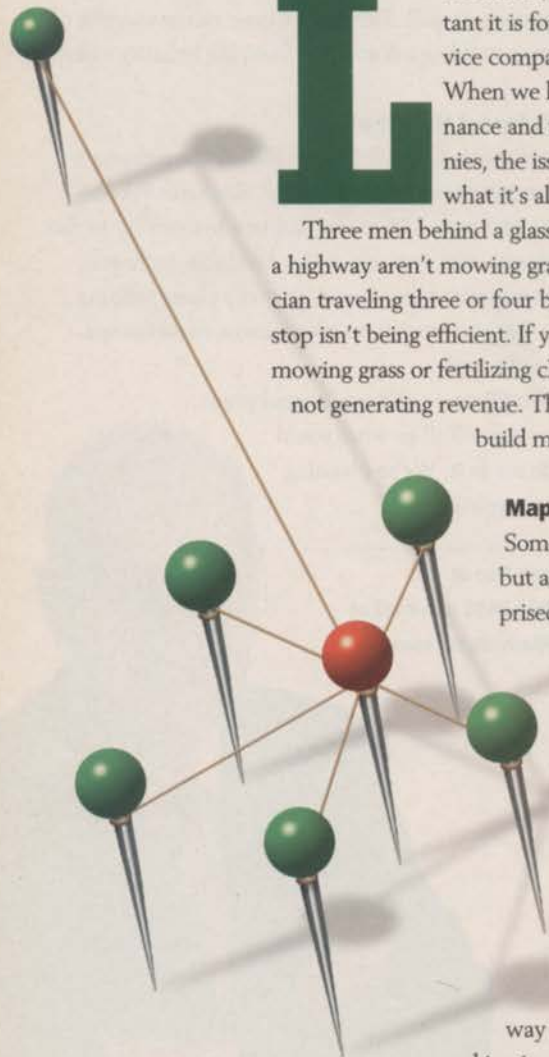
The budget balancing game

If you assume that a three-man crew works a 40-hour week, the budgeted hours should add up to 120 for the week. If they're less, you'll probably go over budget since the reward for staying on budget is less than 40 hours' pay. If the budgeted hours are 116, for instance, you must go find a four- to six-hour job to fill in the route.

These jobs that are identified become the focus of your sales effort. This is a targeted growth approach. It leads to profitable growth, not growth for the sake of growing.

This takes work and planning, something many companies are too busy to do. But top tier companies all do planning like this because they're planning to be successful.

— The author is a partner with entrepreneur Tom Oyler in the Wilson-Oyler Group, which offers consulting services. He is also the Director for the Symbiot Landscape Network. Visit www.wilson-oyler.com.





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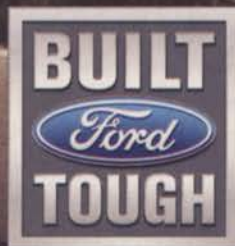
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Landscape pros get face-to-face in Toronto

BY JASON STAHL / Managing Editor

TORONTO — Roger Mongeon admits he had more than a few sleepless nights when his company, Turf Holdings, Inc., master franchiser of Weed Man, moved into a new facility in Mississauga, Ontario nearly three years ago. His rent increased by \$80,000 per year, and it was all he could do to not wonder whether it was the right move or not.

Mongeon worries no longer, however, since the facility now generates \$5 million in revenue for the company.

"You have to create a lot of systems to service 20,000 customers," the Turf Holdings CEO said. "The administration runs perfect, but you'd think it would be total chaos."

About 70 landscape professionals who were there as part of a JP Horizons' Face-to-Face event got to see those systems firsthand on a guided tour of the complex. Five stations were set up to offer information on the history of Weed Man and its growth, the financials of the business, hiring practices, the overseeing of the technicians, and marketing.

One innovative strategy the marketing team came up with to help U.S. franchises get around the "Do-Not-Call" list is sending out staffers to knock on potential customers' doors. If the people are receptive to an offer, the call is then made for an appointment and a subsequent visit by a salesperson. According to Andre Neveu, head of Weed Man's marketing team, the door-to-door contacts have resulted in more sales than telemarketing.

Neveu isn't too worried about similar "Do-Not-Call" legislation passing in Canada. "We may not fall under that same

law," he said. "We're calling existing clients, and according to our software people we'll still be able to use predictive dialers."

Landscape and lawn care company owners would do well also to copy Weed Man's highly detailed tracking system for financials. By keeping accurate records every year, you can determine reasonable sales figures to achieve in future years. Weed Man knows that 38% of sales volume will typically go toward direct expenses, which include fertilizer, trucks, gas, tools, and yes, envelopes and sheets of paper.

"The only things we don't track are the things that won't help us," Mongeon said.

The reason Mongeon feels that Weed Man has been able to make great strides in its success is that it's now installing systems with a culture, not a hammer as was the case before, he said.

Get off the patio

Face-to-Face participants also gleaned smart business advice from JP Horizons'

Roger Mongeon, above, hosted 70 landscape pros at his headquarters near Toronto.

Bob Coulter, who urged them to "get off the patio" or free themselves from the menial tasks of their business. The way to do that, he said, is by taking care of customers, financials and employees, the three legs of a stool that all need to be equally strong in order for the stool not to fall.

"If you're the lead goose every day, you're going to get tired," Coulter said. "You need others to take the lead every so often."

Coulter urged everyone to apply the ideas and information offered by Weed Man to create new revenue in their own companies and allow themselves more freedom to guide the business. He also urged them to ask two questions of themselves as a starting point:

- Do I go to work just to do it? (It changes your perspective if you have a reason)

- Do I have the right employees in place?



Sure Thing #1:

**SPRING
CAN'T BE
HURRIED.**



Symbiot confident, still growing

BY RON HALL / Editor-in-Chief

SALT LAKE CITY, UTAH — As it approaches its third anniversary, the Symbiot Landscape Network (SLN) has enlisted 385 landscape company partners with about 20,000 employees. Its combined sales total approximately \$1.2 billion. SLN claims to be the "2nd largest landscaping entity" in the United States.

"We'll probably cap the number at about 600 landscape companies," says Bruce Wilson, President and CEO of Symbiot Business Group. "There is a limit to how many can participate and it's based, somewhat, on geography."

David vs. Goliath?

Wilson describes Symbiot as an avenue for independent service providers to compete against "the Goliaths" of their respective industries for commercial, retail, hospitality and industrial clients. Partner companies do this by combining their purchasing power, sharing best practices and delivering the higher quality of service generally available from local owner/operators.

The process is a cooperative effort, he explains. While Symbiot seeks sales opportunities for its partner companies, the feedback of partner companies is needed as well.

"We try to get our partners to give us referrals," says Wilson. "If they hear about a contract going out to a national bid and they're not going to be able to bid, we can help them. We focus on property owners with multiple properties in a region for an opportunity for our multiple partners."

SLN is one of four networks within the Symbiot Business Group. The other three are: InteriorScape, Pest Management and Snow Removal.

Michael Byrne, CLP, Byrne Brothers Landscaping, South Hamilton, MA, heads

the Snow Removal Network that was started this year.

"We're really becoming one source for solving clients' many contracted services needs," says Wilson. For instance, the Toys 'R Us chain recently contracted with SLN partners for snow removal in addition to landscape services, he points out.

Unlike the '90s model

The Symbiot model is unlike the wave of buyouts that swept through the landscape industry in the late 1990s. The biggest difference is that partner companies remain locally owned and operated.

There are several types of "partners" within these networks. In the case of SLN, these include the individually selected "sales" partners. These are landscape companies mostly from major U.S. cities. They were invited to join because of their reputation for service and industry visibility.

If, for whatever reason, they aren't interested in a particular opportunity, a nearby "partner" company can acquire it. These partner companies can be located in the same general market area, but

most generally aren't.

All partners, and even contract clients, can participate in Symbiot's Purchase Power Program (P3) and can control their costs through negotiated buying programs, many of which include network price structuring, rebates, modified payment terms and financing agreements. The benefit to the suppliers participating as P3s is that they build brand loyalty, connect directly to decision makers and expose their product or service to a greater audience, says Wilson. He describes the relationship as "an economic ecosystem."

Completing the circle

One recent example involves a large energy company, a P3 partner that provides a discount on gasoline purchases to all the other partners, including other P3 supplier partners. Wilson says that everyone benefits, including the gasoline company that, of course, is selling more gasoline. Symbiot has submitted a proposal for doing the maintenance on their gas stations and, if awarded, the partners will get business from their supplier, completing the loop.

Dr. Couch dies at 80

BLACKSBURG, VA — Dr. Houston B. Couch, 80, one of the first full-time, academically appointed turfgrass pathologists, died Sept. 12 at Montgomery Regional Hospital here. Couch was recognized worldwide for his contributions to turfgrass science, in particular the understanding of turfgrass diseases. He earned his bachelor's degree from Tennessee Technological University in Cookeville in 1950, and his doctorate from the University of California at Davis in 1954. He came to Virginia Tech

in 1965 to serve as Head of the Department of Plant Pathology and Physiology. Under his nine-year tutelage, 12 faculty members were hired, a Plant Protection non-thesis program was offered, the Glade Road Research Center was constructed with much needed greenhouse and laboratory facilities, and Price Hall underwent extensive renovation. He had a significant effect on the direction and productivity of department programs. He finished his career as Professor of Plant Pathology at Virginia Polytechnic Institute and State University, Blacksburg, VA.

Sure Thing #2:

**THREE OF
A KIND BEATS
TWO PAIR.**



ALCA/PLCAA merger gets OK

HERNDON, VA — The Professional Lawn Care Association of America (PLCAA) and the Associated Landscape Contractors of America (ALCA) will merge to form a new association, effective January 1, 2005. This announcement comes after the completion of a 30-day voting period by the members of both associations.

More than 90% of the members who voted agreed to consolidate into a new Green Industry association that will provide a stronger voice and increased lobbying capabilities for the combined organization. The merger of PLCAA and ALCA into a new association will also mean expanded member benefits and services.

The next step in the merger process is to finalize the details, including the reas-

signment and consolidation of staffing responsibilities within the two offices and the selection of a new name for the organization. Also critical will be reaffirming the importance, and maintaining the support, of the new association's allied re-

gional and state partners as well as redefining the association's relationship with other green industry organizations.

The new organization will be comprised of approximately 4,000 professional interior and

exterior maintenance, installation, design/build, and lawn care firms and suppliers. Focus groups are under way for the naming of the organization. A name and a new identity "package" will be identified later this fall.

More than 90% of the members voted to consolidate the two associations.

[CLIPPINGS]

Ruppert moves into Frederick, MD

LAYTONSVILLE, MD — Ruppert Nurseries acquired the commercial landscape management contracts, trucks and other equipment of A Neater Nature, Inc., based in the Frederick, MD, area. It also retained all of A Neater Nature's commercial landscape management employees, who will join Ruppert's Maryland landscape management branch. Ruppert Nurseries, Inc. provides commercial landscape installation and management services from its five branch locations in the Philadelphia, Washington, D.C. and Atlanta Metropolitan areas.

Tensar nabs North American Green

ATLANTA, GA — The Tensar Corp., which makes polymeric grid and mesh products, bought North American Green, a provider of rolled erosion control products. North American Green will operate as a subsidiary of Tensar.

Davis Equipment acquires Sun Turf

ST. PAUL, MN — The assets of Sun Turf, Inc., a regional supplier of professional grounds care equipment, were acquired by Davis Equipment Corp. of Johnston, IA. The new company will be called Davis Sun Turf.

Emerald Ash Borer moving into Ohio

REYNOLDSBURG, OH — The Emerald Ash Borer (*Agilus planipennis*), a destructive exotic pest from Asia, is slowly spreading into northwestern Ohio. Recently it was identified in ash trees in Maumee State Forest in Henry County, OH. It's also been found in five other Ohio counties since it was first discovered in southeastern Michigan several years ago.

Fund set for accident victims

CALABASAS, CA — The ValleyCrest Companies has established a fund on behalf of its four employees, members of a single crew, killed in a traffic accident on Sept. 10. The men, all employed by ValleyCrest Landscape Development in Northern California, were on their way to a job site at 6:45 a.m. when the vehicle they were in was struck head-on by a Camaro coming from the opposite direction. The Camaro was traveling in the wrong lane.

Killed were:

Foreman Ignacio Alejandro, 37, Oakland, who had been with ValleyCrest for 10 years. He leaves behind his wife Catalina, 14-year-old son Ignacio and 11-year-old daughter Yesenia.

Armando Alejandro, 20, Oakland, Alejandro's nephew.

Jesus Ventura Gutierrez, 60, Oakland, who leaves behind his wife Amalia, seven children between the ages of 15 and 32, and 11 grandchildren.

Jose Villagomez, 38, San Leandro, who leaves behind his wife Mercedes, two sons, Salvador, 13, and Jose Antonio, 1, and two daughters, Elizabeth, 12, and Karina, 8.

ValleyCrest is matching all donations to help the families with funeral and living expenses. Contributions can be made to: ValleyCrest Pleasanton Crew Memorial Fund, ValleyCrest Companies, 24151 Ventura Blvd., Calabasas, CA 91302. Attn: Mary Clancy.

Sure Thing #3:

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[†]Prior to tillering.

In the Know

ANLA tees up 3 top speakers

LOUISVILLE, KY — The American Nursery & Landscape Association (ANLA) is featuring three innovative speakers to headline the 2005 Management Clinic to be held February 2-5 here.

Dr. Tom McDonald, who is the first keynoter and has a Ph.D. in psychology, has one mission: to get business people to ask new questions, think new thoughts and do new things. McDonald will stimulate attendees to unleash their individual and collective potential and focus it on the specific challenges and opportunities they're facing in business today.

The second day of the event will start off with a good laugh, as attendees will learn from Joel Zeff how to energize their business with humor. Zeff, a former newspaper journalist and public relations executive, creates a positive and comfort-

able environment for his audience that allows them to take risks and explore their creativity.

ANLA's Management Clinic offers attendees 72 programs in nine categories, including business management.

Tim Sanders will complete the trio of headliners on Saturday morning. Sanders is the former Chief Solutions Officer of Yahoo! and will discuss 'the L-factor', or one's likeability factor. Using his dynamic presentation skills, Sanders outlines how

likeability is the key to health, wealth and happiness. Author of the best-selling business book *"Love is the Killer App"*, Sanders is working on a new book, *"The L-Factor"*, to be released in 2005.

The Management Clinic also offers attendees 72 programs in nine categories: Retail Business Basics, Retail Business Management, Landscape Business Management, Design/Build, Grower Business Management, Landscape Distribution, Personal Growth, Human Resources, and Finance and Team Building.

Complete details of the 72 sessions and full registration will be available in late October. To ensure you receive a brochure as soon as it's available, e-mail your address to meetings@anla.org.

People & companies



Carson Industries LLC hired **J. Leo Lovato** as Vice President of Sales and

Marketing. Carson is a leading manufacturer of drainage products and enclosure boxes for landscaping and irrigation applications.

Weed Man Minneapolis appointed **Gary Becker** partner and general manager, and **Wayne Golz** was appointed general manager of the Madison,

WI Weed Man franchise. **Rain Master Irrigation Systems** has hired **Warren Thoma & Associates (WTA)** as manufacturers' representatives in the Midwestern United States and **Bartlett Resources** as manufacturers' reps in the Northeastern part of the country.

Rain Bird was recently recognized for its engineering excellence with a prestigious AE50 Award from the American Society of Agricultural Engineers (ASAE).

Komatsu Zenoah America Inc. named **Kunio (Kevin) Watanabe** president.

Hunter Industries appointed **Sarah Poret** Sales Manager I for both specification sales and contractor sales through Hunter's exclusive distribution network.

The Associated Landscape Contractors of America (ALCA) announced that **Mark Lay**, co-owner of AA Tex Lawn Co., Indian Trail, NC, passed the Certified Landscape Professional exam.

U.S. Lawns now in 130 offices, 27 states

ORLANDO — U.S. Lawns continues to grow, and now numbers more than 130 franchised offices operating in 27 states across the United States. Recently opened offices include: Asheville, NC, Robin & Donna Smith; Dothan, AL, Peter & Sheryl Toro; Louisville, KY, Adam Neville; Greensboro, NC, Brandon York; Jacksonville, FL, Andrew and Greg Brockman and Jack Stout; Valdosta, GA, Paul & Mitzi Beeler; Baltimore, MD, Kevin Wolcott.

"Commercial property owners understand the importance of maintaining a professional appearance, inside and out," says Ken Hutcheson, President of U.S. Lawns. "After all, the grounds are the first thing you see, and you never get a second chance to make a first impression." U.S. Lawns is a wholly owned subsidiary of Valley-Crest Companies.

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Jay Boyce, owner of Boyce Landscape Inc., knew just what he wanted to make the perfect landscape truck, but he needed a very special truck chassis to complete the picture.

As Jay puts it, "The body I designed had a place for everything, but to make it work, I needed a truck that could handle the load and carry a six man crew as well. (Legally, with seat belts.) My clients are very upscale, so the truck had to look good on the job. I also wanted a very tight turning radius, so drivers could maneuver in narrow areas. And finally, it had to be dependable, because down-time is a killer in this business. My Isuzu dealer had just the right truck, the Isuzu crew cab."

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ALCA

Meeting Brief

NEWS FROM THE
SALES SYMPOSIUM

Sales Symposium targets 'rainmakers'

JERSEY CITY, NJ – They came here the weekend of July 30-August 1 for a reason, and each person had a different one. For some, the trip to the ALCA Sales & Marketing Symposium was to see what ALCA was about. For others, it was part of their new job in the Green Industry, and their first exposure to industry organizations. Many local landscape professionals attended because, for the first time in many years, an ALCA event was in their backyard. Some even came to take an important test – ALCA's CLP (Certified Landscape Professional) – for which they'd studied for weeks. But most came to learn how to be better at sales, and at developing better sales skills in their organizations. And few went home dissatisfied.

ALCA's Symposium series of events held each summer continue to offer solid management information for specific

audiences: exterior maintenance, landscape design/build and interior. This year's symposium offered three addresses by Tom Oyler, of the Wilson-Oyler Group, on several key points: Understanding how external events are affecting the landscape industry, structuring commissions strategically and developing "rainmakers" in your organization.

Oyler said that nurturing rainmakers is a strategic task and warned landscape owners that organizational rainmakers have different personalities, viewpoints and methods of operation than most employees. Why would you want a rainmaker? Oyler pointed out it's rainmakers who generate sales and strong customer relationships, and it's that quality of building relationships that makes rainmakers look out for the customer.

Other take-home points from Oyler's presentations include:

View of lower Manhattan from the Hudson River cruise ship. Most ALCA Sales Symposium participants elected to take this scenic trip on a beautiful day.



Big city fun

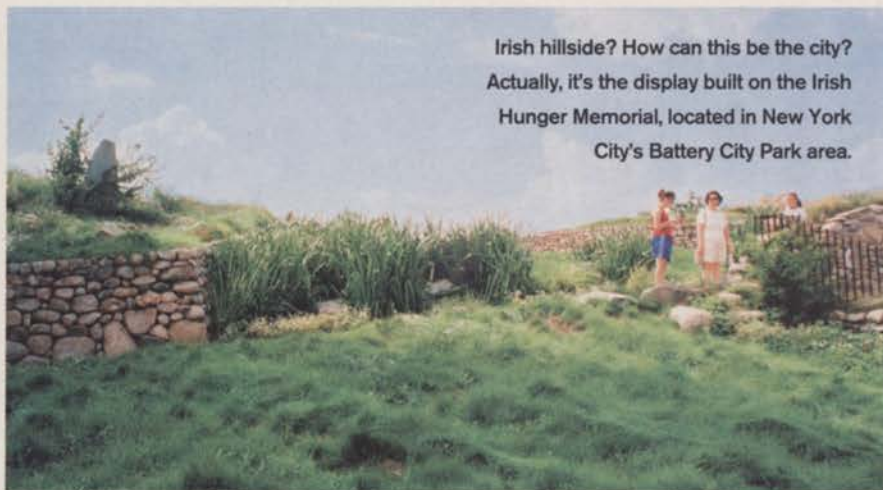
The Symposium wasn't all business. After all, participants were in one of the greatest cities in the world and were eager to take advantage of all it had to offer.

To start things off, some took a walking tour of Battery City Park at the southern tip of Manhattan. Within Battery Park were a number of beautiful public green spaces, including one that looked like an Irish countryside. Another highlight on the tour was the Winter Garden, which was damaged during the 9/11 attacks and rebuilt. John Mini of John Mini Indoor Landscapes Ltd. told how his firm managed to source, transport and install the 16 large, matched palm trees in the garden.

On Saturday evening, many took part in a boat cruise on the Hudson River while taking in the beautiful Manhattan skyline. Others chose to hop the PATH train over to entertainment districts for fine dining and dancing, two things that are not hard to find in the Big Apple.

THIS MEETING BRIEF BROUGHT TO YOU IN PARTNERSHIP WITH





Irish hillside? How can this be the city?
Actually, it's the display built on the Irish
Hunger Memorial, located in New York
City's Battery City Park area.

■ If you bring a rainmaker into your organization, build in new systems and be prepared to handle a lot more business.

■ Involve rainmakers in the management team as their input is vital.

■ Expect the rainmaker to shake up the organization and be flexible. The ultimate goal is growth and more sales, and that usually doesn't happen without change.

Specialty group presentations

Maintenance and design/build groups went to separate seminars aimed at their areas of expertise.

For the maintenance specialty group, the program focused on key strategic moves in the business: practical take-aways for sales success, making a great impression on every client contact and maximizing company revenue by selling extra services. Also, a panel of three experts (Brandon Rodgers, Heads Up Landscape, Albuquerque, NM; Rich Chilcoat, The Davey Tree Expert Company, Baltimore, MD; Tom Brown, CLP, Groundmasters, Cincinnati, OH) took questions from the crowd eager to solve their sales dilemmas.

Sales success! — Bill Leidecker, CLP, president of Five Seasons Landscape Management, Reynoldsburg, OH, stressed that his goal was to break down the sales process into components for greater understanding. "If you can understand the sales process, you can critique it, you can tweak it and you can make it better," he said.

It starts, he said, with the consultative

sales process, which includes but is not limited to:

- prospect identification
- qualification/discovery
- presentation/proof of performance
- close/commitment.

The qualification/discovery step "the single most overlooked, underutilized and poorly performed aspect of the professional selling process in the landscape industry," he said. Yet it's the most important because it allows you to get a profitable "yes" without closing hard.

Leidecker also emphasized what the qualification/discovery (of clients' needs)

phase is NOT: a response to an RFP to pick up bid specs, a fulfilled request for a third bid or response to someone who doesn't have any intention to change service companies.

Enhancements: Maximizing your company's revenue by selling extra services

— Joe Skelton, former owner and president of Lifescapes, Inc. and current landscape industry consultant, stressed the importance of "extras," or services provided that aren't in the base contract and therefore are an additional charge to the customer. "It's possible to sell as much as 50% of your base maintenance contracts in extra services (not including color)," Skelton said. Enhancements are a win-win for you and your customer when:

- they're perceived as a "value-added" service,
- they improve the property's marketability (help increase occupancy),
- they're proposed "pro-actively" and not as a result of a complaint,
- they're presented as creative ways to lower long-term maintenance expense,
- and the client is able to plan them into their budget.

Skelton suggested taking pictures of various spots on a site that can be

Merger update

Kurt Kluznik, president of ALCA, gave an update on the merger of ALCA and the Professional Lawn Care Association of America. The merger was recently passed by a vote. The plan for realignment is:

■ 7 PLCAA board members will be added to the ALCA board and other committee chairmen and participants will become part of the appropriate ALCA KRAs (Key Results Areas)

■ 2 more KRAs will be added: GIE Show and Legislative Day on the Hill

■ Next year (2005) the officers will be: President — Dan Foley; President Elect — John Gibson;

Secretary/Treasurer — Maria Candler; Immediate Past President(s) — Jim Campanella & Kurt Kluznik

■ ALCA is hiring a marketing firm to develop a new name that reflects the "new era"

■ Certification will be developed in 2 lawn care categories

■ Challenges for the integration: 1) Retain PLCAA members, 2) Deal with pesticide regulations effectively, 3) Help PLCAA members integrate into the ALCA "culture," 4) Meet the needs of the "Lawn Care Specialty Group" which will be formed to be similar to those for interior, exterior, design/build.

improved and putting those pictures in a simple album with brief descriptions of the enhancement suggested. Then, show the album to the property manager for an effective presentation. But first, follow these steps for a proactive site analysis program:

- Determine when each property manager must submit their budgets for the coming year.
- Schedule a meeting with the property manager (well in advance) to discuss his goals and objectives/likes and dislikes
- Conduct a thorough site inspection paying particular attention to problem areas and opportunities for improvement.
- Prepare a professional presentation book with photos and descriptions of each area to be improved.
- Describe the problem, the solution, potential savings and the budget for each area.
- Offer recommendations in a pick-and-choose approach.

Make every client contact count —

M.J. Gilhooley, president of Gilhooley Consulting, Los Angeles, CA, recognized that many landscape firms fully realize and embrace the importance of quality service, but don't yet fully understand how to communicate the perception of that quality. And, according to her, perception is everything.

"There may be objective ways to test the true relative value of two landscape or lawn care firms, but consumers don't conduct these tests when making decisions. They go with their perceptions," Gilhooley said.

Key questions to ask yourself about your business are:

- How long does it take the office to return phone calls and e-mails?
- What is the general appearance of your service representative on a first call?
- Do you and your staff make it to appointments on time?
- What is the condition of the notebook, 'portable desk' or clipboard your team uses on calls?
- Does your handshake confirm that you are indeed someone who actually cares about outstanding service and attention? ■

Design/build it and they will come



Each talk at the Symposium had a packed house.

For the design/build specialty group, the program focused on developing a niche in the market, building a compensation structure to motivate sales, nurturing strong relationships with customers, and using design centers and dedicated sales-design teams to grow sales. ALCA contractors and others provided the presentations, and gave attendees plenty of opportunity to ask questions afterward:

Developing a Niche — Jeffrey Scott, president of Glen Gate Co., Wilton, CT, explained how his company developed a strong strategic niche in his marketplace. He calls it "being king of the mountain."

"We design and build pools and property," he said. Once the company defined this clearly, it was easier to market and sell, Scott maintained.

Other tips Scott had for attendees include:

- **You are who you meet —** Seek out peers, advisors and consultants who will raise your bar and challenge you to grow professionally.
- **Go outside —** Unless you have marketing expertise in house, you might grow sales more quickly using a professional marketing/advertising firm.
- **Get 20 years of benefits —** Scott corrected a mistake with a pool by completely

replacing the entire project. He's had a great reputation and good 'spin' on his business for 20 years since.

- **Charge more —** If you're building a brand, hiring good sales people, offering good services and projects, expect to raise your prices.

- **Use personality profiling —** Scott rates employees by performance and uses personality screening when hiring.

Reward and Motivate Sales — Mike

Hommel, president of Designs by Sundown Inc., Englewood, CO, explained how he has structured his design/build organization to have key managers grasp full responsibility for their business segments while motivating them strongly to increase sales. In Hommel's company, designers handle all customer issues, including consulting, collecting fees, designing and presenting, contracting, scheduling, site management and project completion.

Hommel pays his designers a modest base salary, with hefty commission opportunities available when projects are completed over gross profit goals. He also motivates project foremen and installation crews to assist in meeting the profit goals through efficiency on the project. "This also creates a working, amicable relationship between the designer and the foreman," he noted.

The basic structure of base salary plus commission opportunities based on reaching or exceeding gross profit goals also carries over into other Designs by Sundown departments, such as water features, lawn care, plant health care, nursery, and lighting. The irrigation department manager has commission opportunities by increasing the billable work based on budget goals.

Hommel believes his system of building an entrepreneurial spirit within his firm helps keep his managers loyal. "Each can go and start another company but

now they have a vested interest and the company takes care of them. It makes the organization 'pirate proof,' he added.

Customer relationships count — Some relationships with customers can be profitable for years, said Jason Cupp of The Kincaid Co., Kansas City, KS. He stressed that expectations about relationships with customers start when you define your mission statement and develop as each person in the organization understands the core values of the group.

Relationships with customers can have a huge impact on a business, he said, and can bring positive benefits for many years. As an example, he told of one of his first customers who encouraged him to get into the design/build side with a very modest project of less than \$1,000. After that project, others gradually followed and nearly 20 years later, Cupp's long-term customer is the source of six-figure sales in a single year.

"Don't ignore those key relationships," he recommended. "In fact, you should consider living 'relationally' and building stronger relationships with customers."

He also gave some tips on starting out on a strong footing from the first meeting with a client:

- Tour the house to see clients' style and preferences.
- Ask key questions about their personal history and interests.
- Get thorough contact information.
- Connect with their 'big moments' in life — send notes, e-mails, voice mails for special occasions.
- Know their spouses and children's names.
- Learn their phone number by heart.
- Invite clients to holiday parties.
- If you win an award, take that client to the presentation.
- Have clients meet in your home to see where you live.
- Bring a vendor to industry events like the Green Industry Expo and Conferences.

Build a design center — Glen Jacobsen, president of Jacobsen Landscape Design & Construction Inc., Midland Park, NJ, has built two dedicated design sales



Steve Pattie of The Pattie Group makes a point during a forum hosted by Landscape Design/Build magazine.

centers with great success. He brought photos of his newest center, which includes a two-story building for client meetings, training, community outreach and design center. The half-acre site sits at a busy intersection and serves as a showcase for the design and construction expertise of Jacobsen's employees. The landscapes feature seasonal plantings, hardscape samples (even the parking lot shows various paver samples), a water feature, decking and more.

Since building his first center in the early 1990s, Jacobsen has seen his sales grow exponentially.

"Is a design center right for you?" he asked. "Make sure it's part of your business plan and that you are poised for growth because it will increase sales." He noted other points to consider before jumping in:

- Consider the large capital investment (as well as labor investment) needed to construct it.
- Think like a retailer and look for a prominent location.
- Consider the costs of land; leasing may be an option.
- Build it properly and make it part of the company culture.
- Use vendors to keep material display costs to a minimum.
- Don't be cheap with signs; this is a major showplace for your company

Move quickly and practice — First client callback goals at The Pattie Group, Novelty, OH, are to call within one to two hours, said Steve Pattie, president. "We've

found that we can improve sales by 30 percent by moving quickly on inquiries."

After that, the company walks through a detailed and comprehensive screening process to rate prospective clients on their needs. Usually, clients are screened twice before any meetings occur. Pattie pointed out that this saves designers' consultation time. If a client does not appear to be interested in the services the company offers, they get referrals to other local firms.

Another way to build design sales and keep them in the pipeline are by proposing master plan work for the fall or providing plans in phases. "Many times, we're so busy in the spring and must focus on the client's priorities," he said. "They often like the fact that we can provide design work in the fall. It's good for us, too. We may not want to spend the time to design more than we can install at the time. The client may not be ready for that next phase."

Sales effectiveness really depends on practice, Pattie maintained. "Practice your sales presentations on your coworkers," he says. "It makes you 10 times more prepared. As an industry, we practice on our clients rather than on ourselves."

He recommended using ALCA's Blueprint for Success guide to a design/build business as a source of excellent qualifying and design-related questions to ask prospective clients. Pattie also stresses the importance of training new designers and sales people for a long time on the skills of selling.

For more information on this meeting, contact ALCA at 800/395-2522. ■

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Plan now and prosper in '05

Here's how to get the most out of this special "Business Planner" issue

BY RON HALL / Editor-in-Chief

N

ow's the time to tee up next season, and you've come to the right place to do it. You'll find much of what you'll need within the pages of this special issue of *Landscape Management* magazine.

For starters, we're offering a complete section of articles focused on business management in our first-ever "Business Planner," including the announcement of our partnership with the Associated Landscape Contractors of America (ALCA) to bring you a fascinating new way to learn and train — the online Green Industry Hub. (See page 42.)

Lots of meat

We didn't skimp on our regular reader favorites, either, columns sections such as Bruce Wilson's "Best Practices" or Ed Laflamme's "Business Ideas." Also, don't miss a special Q&A interview with Ken Celmer about Davey Tree's ongoing acquisition plans either.

But back to the meat of this special section.

We know you're busy finishing up this season's work. That's the reason we designed this issue for you to keep and return to again and again.

For instance, as you're preparing your next season's budget, visit the unique supplier sections of this "Business Planner." They will be

indispensable as you figure out what you'll need in terms of iron, chemicals and services. Don't put it off. The holidays will be here before you know it, and as the days of winter start to lengthen again, you'll get hot into sales and training.

You don't want to be making last-minute big-ticket buying decisions when the early spring rush explodes or with commencement ceremonies just around the corner.

Info at your fingertips

This issue of *Landscape Management* provides the most detailed listing of major suppliers to the Green Industry that you'll find in any other single publication. Here's how to use it efficiently.

Start on Page 36, in our three-page "Resource Guide," and find brief, easy-to-read descriptions of industry-leading equipment and product and service suppliers. We've broken them into categories — mowers, chemicals, etc. — to make it easier for you.

You'll notice that, in addition to some basic information, each of these "thumbnails" directs you to page numbers where you can learn more about each of these particular companies. One number directs you to its advertisement within this special issue and the other to its own individualized profile within our unique "Resource Profile" section.

These profiles will provide you with a great deal about each company — its mission statement, the technical support it offers and its products.

The Resource Profiles begin on page 150. They're arranged alphabetically, again making them easy to find.

Save this issue. Use it often. ●

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Let these companies send you great information about their products. Circle the company's number on the Reader Response cards near pages 196 and 201 and mail or fax it to us today.

ENGINES

Briggs & Stratton Commercial Power's Vanguard engine family is the company's premier line of air- and liquid-cooled gasoline and diesel engines in the 2.4HP-35HP range.

► CIRCLE # 115 / AD PAGE 35 / PROFILE PAGE 157

EROSION CONTROL

North American Green offers a complete line of erosion control blankets and turf reinforcement mats. They are guaranteed to assist in meeting NPDES regulations for erosion control on slopes, drainage channels, shorelines and active job sites to reduce sediment migration.

► CIRCLE # 111 / AD PAGE 25 / PROFILE PAGE 182

FRANCHISING

Weed Man has been providing quality lawn care services for over 35 years. It is with this devotion to quality that we strive to attract only outstanding individuals to the Weed Man team.

► CIRCLE # 139 / AD PAGE 89 / PROFILE PAGE 194

IRRIGATION PRODUCTS

Ewing Irrigation, your premier wholesale distributor featuring friendly people, quality products and superior service since 1922, offers irrigation and landscape products, water-management solutions, low-voltage lighting, water features and industrial plastics to industry professionals, with 135 convenient locations in 16 states.

► CIRCLE # 122 / AD PAGE 56 / PROFILE PAGE 161

Hunter Industries is among the world's leading manufacturers of irrigation equipment for turf, landscape and golf. Hunter produces water efficient products for residential and commercial use, including pop-up gear driven rotors, spray sprinklers, valves, controllers, central controllers and weather sensors.

► CIRCLE # 143 / AD PAGE 97 / PROFILE PAGE 168

Rain Bird is the leading manufacturer of irrigation products and services. Since its beginning in 1933, Rain Bird has offered the industry's broadest range of irrigation products for farms, golf courses, sports arenas, commercial developments and homes in more than 130 countries.

► CIRCLE # 109 / AD PAGE 12 / PROFILE PAGE 186

MATS

AlturaMats produces polyethylene ground protection mats for a wide variety of markets. The mats protect turf from damage due to vehicle damage as well as virtually eliminating getting stuck in muddy conditions. All mats are guaranteed for a full three years.

► CIRCLE # 146 / AD PAGE 103 / PROFILE PAGE 150

EQUIPMENT & MOWERS

Ariens Company is a leading manufacturer of outdoor power equipment for both consumer and commercial use. Ariens has developed a solid line of snow removal equipment for the commercial landscape contractor. Gravely, a wholly owned subsidiary, is one of the most respected names in commercial lawn and garden equipment. Products include walk-behind, zero-turn and outfront mowers.

► CIRCLE # 102, 160 / AD PAGE CV3, 204 / PROFILE PAGE 152

Auburn Consolidated Industries Inc. applied more than 75 years of experience as a component manufacturer for major original equipment manufacturers of agricultural, lawn care and light construction equipment in designing, engineering and manufacturing its EverRide brand of premium zero-turn mowers.

► CIRCLE # 129 / AD PAGE 73 / PROFILE PAGE 153

Bobcat Company is a leading manufacturer of compact equipment, including job-matched attachments. Products include skid-steer loaders, compact and mini track loaders, compact excavators, utility vehicles and other labor-saving landscaping and construction equipment.

► CIRCLE # 112 / AD PAGE 31 / PROFILE PAGE 156

ECHO manufactures high-quality, hand-held power equipment for professionals and discerning homeowners. Developed to meet the reliability, durability and efficiency requirements of demanding commercial customers, Echo products lead the industry with a proven standard of performance for more than 30 years.

► CIRCLE # 128 / AD PAGE 71 / PROFILE PAGE 160

Express Blower manufactures and distributes the premier blower truck equipment available. Apply composts, soils, aggregates, sand and mulches quickly and efficiently — even to remote locations. The Express Blower is perfect for erosion control, construction, and landscape projects, saving time and labor.

► AD PAGE 83 / PROFILE PAGE 163

Ferris Industries manufactures a complete line of zero-turn, three-wheel and walk-behind commercial mowers. In 1998, the company introduced IS® Independent Suspension for the riding mower. Ferris® exclusive features include: Hercules® spindles, Integrated Comfort Controls (ICC®) and Active Performance Suspension (APS®).

► CIRCLE # 105, 164 / AD PAGE 7, 205 / PROFILE PAGE 165

The Grasshopper Company manufactures a complete line of FrontMount® and MidMount® True ZeroTurn® mowers. The company's products are engineered for comfort, speed, and durability while delivering a manicured cut. Turf renovation and snow removal implements turn these mowers into year-round grounds maintenance machines.

► CIRCLE # 141, 151 / AD PAGE 53, 111 / PROFILE PAGE 166

Husqvarna offers a complete line of forest, lawn and garden power equipment including chain saws, clearing saws, riding and walk-behind mowers, yard and garden tractors, tillers, edgers, brush-cutters, grass trimmers, backpack and hand-held

blowers, and commercial turf care equipment.

► **CIRCLE # 101 / AD PAGE CV2, 1 / PROFILE PAGE 169**

Hustler Turf Equipment manufactures a complete line of high-end residential and commercial mowing equipment that feature true zero-turning radius steering for ultimate maneuverability.

► **CIRCLE # 124 / AD PAGE 63 / PROFILE PAGE 170**

Jacobsen, A Textron Company, manufactures a full range of vehicles and turf maintenance equipment for golf, turf, professional lawn care, sports field, municipal and industrial applications. The company markets Bob-Cat®, Brouwer®, Bunton®, Cushman®, Jacobsen®, Ryan® and Steiner® brand products.

► **CIRCLE # 107 / AD PAGE 10 / PROFILE PAGE 172**

The John Deere Construction & Forestry Company produces more than 120 machine

models used in all facets of earthmoving, including road building, underground utilities construction, site development, and commercial and residential construction. Products include backhoe loaders, skid steers, crawler dozers, crawler loaders, 4-wheel loaders and excavators.

► **CIRCLE # 103 / AD PAGE CV4 / PROFILE PAGE 173**

The John Deere Worldwide Commercial & Consumer Equipment Division manufactures and distributes a full line of lawn care products for residential, commercial, and golf and turf applications. These include commercial mowers (zero-turn, walk behind and front mowers), utility tractors, utility vehicles, handheld power equipment, and attachments.

► **CIRCLE # 104, 126 / AD PAGE 4, 67 / PROFILE PAGE 174**

Kubota Tractor Corporation markets a complete line of tractors up to 99.5 PTO horse-

power, along with a line of performance-matched implements, utility vehicles, construction equipment, consumer lawn and garden equipment and commercial turf products.

► **CIRCLE # 130 / AD PAGE 75 / PROFILE PAGE 175**

Super Lawn Trucks builds enclosed truck body systems for lawn maintenance contractors and government agencies in the United States and Canada.

► **CIRCLE # 138 / AD PAGE 85 / PROFILE PAGE 187**

Grounds managers achieve superior productivity with **Toro** products like Groundsmaster mowers, Z-Master commercial landscape mowers, Workman utility vehicles, Infield Pro sand rakes, Dingo compact utility loaders and Sentinel irrigation control.

► **CIRCLE # 119 / AD PAGE 47 / PROFILE PAGE 191**

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Ty-Crop's Turf Products include a full line of material handling and topdressing equipment designed for the daily rigors of sports field maintenance. Customers can select from a range of sizes, configurations, and prices to find products that make the most sense for their facility, tow vehicle and budget.

► CIRCLE # 127 / AD PAGE 69 / PROFILE PAGE 193

Yazoo/Kees is a leading manufacturer of commercial mowing equipment, including zero-turn-radius and walk-behind units. The line of commercial ZTR mowers includes the powerful Mega-Max, the large frame Max2 and the intermediate Mid-Max. YK also offers a consumer zero-turn model and several gear or hydro drive commercial walk-behind mowers.

► CIRCLE # 173 / AD PAGE 135 / PROFILE PAGE 195

SEED

Turf-Seed, Inc. has been a worldwide turf-grass leader for 35 years, providing quality production and intense marketing of premier turf and forage grass seed varieties. Turf-Seed, Inc. assures its success with the groundbreaking research of its R&D arm, Pure Seed Testing, Inc.

► CIRCLE # 132 / AD PAGE 77 / PROFILE PAGE 192

SNOW PLOWS

Meyer Products manufactures snow plows with a range of six feet to 10 feet with a choice of steel or polyethylene for each of the 32 models. Diamond snow plows incorporate the tripedge design. Meyer and Diamond offer special snow plow applications to fit skid steer, airport tugs, tractor and other specific snow-removal vehicles.

► CIRCLE # 137 / AD PAGE 79 / PROFILE PAGE 177

SOFTWARE

GroundsKeeper Pro by **Adkad Technologies** is business management software for the landscaping and lawn care service industries. Features include billing, scheduling, routing, estimating, accounts payable and receivable, service contracts and much more.

► CIRCLE # 153 / AD PAGE 123 / PROFILE PAGE 151

For more than 15 years, **CLIP** has been specializing in time-saving software and solutions for the service industry. CLIP products give users the ability to do scheduling, routing, revenue tracking, billing and more — all from their desktop.

► CIRCLE # 108 / AD PAGE 11 / PROFILE PAGE 158

Navix, Inc. provides integrated budgeting, estimating and project tracking solutions that enable you to confidently measure, predict costs, operating profits, capacity, resources, etc. Navix's unique methodology makes this information readily available and easy to act on for ongoing cost reductions and profit improvements.

► CIRCLE # 136 / AD PAGE 86 / PROFILE PAGE 180

VectorWorks LANDMARK is the ultimate in landscape design software. With more than 20 years of experience developing CAD software for landscape architects and landscape design/build, we understand the needs of today's landscape designer.

► CIRCLE # 109 / AD PAGE LDB 21 / PROFILE PAGE 181

SPECIALTY SERVICES

JP Horizons: Providing People Solutions that Drive Business Performance — training, team building, coaching, consulting, energizing and empowering companies to realize their greatest potential.

► AD PAGE 121 / PROFILE PAGE 171

Mid-Atlantic Solutions is the H2 expert, a proven resource for capable, reliable, legal labor. Our commitment to best service and highest ethics has allowed us to become the largest H2 supplier in the green industry.

► CIRCLE # 149 / AD PAGE 107 / PROFILE PAGE 179

Symbiot is a top provider of integrated property services to commercial, retail, hospitality and industrial clients throughout the United States, managing landscape, interiorscape, full service pest control, snow and ice removal, and parking lot sweeping. Symbiot's unique business model utilizes screened, local and independently owned service providers to perform the service work.

► CIRCLE # 144 / AD PAGE 98 / PROFILE PAGE 188

TIME & ATTENDANCE SYSTEMS

Exaktime eliminates inaccurate handwritten timecards with the rugged, weatherproof, battery-powered Jobclock System designed exclusively for the construction and landscaping trades. The Jobclock System provides you with 100% accurate attendance reports, simplifying the payroll process and saving you time and money every week.

► CIRCLE # 125 / AD PAGE 65 / PROFILE PAGE 162

TRADE SHOW

The **Mid-America Horticultural Trade Show** (Mid-Am) is a comprehensive horticultural event that features exhibits from hundreds of industry suppliers, in-depth educational seminars, and networking events. Mid-Am is the green industry event of the year — Jan. 18-21, 2005 at Chicago's McCormick Place.

► CIRCLE # 133 / AD PAGE 80 / PROFILE PAGE 178

TURF

BlueYellow is a revolutionary engineered turf system that provides a one-step solution to turf establishment. The system combines a cellulose-based mat with a calibrated blend of high quality grass seed and fertilizer in the form of a lightweight, 100% biodegradable roll.

► CIRCLE # 140 / AD PAGE 91 / PROFILE PAGE 155

TURF & PEST MANAGEMENT PRODUCTS

Bayer Environmental Science manufactures a full line of turf and ornamental products for use on golf courses, home lawns, sports fields, commercial landscapes, nurseries and greenhouses.

► CIRCLE # 110, 172 / AD PAGE 15 / PROFILE PAGE 154

Dow AgroSciences is a global leader in providing pest management, agricultural and biotechnology products. Dow AgroSciences delivers innovative technology that exceeds market needs and improves the quality of life of the world's growing population.

► AD PAGE 19, 21, 23, 61 / PROFILE PAGE 159

FMC Specialty Products Business is a leading manufacturer of high performance insecticides, termiticides, termite baits, miticides, herbicides and ant control products. FMC Specialty Products is an integrated solutions provider, offering SMARTBIZ® business-management software.

► CIRCLE # 135 / AD PAGE 51 / PROFILE PAGE 164

LESCO is the nation's leading product supplier to the lawn care, landscape, golf course and pest control industries. Products include mowers, spreaders, and fertilizer, turf seed and control products.

► CIRCLE # 116 / AD PAGE 37 / PROFILE PAGE 176

Nature Safe fertilizers contain no waste by-products such as manure or sewer sludge. The premium animal proteins in Nature Safe provide a balanced nutritional program for the soil and the plant. Nature Safe improves turf color, density,

stress tolerance and disease suppression.

► CIRCLE # 142 / AD PAGE 95 / PROFILE PAGE 167

Nufarm Turf & Specialty provides solutions for turfgrass maintenance. Nufarm is an innovative manufacturer of quality herbicides and fungicides for use on home lawns, golf courses, sod farms and other turf areas.

► CIRCLE # 106 / AD PAGE 9 / PROFILE PAGE 183

PBI/Gordon Corporation is a national leader in specialty pest management products services, including SpeedZone® herbicides, Trimec herbicides, Embark and Atrimmec plant growth regulators, Azatrol EC insecticide.

► CIRCLE # 134 / AD PAGE 43 / PROFILE PAGE 184

Plant Health Care, Inc., is the world's leading developer of mycorrhizal inoculants and biofertility products for landscape and turf management professionals. Our products help you

create sustainable landscapes that cost less, provide more value and last longer.

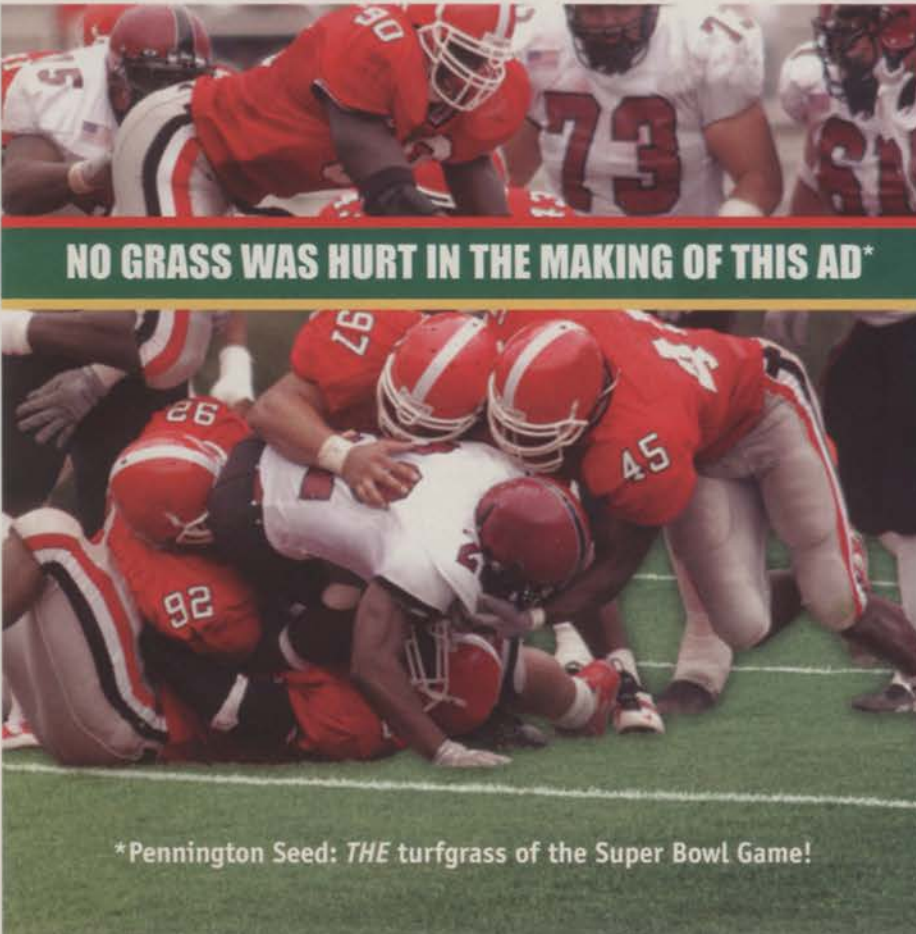
► CIRCLE # 121,147,156 / AD PAGE 55,105,133 / PROFILE PAGE 185

For lawn care operators, **Syngenta** offers industry leading products for weed and disease prevention and control and growth regulators to help manage turf – as well as a variety of resources to help customers better manage their operations.

► CIRCLE # 118 / AD PAGE 40-41 / PROFILE PAGE 189

Target Specialty Products is the West's leading wholesale distributor of pest management products, fertilizers, application equipment, safety equipment, services and education.

► CIRCLE # 145,170 / AD PAGE 101, 199 / PROFILE PAGE 190



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Web-based training arrives

A new Web hub features the "Green Industry University," an online learning center with courses to train owners, managers and crew members

BY SUSAN L. PORTER

Look for the debut of the Green Industry Hub next month. The GIH is an industry-focused Web site for industry professionals and employees, and is brought to you by the Associated Landscape Contractors of America (ALCA) and *Landscape Management*.

While the site includes elements such as networking groups and regular industry-specific learning games, the focus of it is a library of train-

ing courses aimed to develop each user's business and personal and industry skills.

Look at some of the most successful, profitable companies and you'll find excellent systems of operation. In each firm, management has found a way to attract good people, train them efficiently, use their skills effectively, retain them year after year, price work profitably and produce a quality product or service that keeps customers coming back.

You don't have to be Wal-Mart or McDonald's to have a good system of recruiting, training and employee retention. Anyone can learn from business experts and adapt good ideas into their operations. Your efforts to keep your employee shouldn't be any less rigorous than large companies make to keep theirs.

Employee retention is critical to succeeding year to year, and especially to making your operations as profitable as they can be. The "hard" costs of losing an employee, seeking new ones, training and acclimating them are measurable and continue to be significant.

How employees feel

Maybe another way to consider employee retention is to look at life from an employee's view. We all know that the obvious rewards of salary, wages, promotion, extra benefits, recognition and social networks are key to keeping employees happy in your organization. But savvy landscape professionals have realized for a long time that many employees want more — they want a career path.

In some companies, owners show a lot of interest in developing the employee beyond that job. Employees know and appreciate this. Many find an owner's or manager's interest in them to be the

continued on page 44





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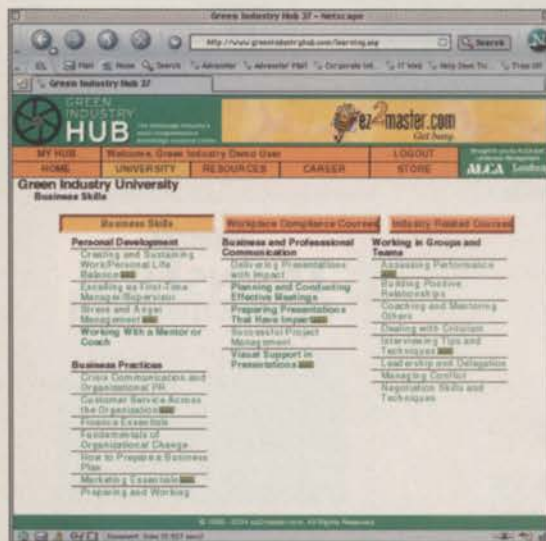
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continued from page 42

vital element in building loyalty. When this interest isn't there, many decide to try elsewhere. The Society of Human Resource Managers in 2000 cited a startling statistic about why many employees leave: 60% of those who left their jobs in the first year cited little or no training.

Employees know if you value them enough to invest in their personal and professional development. Whether it's weekly tailgate safety training, attendance at industry conferences, in-house training sessions, or other structured events, the fact that you make the effort to chal-

lenge and increase their knowledge is important to them.

But how can you offer worthwhile training if you don't have the resources for full-time training, travel to key events or even dedicated time each week to train? The answer: look online.

Web-based training

The Internet is blooming with available information for you as a manager and for your employees. It

allows formal network groups to interact easily and regularly, giving you plenty of opportunity to ask your peers key questions about management and operations. Search engines quickly give you multiple sources of technical data and industry news. You can even attend college online as a long-distance student.

Until now, there have been little available online training materials for Green Industry professionals to use personally and for their employees.

The Green Industry University, a core part of the Green Industry Hub, will always feature a

selection of free training courses for you and your employees, covering topics on:

- Basic business practices
- Personal development skills
- Working within teams
- Taking leadership
- Communicating with teams and customers.

For premium subscribers, a larger library of courses available offers interactive training on OSHA safety topics, management skills, workplace compliance issues and other topics. Each course is interactive and can be accessed 24/7.

The course developers, The Scher Group, Streetsboro, OH, have built interactive learning modules of large corporations and associations by working with key subject matter specialists and professors at leading U.S. universities. This specialty in developing interactive learning has led to the use of various formats for video, audio and even games to keep users engaged and learning. Scher has also developed formats that can deliver this content to users with everything from home-based dial-up computers to corporate networks or wireless.

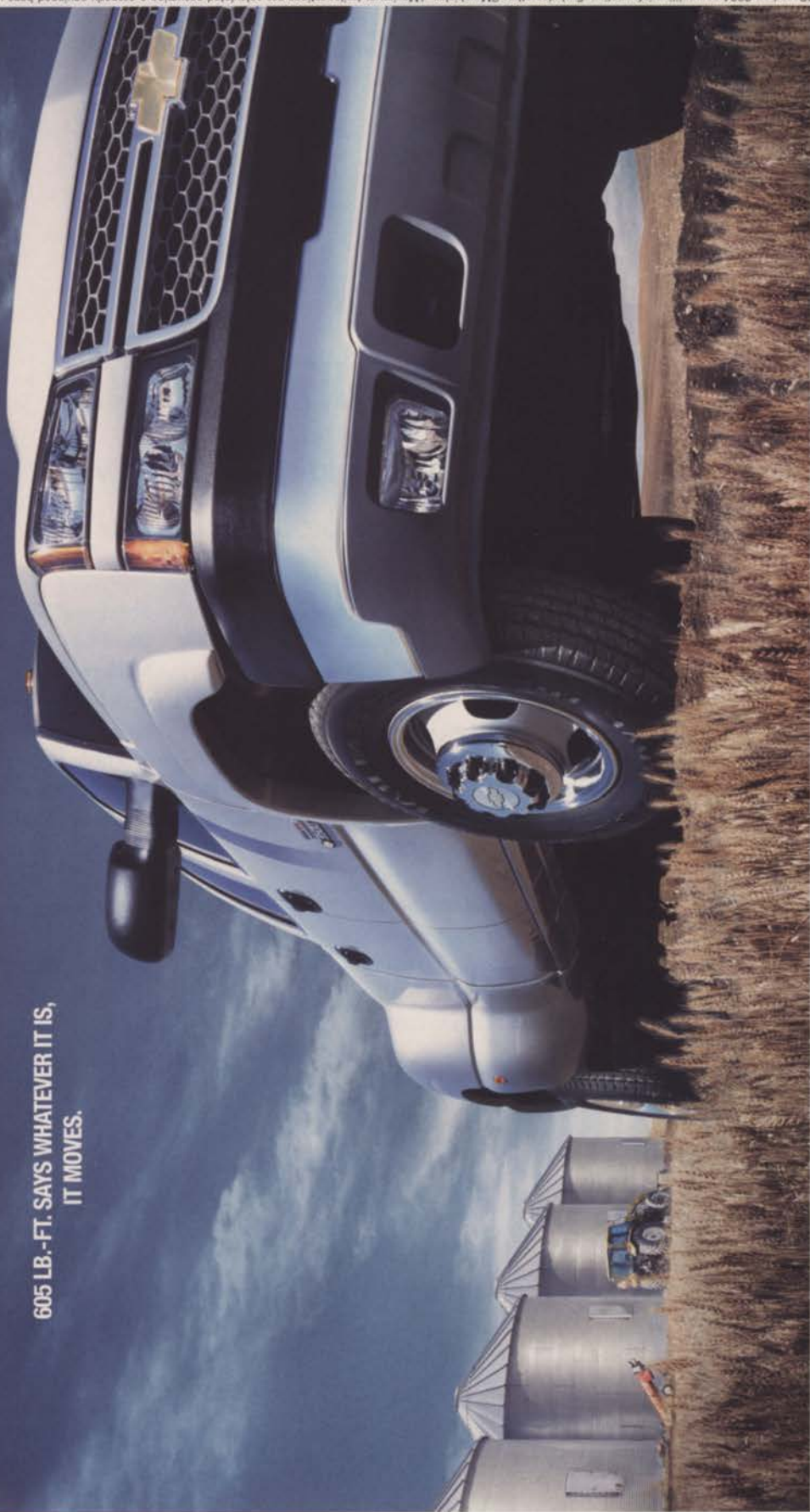
Green Industry University

A key element in the Green Industry University is a growing library of Green Industry-specific training courses on everything from basic plant ID and care to safety, chemical applications, grading and draining, irrigation, landscape company management and more. These courses require premium subscription and will be available year-round, 24 hours a day. These courses are in development now and the goal is to provide a regular addition of new courses each year.

The GIH will go live in early November. Until then, get more information on single and multiple-seat subscriptions and discounts to the Green Industry Hub from Susan Porter at 800/225-4569 x2729; e-mail sporter@advanstar.com or ALCA at 800/395-2522; e-mail information@alca.org. •

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Make your price fit

Here's the answer to that age-old question: how do I price to get the job – and still make an acceptable profit? BY KEVIN KEHOE

You set your prices strategically by answering the question, "How much can I charge and still get business?" You set them tactically by answering the question, "How much must I charge to make money?"

The strategic price is a marketing and the tactical price a financial decision. They're often at odds, but you must reconcile them if your company is to continue to grow and produce profits.

A fast-shaping commodity

The grounds maintenance base contract is fast becoming a commodity with prices dropping 15% to 20% in almost every market the past five years, a trend that's likely to continue (although at a

slower rate). Generally, you must be within 5% to 8% of the lowest going price in a commodity market to continue to get a fair share of the work. You must have a convincing story about differentiated added value to justify this 5% to 8%.

Pricing higher than this differential doesn't mean that you won't get any work. You will, but at a declining rate. This may not be a problem in the short term, but you can become confined to a shrinking niche (those willing to pay more), reducing the volume of work available to you and minimizing your ability to use volume to reduce pricing. In the end, even this small niche will come under price pressure and you will be forced to abandon the niche, or drop your prices to get any work.

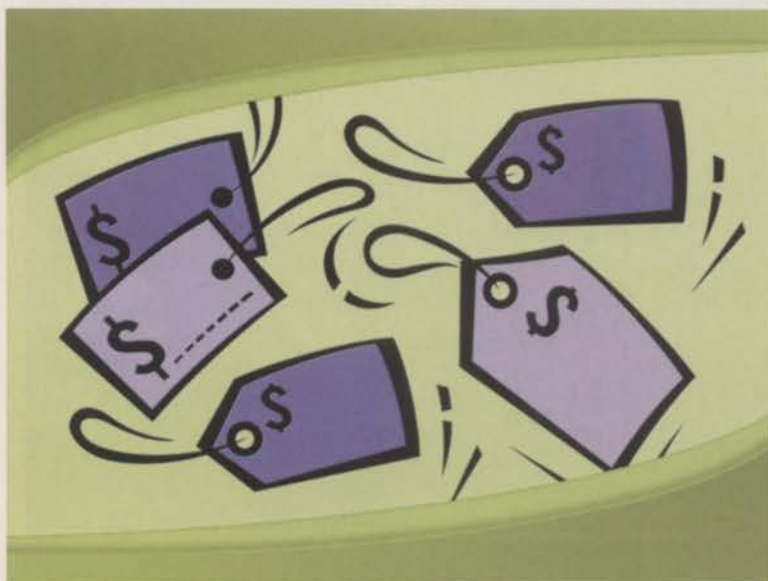
Volume matters

Volume matters in a commodity market. Your pricing model must take into account the volume levels of commodity services you sell, as well as the mix of other non-commodity services. Develop pricing that takes into these two factors into account when you budget. To successfully reduce some prices, you must increase market volume and growth, and your share of the market must be less than 20%. This scenario fits almost every market in the country save a few.

In summary, the strategic pricing decision isn't a difficult one. It's a price that comes from losing out on bids, which tells you the price that customers are willing to pay.

This doesn't mean you can just drop your

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TABLE 1. BUDGET

	Revenues	Sales mix
Contract	\$1,300,000	65%
Construction	\$300,000	15%
Arbor	\$200,000	10%
Irrigation	\$200,000	10%
Total revenue	\$2,000,000	100%

	Direct cost	Sales mix
Labor	\$675,000	34%
Burden	\$67,500	3%
Materials	\$265,000	13%
Total direct cost	\$1,007,500	50%
Gross profit*	\$992,500	50%

* (Total revenue minus total direct cost)

	Overhead costs	Sales mix
Indirect cost	\$295,000	15%
Administrative cost	\$595,000	30%
Total of overheads	\$890,000	
Net profit*	\$102,500	5%

* (Gross profit minus total of overhead)

Production hours	60,047
Realize rate	\$33.81
Hourly labor price	\$28.89

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prices to match the competition. This could be ruinous to your bottom line. Instead, calculate the lowest possible set of prices that keeps you competitive and continues to make you a profit.

The tactical pricing decision is based on (1) a profit budget and (2) a variable cost allocation / volume system. In this model, you must forecast enough increased sales volume to cover overheads, and to establish service line prices based on the re-allocation of overheads away from commodity services, such as the base contract. This serves three purposes:

- enables you to be price-competitive on larger jobs
- assures that you get enough share of base contracts in your market

• uses the base contract as the gateway to increase the probability of up-sell and add ons.

Budget example

Let's use an example to describe the tactical pricing decision. First the Profit Budget.

We start with an overall financial, sales mix and production hour budget (Table 1), with a sales mix of 65% base contract revenues and the remaining 35% spread over other service lines. The adjusted hourly labor price is \$28.89 per hour, calculated by dividing total revenue of \$1,300,000 (minus materials cost of \$265,000) by 60,047 paid production hours. This is the current "average" price for all services combined.

The problem this company faces is the continued loss of job bids at about a 15% to 20% price differential. Its objective in budgeting must be to apply a tactical pricing model that enables them to sell some jobs at 15% to 20% below their current pricing. In order to do this, we need to break the total budget (Table 1) into four service line budgets (Table 2).

Then calculate hourly labor prices for each service line using a cost recovery model. Table 3 shows these calculations using the current allocation of overhead costs based on the sales mix. Since 65% of revenues are base contract revenues, 65% of the overhead costs are allocated to that business. The \$578,000 of overhead is allocated to the base contract service. (65% of the Table 1 overhead cost budget of \$890,000). The same calculation establishes the recoverable overhead costs for each of the other service lines.

Table 4 outlines the actual price calculation for each service line. Starting with an average wage rate, we add a mark-up for direct labor burden (FUTA, SUTA, FICA). We then make an adjustment for materials sold by adding a markup of 20% to the material cost. This produces a small profit, which is subtracted from the over-

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TABLE 2. BUDGET BY SALES MIX

	Contracts	Construction	Arbor	Irrigation
Sales	\$1,300,000	\$300,000	\$200,000	\$200,000
Labor	\$545,000 (42%)	\$45,000 (15%)	\$50,000 (25%)	\$35,000 (18%)
Burden	\$54,500 (4%)	\$4,500 (2%)	\$5,000 (3%)	\$3,500 (2%)
Materials	\$20,000 (2%)	\$135,000 (45%)	\$40,000 (20%)	\$70,000 (35%)
Direct costs	\$619,500 (48%)	\$184,500 (62%)	\$95,000 (48%)	\$108,500 (54%)

TABLE 3. OVERHEAD COST ALLOCATIONS

	Contracts	Construction	Arbor	Irrigation
Sales mix	65%	15%	10%	10%
Overhead	\$578,500	\$133,500	\$89,000	\$89,000

TABLE 4. HOURLY LABOR PRICES

	Contracts	Construction	Arbor	Irrigation
Average wage	\$11	\$13	\$14	\$14
Burden	10%	10%	10%	10%
Burden wage rate	\$12.10	\$14.30	\$15.40	\$15.40
Material cost	\$20,000	\$135,000	\$40,000	\$70,000
Material markup	20%	20%	20%	20%
Material profit	\$4,000	\$27,000	\$8,000	\$14,000
Overhead allocation	\$578,500	\$133,500	\$89,000	\$89,000
Overhead to be recovered	\$574,500	\$106,500	\$81,000	\$75,000
Production hours	49,545	3,462	3,571	2,500
Hourly recovery rate	\$11.60	\$30.77	\$22.68	\$30
Breakeven price	\$23.70	\$45.07	\$38.08	\$45.40
Net profit margin	10%	10%	10%	10%
Hourly labor price	\$26.33	\$50.07	\$42.31	\$50.44

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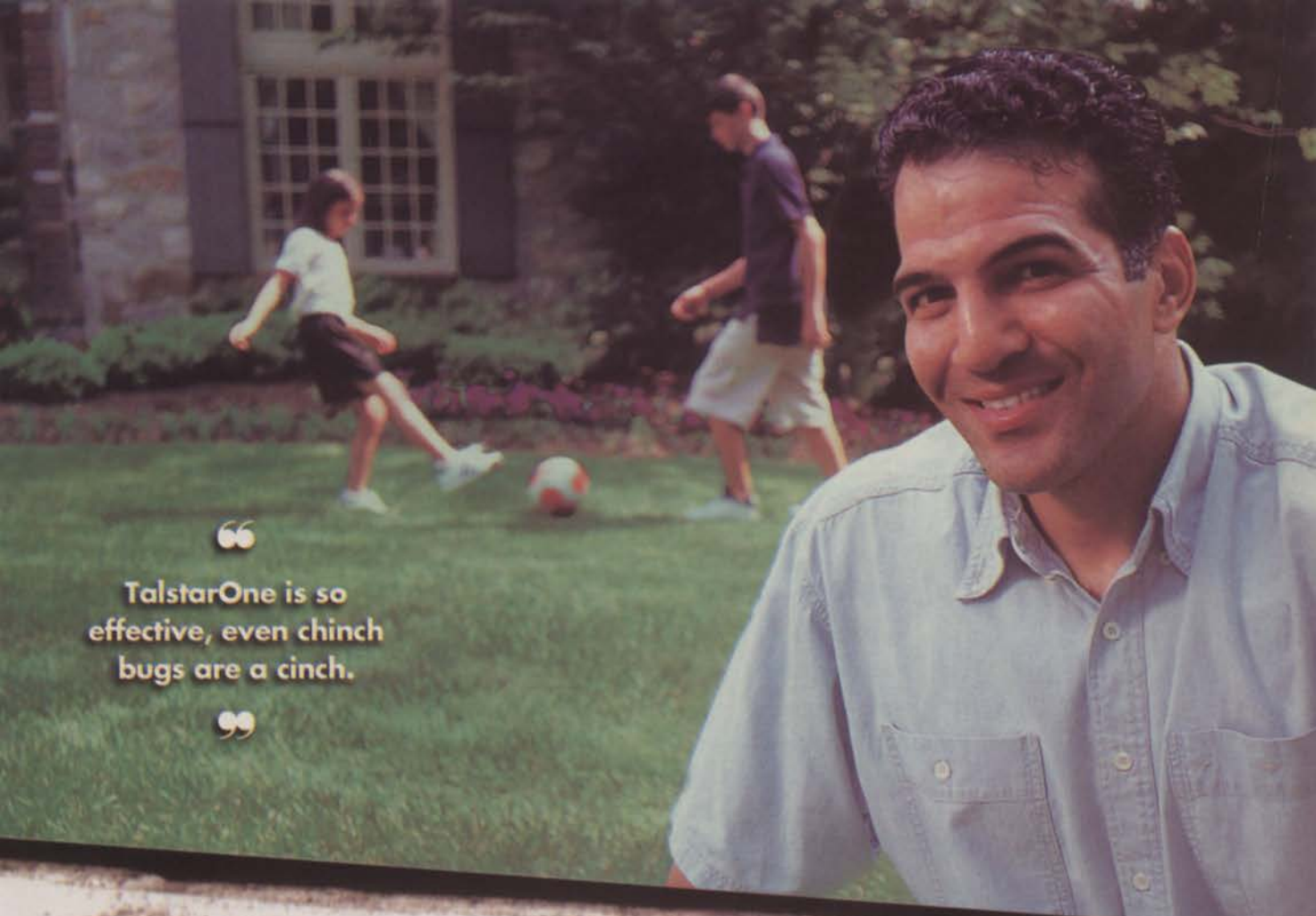
head cost allocation. We then divide the "netted" overhead cost allocation dollars by the number of paid production hours to produce an hourly recovery rate. Adding this rate to the burdened wage rate yields a breakeven price. The addition of a true margin produces the hourly labor price. In this example, base contract work must be priced at \$26.33 per hour — the tactical price.

Let's look at the Variable Cost Allocation / Volume system and work in the strategic factors. Sales — based on lost jobs — has indicated that company pricing on base contracts is 15% to 20% higher than the lowest going rate in the market. If we apply a 15% price reduction on the current base contract labor price, we would need an hourly labor price of \$22.38, instead of \$26.33, to be competitive. (This example assumes that the 15% to 20% price differential is based on same-spec bidding. This may not, of course, be the case. You may be bidding more work in the job than the lower priced competitor).

Making the price reduction financially viable forces us to employ a process of trial and error that includes (1) the shifting of overhead cost allocations and (2) increases in incremental revenue volume above the original budget. Table 5 shows the calculations and the results of using this trial and error process. These results represent just one possible scenario, not necessarily the only pricing answer. We could add other scenarios but space here doesn't permit it.

The assumption built into this pricing model is that lowering the price on some jobs will drive higher overall sales volume. The increased volume — even at a lower margin — will produce increased overall net profits assuming that enough business is sold at the original higher prices. Once overhead is covered, additional volume doesn't have to be priced to recover any overhead. This is the key volume-price relation-

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TABLE 5. CHANGING THE OVERHEAD ALLOCATION

	Contracts	Construction	Arbor	Irrigation
Sales mix	45%	20%	20%	15%
Overhead	\$400,500	\$178,000	\$178,000	\$133,500

TABLE 6. INCREASING VOLUMES

Volume increase	20%
Additional volume	\$260,000
New gross margin	37%
Additional gross margin	\$97,100

TABLE 7. RE-CALCULATING TACTICAL PRICES

	Contracts	Construction	Arbor	Irrigation
Average wage	\$11	\$13	\$14	\$14
Burden	10%	10%	10%	10%
Burden wage rate	\$12.10	\$14.30	\$15.40	\$15.40
Material cost	\$20,000	\$135,000	\$40,000	\$70,000
Material markup	20%	20%	20%	20%
Material profit	\$4,000	\$27,000	\$8,000	\$14,000
Overhead allocation	\$400,500	\$178,000	\$178,000	\$133,500
Overhead to be recovered	\$396,500	\$126,725	\$126,305	\$90,370
Production hours	49,545	3,462	3,571	2,500
Hourly recovery rate	\$8	\$36.61	\$35.37	\$36.15
Breakeven price	\$20.10	\$50.91	\$50.77	\$51.55
Net profit margin	10%	10%	10%	10%
Hourly labor price	\$22.34	\$56.57	\$56.41	\$57.28

continued from page 50

ship. In Table 5, we start by re-allocating overhead cost away from the base contract service line. Compare these allocations with Table 3.

In Table 6, we test the impact of a revenue

increase of 20% above the original base contract budget (Table 1). This additional work will be priced at the new lower price of \$22.38 per hour. The additional revenue realized in this scenario is \$260,000 with \$97,100 gross margin dollars. These additional gross margin dollars can also be "netted" against overhead costs, just as the material markup profit was to further offset overhead cost.

Table 7 shows the impact of applying these two assumptions — increased incremental volume and overhead re-allocation. As I indicated earlier in the article, the goal was to arrive at a complete sales mix pricing scheme that enables you to sell the base contract work at a reduced price.

Compare Table 7 with Table 4 to review the price changes in the non-commodity service items. These prices of course must go up to compensate for the decrease in base contract pricing. Now we know by how much — exactly. Now we have a strategic and tactical pricing scheme that can potentially increase competitiveness and still assure you of profits.

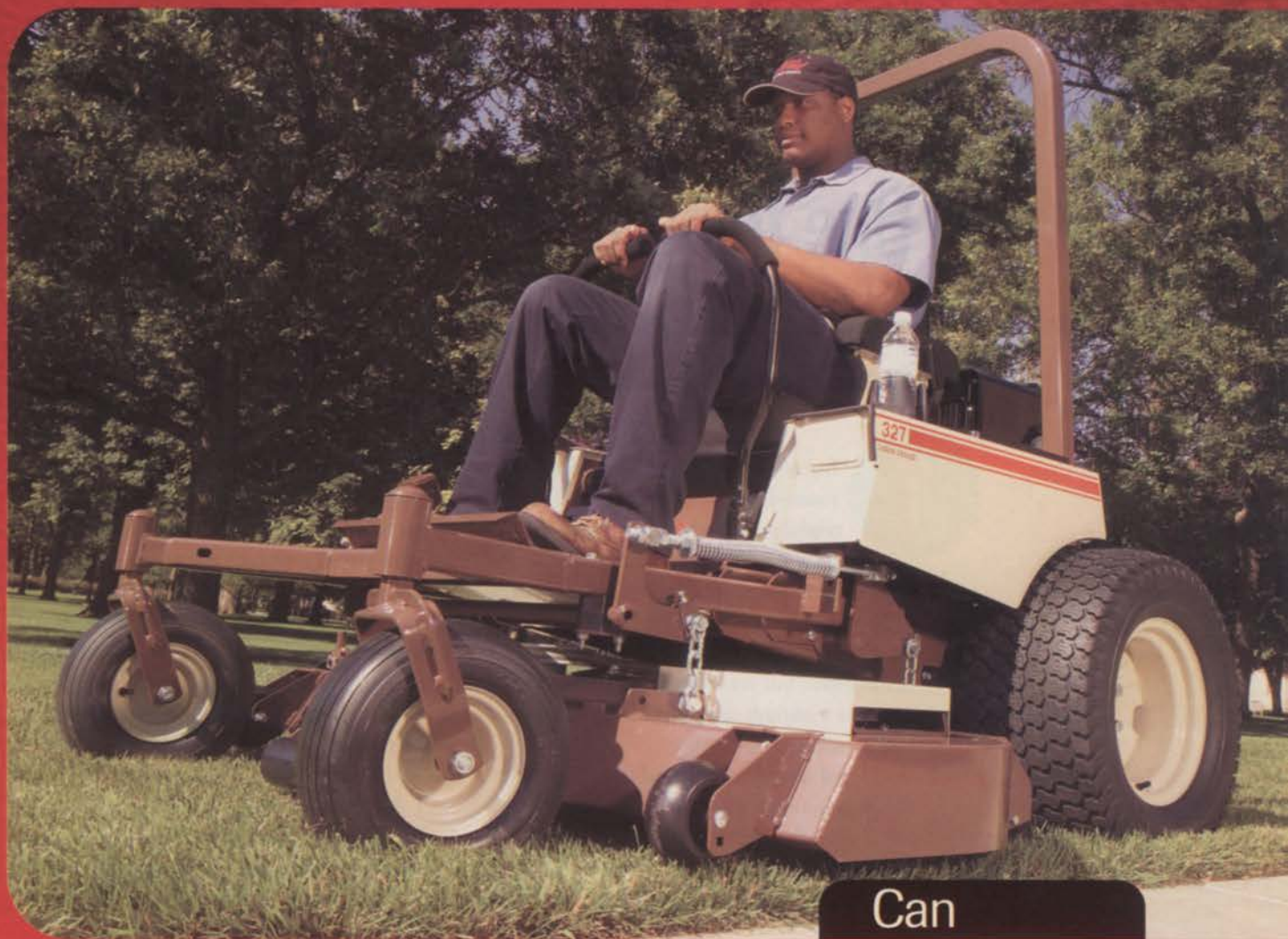
Yes, sales people complaining that they can't meet their sales goals because your prices are too high can be annoying. After all, isn't their job to justify the higher price to the customer?

For heaven's sake, if they can't do this, then why not get rid of them, advertise the lowest prices in town, and hire order takers to answer the phones when they start ringing. But these sales people may have a point, especially when selling commodity type services.

Without reasonably competitive pricing, they may indeed fail to meet volume goals, and without giving them a more powerful pricing weapon, you will have wasted money employing them and increased your frustration. ●

— *The author is owner of Kehoe and Co., which specializes in management training and consulting services. He can be reached at 714/363-8416 or kkehoe@earthlink.net.*

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One thing that always works

Ride this 5-step goal-setting approach to new heights of sales success BY JIM PALUCH

The concept has been proven, documented, patterned and repeated. Successful people rely on it to ignite the spark of a great idea and turn it into something tangible and profitable. I've talked about this core concept of success for years at all my seminars. I've written about it in my books. It's nothing new, but yet I continue to marvel at its power to transform salespeople from average into amazing.

It's goal setting, and successful people rely on it. Not nebulous "to-do" lists, but measurable action plans that define results with a clear vision of how you want your world to be.

How many lofty ambitions get lost amid clut-

tered thinking, a hodgepodge of meetings, self-doubt and pressure from others to help a person achieve his or her aims? Too many. Problem is, an unclear vision of your destination and lack of direction leads nowhere.

To elevate your sales to the heights you want, ask yourself what it is you want. Don't be afraid to reach high. Then break your goal into several bite-size pieces, with each piece leading you a step closer to your target. Begin with the end in mind and you create a vision of your destination. Design a map and you chart a path of how to get there. And get there you will.

I'd like to address five core components of goal setting as it relates to boosting sales performance. They are:

1. Begin one-on-ones.
2. Develop or participate in a benchmark competition within the rest of the industry.
3. Set goals outside of sales numbers.
4. Set individual goals with note cards.
5. Read literature that keeps you inspired.

1 Begin one-on-ones

Do this today. Now. (After you finish reading this article, I mean.) Sit down with each member of your sales staff individually to ask about what's happening in his or her work. Find out what they'd like to accomplish and where they are in pursuit of their ideals. Offer the support they need to hit or exceed their targets.

These sessions can be exceptionally revealing, and help you learn what motivates your team. Once you have the first one-on-one, be sure to schedule the next session. Do them monthly.

A client of ours at JP Horizons, Dennis Barriball, owner of Hemlock Landscapes and Weed Man in Chagrin Falls, OH, is a firm believer in



goal setting, and holds one-on-one meetings biweekly with his staff.

"I meet with my management and sales teams to review proposals, closing percentages, the time it takes them to get back with their clients, discuss why things lag and talk about all the good, bad and ugly sales they're involved in," Barriball says. "By referring to their goals on an ongoing basis, I'm able to see where things stand in relation to where we'd like them to be and then come up with ideas on how to help people get there. These meetings are a great tool."

Barriball is careful to ensure that these sessions remain supportive of his staff. "I don't sit here and blow smoke or give them a 'rah-rah' motivational lecture. It's all about being on a team that supports each other and ultimately serves our clients. Everything is planned — our marketing and advertising budget, our sales targets, our maintenance schedules. Once it's written, we work it. Everything's got to be planned and then communicated down through the ranks with everyone focused on a common goal. My job is to help my staff, and I can't work effectively if I don't know their goals."

2 Develop or participate in a benchmark competition within the rest of the industry

What could be better than topping your own sales goals? How about sparring with your rivals as you both work to achieve your goals. You help yourself, you motivate your competition and you raise standards for the entire industry.

There's nothing like a good rivalry to spur your staff's best effort, and Sales Jam competitions have been tremendously successful in helping individuals commit to reaching their goals. If ABC Landscapes in

Iowa is overshooting its sales goals by 150%, why can't my company?

And therein lays a fail-safe motivator.

Sales Jams are industry wide and often involve over 130 people competing not only for bragging rights but also the grand prize of a trip to the Bahamas for two. Contestants set their sales goals at the yearly "jam session" and then post their monthly results online.

Barry Morton Jr., vice president of Morton's Landscape Development Co., Columbia Station, OH, has competed in the Sales Jam competition for years. "I watch the results every couple weeks and compare where I am in relation to my peers," Morton says.

He's even made relationships with a few other contestants who call each other from time to time, just to compare sales and selling techniques. "Once you get to know the personality of other people in the Sales Jam, it's fun to create personal rivalries, which keep me even more motivated to succeed," Morton says.

The 2004 competition has been particularly motivational. He set a personal goal of hitting one-and-a-half million dollars in sales — a target he thought was inconceivable a few years ago. As of late August, he's nearly there. "I never thought this would be possible," he says, "but now I'm reaching goals I only dreamed of and I'm even starting to think of ways to surpass them for next year."

3 Set goals outside of your sales numbers

Taking care of business doesn't merely amount to bolstering the bottom line. It involves your attention on building a team of satisfied workers who, together, cultivate

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a healthy profit margin. And that involves both personal as well as professional objectives. Helping your sales staff become well-rounded will help them stay motivated even during dips in sales. When people set a goal to improve one area of their lives, they'll see others follow suit.

Here are a few ideas I've seen people make a difference with:

- Initiate a quality program.
- Go to networking events and bring back contacts and inspirations to help fertilize your own ideas.
- Start a physical fitness program.

• Streamline the paper flow from sales to production.

• Write a letter to a newspaper or magazine that praises someone's good deeds.

• Redecorate an office or room at home.

4 Set individual goals with note cards

It may not be the most glamorous goal-setting tool, but it's the most effective and it has helped me and hundreds of others reach their goals. Get a 3x5 card and write your monthly goals on it in positive affirmations, like they have already happened. Put it in your pocket or in your purse, and pull it out and read it at least five to seven times a day. Read it at stop lights, while you're waiting in line at the grocery store, when you're put on hold, or waiting in doctors' offices.

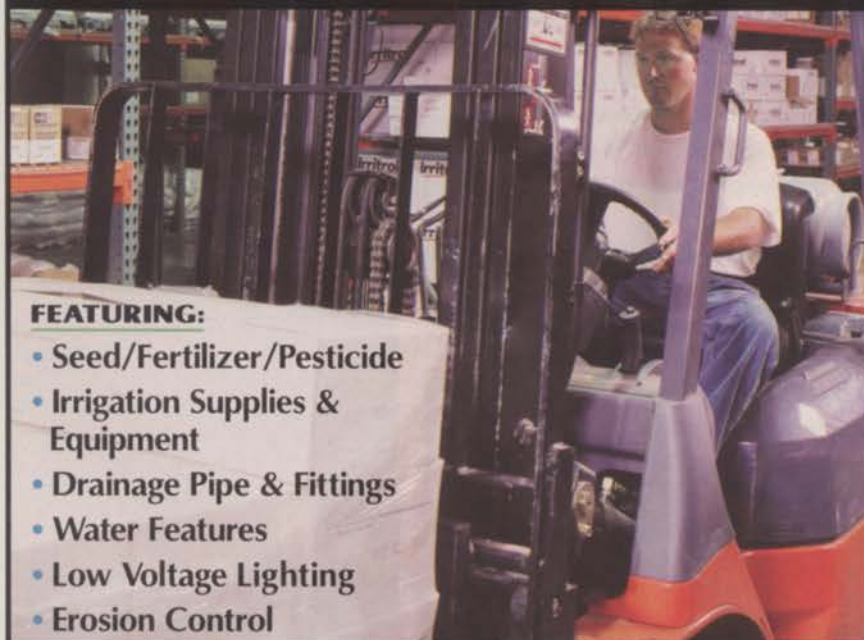
This tactic works as you constantly see your desires in front of you. It's hard to lose sight of something when you're reminded often enough — especially when the reminder comes from you.

It doesn't matter if you don't hit every single one of them, but chances are good you'll hit some. And as you continue moving in the direction of your vision, you'll evolve into the person you want to be.

Maybe you want to lose five pounds. Ask yourself what would make this possible? List "I take a 30-minute walk every day" or "I use the stairs at work for at least three floors" or "I have replaced nightly ice cream with fresh vegetables."

Or maybe you want to increase your client base by 10%. Again, ask yourself what you can be doing right now to accomplish this. Maybe you'll write, "I have cleaned my Rolodex of old contacts and replenished it with new prospects" or "I have attended a networking event and made at least five contacts to follow up with."

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I've been writing my goals on index cards almost 20 years, and it has yet to get old. Every month I pace like a panther when I'm writing them down because I know I'll somehow make them happen. People that have heard this idea in my seminars come up to me years later with tears in their eyes saying things like, "Jim, let me tell you what this silly card has done to change my life!" My sons even picked up on the habit when they were in grade school and continue using it now that they're in college. It works.

5 Read to stay inspired

Staying connected to fresh ideas is as simple as opening a good book. Either enjoy browsing a cozy bookstore with a cup of java, or peruse the shelves at your local library with your kids.

During those months when you're working mega hours and don't have much time to read, pop an audio book in your car and listen to a good story or inspirational book as you commute. The idea is to remind your mind to build the world you want, and it's hard to not remain inspired when you're always learning about — via book or audio — ways others have succeeded, overcome obstacles and attained their dreams. Reading will renew your mind.

As our industry approaches 2005, it's time to revisit last year's goals and build next year's. By following these suggestions, your tasks will transform into stepping stones, leading you along the path to your vision. ●

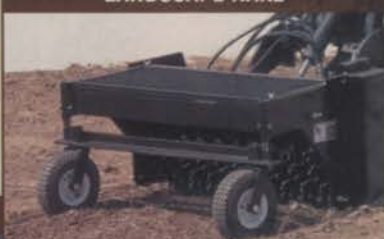
— The author is founder and president of JP Horizons, Inc. For more information on goal setting and other People Solutions that drive your business performance, contact the experts at JP Horizons, 877/574-5267 or visit www.jp horizons.com.

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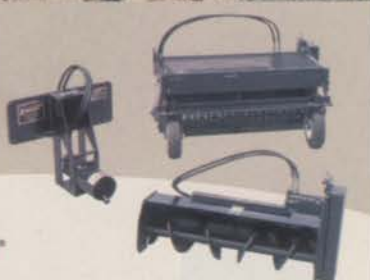
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Build your network

Here's how to build valuable relationships with local colleagues and suppliers — and have fun doing it

BY LARRY IORII

Networking generates positive, almost magical results. The friendly connections you make with colleagues (sometimes even with respected competitors) can re-ignite your enthusiasm for your chosen profession as it puts your business on a faster track to success. Here's what you can expect when you get more deeply involved with other people in the landscaping/grounds industry and with others who depend upon it:

- additional sales and profits, particularly if you offer unique or specialized services,
- accelerating the growth of a young business

and reviving growth in a business that's reached a plateau, and

- a larger circle of friends and acquaintances willing to help you advance your goals.

Networking isn't something that only a few of us know about. But I'm always surprised by how few of us within the Green Industry actively support our trade associations, and practice the valuable art of networking. Consider the relatively small number of landscapers or grounds managers who participate in a local, regional or national association in light of the tens of thousands of earnest, hard-working industry members within the United States.

The benefits of joining and participating in trade associations are obvious to most of us, but we'll leave that topic for another day. In this article, I'll describe a more personal, friendly form of networking that, for want of a better description, I'll call neighborhood networking.

Easy to get started

It doesn't matter where you are in your career. You can be a beginner or a veteran, running a lawn service or landscape operation or managing a grounds department. And, best of all, if you start or become a part of a neighborhood network effort, you can accomplish all that I've mentioned above with little cost to you, in terms of either money or time. I know that this works because almost six years ago some Green Industry acquaintances joined me in initiating just such a group. The results have been positive for all of us. Here's how we do it.

In our case, we gather in my home under the auspices of our local Professional Grounds Management Society (PGMS) chapter. Non-members

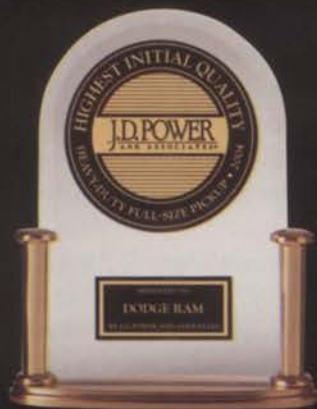
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A friendly neighborhood networking session at work.

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are welcome, too. We almost always meet in the off-season or when we feel we need to respond to an issue affecting our industry, such as the water restrictions we faced several seasons ago.

I start the process by writing a personal invitation to other grounds care associates, competitors and suppliers in my market area. I make it clear that our discussion will focus on our specialized services and/or any issues that are affecting our industry.

One of the reasons (and maybe the biggest reason) that we always get a nice turnout is the food. We always have a nice spread, maybe subs, ribs or crabs. But even the promise of good eats won't be enough for some colleagues. Several days after I mail the invitations, I call those people I haven't heard from yet.

We discovered that after the first year of having these informal friendly meetings, several individuals and suppliers began chipping in \$75 each to sponsor them. All excess funds are donated to the local grounds care organization.

Running the meeting is a snap, too. We start the informal buffet at 6 p.m., and at 7 p.m. we gather in a large comfortable room for quick introductions. Each person gets a minute or two to list his or her special services or any concerns they have about the industry or the local market.

Then, out of eight or 10 hot topics that we've listed, the group votes for three items to discuss. These might include pricing (although we're careful to avoid any appearance of collusion), cost savings, labor, snow plowing, trucks and equipment, software choices and specialty services to name a few.

When two or three topics are selected, the group separates to discuss these issues in different areas of the house. After 20 or 30 minutes, an announcement is made and the individuals can switch to another topic if they desire. After two or three rounds of discussions, the basic meeting is done, although the guests can stay and continue networking and building relationships. Actually, this is often the time when some of the strongest new relationships are formed.

Here are some of the positive things that result from these simple meetings:

- exchange of specialty services you can offer each other,
- better understanding of pricing different services,
- realized cost savings from alternate suppliers,
- types of trucks and loaders that are best for various uses before purchasing from a salesman,
- savings on various types of insurances,
- new employment opportunities and
- practical horticulture information learned in the field

Getting together to share good food and our professional experiences has broken down a lot of barriers in our market and allows us to build trust even with among competitors. Think about it: Isn't this a better way to work and enjoy our professions? Maybe it's time you tried this in your area, too. •

— The author owns Down To Earth Inc., Wilmington, DE, and offers speaking and consulting services to the Green Industry. He can be contacted at 302/654-8113.



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Your must-have success tool kit

Don't leave your office without these critical business 'implements' that will help you build profits

BY JUDITH M. GUIDO

People in all walks of life have their tools of survival. A doctor has her black bag complete with a stethoscope, thermometer and medications. A bookie has his book of names, numbers and addresses. And Green Industry company owners need their business toolkit, too.

If such a toolkit was to exist on the market, what should it contain?

Begin with a blueprint

Let's start with a written company blueprint. This is the strategic plan outlining the opportu-

nity, strategy, structure, people, processes, budgets and metrics that would drive the company to profitable growth, at least into the foreseeable future.

Next, we would need the lubricating agent — money — for getting the business started and running. This would be a financing tool that would regulate the cash flow for capital expenses, technology and innovation, employee retention and attraction, company expansion and investments. Money is secured through a bank, partnership, private investor, family member, angel or capital venture. Once operating, the on-going cash flow must come from the revenue and profits the company produces.

Would you include a manual that teaches us how to become a leader of choice (LOC)? Might be a good idea, right? An employee's relationship with his or her leader largely determines his or her view of the company. If a company's leader is not seen as being capable of realizing the vision and strategy it has laid out for itself, then the odds of survival are miniscule. Eventually, a leader has to become skilled in talent scouting and relationship, trust and skill building, as well as being the company's greatest brand steward.

That leads us to our next tool in the business kit, a manual that instructs us how to become an employer of choice (EOC). This is a company that attracts and retains the industry's top talent.

Companies know that their profitability improves when job seekers consider them an EOC. In the manual we use to build our kit, we would have instructions on creating a professional improvement plan (PIP) for each employee complete with on-going training, goals and rewards that would help each employee realize his or her

continued on page 64



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personal and professional potential.

Our tool kit is still just half full. We need a well thought out system to target, close, retain and enhance our customers who need our expertise to understand their problems and the parameters of an effective solution. This particular implement would have four critical sales-performance drivers along with instructions of how to execute our sales strategy. The four sales drivers are: sales research, people to sell, systems and a thorough understanding of investment and opportunity.

Remember, a company without customers isn't a business but a revenue-draining hobby. And who needs another hobby anyway?

Manuals for systems

Next, we would have tools that drive our supply chain management (SCM), showing us how best to procure our products and service. This would include specific vendor strategies including pricing, support, delivery and payment terms.

Again, what good are tools without manuals to show us how to use them. That's where we develop systems to show our teams how we perform our daily field operations, everything from truck loading, site visit protocol, quality control and reporting procedures.

Don't forget the incredible technology tools now available to us. They're indispensable in handling our relational database, sales force automation, truck routing, job costing and all our financials. (Don't

overlook disaster backup should our system fail.)

To handle our communications, we need a tool that would handle all of our office, field and emergency calls: an integrated system with phone, paging, fax, email and direct calling that would save us significant time and money.

4 critical tool-kit sales drivers

1 Sales research: market understanding, definition of customer needs; market segmentation and assessment; market prioritization and targeting

2 People: selling competencies; recruiting and training; coaching, supervising, evaluating and rewarding; promoting

3 Sales systems: goals and metrics; compensation and incentives; providing tools and data; lead generation; targeting

4 Precision selling: sales force automation; investment and opportunity; size of market; sales force structure; deployment of sales force; product and service line; territory alignment and geographic footprint; return on investment

And finally we need educational resources, people we can call on for ongoing help, mentoring and advice. Consider joining a professional association or enlisting a mentor in the form of a successful non-competing owner or manager. Subscribe to industry publications and learn from the many excellent business books available online or any neighborhood bookstore.

It might seem like a lot of tools to put in a single kit, but it really isn't. Not if you start collecting them one by one. Each one of the tools mentioned in this article will actually make your job as an owner or manager more enjoyable and profitable. •

— *The author is principal of Guido and Associates and offers a wide range of professional business management coaching to Green Industry owners and managers. She can be reached at 818/800-0135 or jmguido@sbcglobal.net.*

Business vocabulary

LOC — leader of choice

EOC — employer of choice

PIP — professional improvement plan

SCM — supply chain management

TIRED OF SECOND-GUESSING HANDWRITTEN TIMECARDS?

EMPLOYEE TIME SHEET

NAME: Bill Kemp DATES: October

DAY	START	LUNCH	END	JOBSITE	WORK DONE	HOURS
Mon	7:00	1/2	3:30	Walby	Ext.	8
Tues			3:30			8
Wed			4:00			8.5
Thurs			4:00			8.5
Fri			4:00			8.5
Employee Signature: <u>Bill Kemp</u>						Total Hours: <u>41.5</u>



REALITY?

Employee Report

Bill Kemp

Jobsite Name: Walby Property Date Range: 10/18/2004 through 10/22/2004

Day	Start	End	Activity	Hours
Mon 10/18	7:19 AM	12:02 PM	Irrigation	4:43 hours
	12:40 PM	3:39 PM	Irrigation	2:59 hours 7:42 hours
Tue 10/19	7:21 AM	12:06 PM	Irrigation	4:45 hours
	12:37 PM	3:42 PM	Irrigation	3:05 hours 7:50 hours
Wed 10/20	7:16 AM	12:04 PM	Irrigation	4:48 hours
	12:33 PM	3:44 PM	Irrigation	3:11 hours 7:59 hours
Thu 10/21	7:18 AM	12:25 PM	Planting	5:07 hours
	1:05 PM	3:42 PM	Planting	2:37 hours 7:44 hours
Fri 10/22	7:17 AM	11:50 AM	Planting	4:33 hours
	12:36 PM	3:41 PM	Planting	3:05 hours 7:38 hours
Employee total				<u>38:53 hours</u>

Signature: Bill Kemp Bill Kemp



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Cash smart strategies

A plan to get your financing where it needs to be to meet your capital expenses and keep growing

BY W. JAMES ORMOND

W

here do you turn when it's time to purchase more equipment or borrow money for growth? The financing options in today's business climate seem endless, yet too often we make strategic financial decisions under duress. The cause? Poor planning, and it's only when the dust settles that we realize the option we chose was unwise.

Like all other aspects of your business, purchasing decisions can benefit greatly from strategic planning. We all spend time defining and refining the services we provide, choosing the market segment we'll serve and developing and

implementing a plan for promoting our company's image.

Why don't we all give the same level of focus and effort to developing a plan for our cash flow needs and capital expenditures? Maybe one of these excuses sounds familiar to you:

- "When do I have time?"
- "I have always gotten by in the past."
- "When I need something, I just go buy it."
- "The bank will only lend me money if I

have money. A lot of good that does me."

Until you move beyond excuses and begin to tackle the financial challenges your business faces, you'll continue to be forced into less-than-best decisions that will impact your business's financial health.

Your challenge: commit whatever time it takes to develop a solid strategy for your business's financial future. Set aside the necessary time, and consider your financial strategic planning as an investment. It will make a difference.

For the rest of this article, we'll look at three different but related angles focused specifically on the financing of your business strategy.

Banking relationships

How well does your banker know you? Your business? Your objectives? Do you even have a banker or loan officer? Building this relationship before the borrowing need arises is critical.

Step one: seek out a financial institution (bank, credit union or savings & loan) that desires relationship banking. Many smaller community banks advertise that they want to "partner" with the small business owner. Even larger national banks have realized the missed opportunities in small business and have developed divisions that


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cater to that sector's needs. By handling the business as well as personal needs of an owner, they can better understand the big picture.

Set up a meeting with the institution to discuss your growth strategies and ask them what you need to do in your business operation to better position yourself for these future initiatives.

Financing options

There are many borrowing vehicles to meet various types of needs. Consider some of the questions that we all ask as landscape professionals:

- Do you need cash to fund a project that requires upfront purchases on materials?
- Is a new piece of equipment in demand?
- Is it time to purchase that new route truck?
- Time to buy rather than rent your facility?

There are many strategies that require funding, and the time requirements for that funding may vary as well. Consider these options as you begin looking at ways to finance your needs:

Short-term financing

1) Lines of credit. Discuss opening a line of credit with your financial institution for your short-term needs. Lending institutions have become more creative in finding ways to set up such lines for the small business. Things to consider when opening a business line of credit:

- They're designed to cover obligations that will exist for less than a year (ex. small equipment, office equipment or materials).
- Setup costs are relatively low.
- The interest rate is typically tied to the prime rate, and borrowing is at your discretion once the line is in place.
- Payments are flexible with a minimum amount due monthly.

One requirement is the line must be paid down to a zero balance once per year.

2) Promissory notes. Short-term promissory

notes (90-day notes) are ideal for a specific request that you intend to pay in full at a set time (ex. financing materials and labor for a larger commercial project that pays you in increments). Both principal and interest are due at the conclusion of the term.

Long-term financing

These are liabilities that are longer than one year (ex. truck, large equipment or real estate).

1) Simple-interest loans are commonly used for vehicle purchases. There's a set term (ex. 36 months) for a determined amount of principal (ex. \$25,000). A portion of each monthly payment goes towards principal and interest. Simple interest calculations are based only on the original principal amount versus compounded interest, which is applied to principal plus accumulated interest. This is a big difference.

2) Real estate mortgages are designed for borrowing money for a building and land. Like your personal mortgage, these agreements are for longer periods of time (ex. 15 years), and payments can incorporate taxes and insurance.

Need or want?

Always ask this question about a business purchase: Is this a need or a want? Some say the only difference between men and boys is the size of their toys, and I know there's truth in this statement. The question to ask yourself is, "Do I really need it?"

Take charge of the financial direction of your company. Put yourself and your company in the position to make purchasing decisions, either big or small, with the confidence and knowledge you lend to other facets of your business. Bring a financial "partner" into the picture, use that right borrowing tool and buy strategically. •

— *The author is co-owner of Barringer & Barringer Landscape Services, Charlotte, NC, and a former banker. He can be reached at 704/335-3775.*



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Make every client contact count

Create a perception of quality among your clients and watch your sales improve

BY M.J. GILHOOLEY

Many landscape firms fully realize and embrace the importance of quality service, but they don't yet fully understand how to communicate the perception of that quality. Why is this so important?

In a ranking of 16 small cars, the top quality car was 12th in sales and the second-highest came in 9th. There may be objective ways to test the true relative value of two landscape or lawn care firms, but consumers don't conduct these tests when making decisions. They go with their perceptions. Like it or not, your average revenue is firmly grounded in your ability to make every client contact count.

Consumer spending on professional landscape and lawn care services will climb to \$41.6 billion in 2004, said the most recent survey commissioned by the Associated Landscape Contractors of America (ALCA), a 31% growth rate. How much does the power of perception fit into this increase?

"Referrals from family members or friends is the top method (55%) used by those hiring landscape/lawn service professionals," said the survey. "Other methods used were: advertising (22%), phone book/Yellow Pages (22%), area professional organizations, Internet and contact from the professional."

Before you or your staff can effectively inspire this kind of impressive referral base, ask yourself a few important questions: What do you think of your profession? How do you perceive your company and your services?

If you want a long-term return on a professional image boost, you must have a genuine, company-wide buy-in. The quality of your client contacts will measurably improve when your team begins to experience the passion that got you into this industry in the first place.

The first step is to recall and reinforce what makes your services different and better, and then arm your clients with that knowledge.

What do your clients say?

What are professional landscapers and lawn care operators judged by? You might be surprised.

They're judged on the following points:

- How long does it take the office to return phone calls? E-mails? What do prospects listen to when they're put on hold? Are they reminded of the advantages of doing business with your firm?

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FACT



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- What is the appearance of your service representative on a first call? Does he or she project professionalism? Are the shoes dirty and worn? Do they act tired and indifferent?

- Do you and your staff make it to appointments on time? Are jobs completed as scheduled? Do you leave the job sites cleaner than when arrived? Do your crew members retrieve clients' newspapers from the driveway or save homeowners steps by pulling garbage cans to the curb?

- What is the condition of the notebook or clipboard your team uses on calls? What do the forms on the clipboard look like? What does the vehicle look like? Are you or your staff jotting down notes with a pen that has been chewed on or, even worse, displays another company's name on it?

- Does your handshake confirm that you're someone who cares about outstanding service and attention? Do you give the occasional 'gift' such as a rain gauge for the woman of each household in a nice box with a big bow? Perhaps provide a dozen golf balls on the company's anniversary as a thank you?

You may want to work closely with your printer to find useful household or business items you can adorn with your logo. Soccer season coming up — maybe water bottles for the kids, or a soccer ball! When was the last time you drove around a neighborhood to identify common landscaping needs? Perhaps you see a lot of the wrong kind of plants. Come up with a list of plants that would work in their subdivision — trees, shrubs, flowers — and distribute it with your name and logo at the top of the handout. Encourage them to call with questions and requests.

There are numerous suppliers, marketing firms and consultants who can add value to the impression you make, for any budget.

Don't neglect the basics

It's important to remember that if the internal processes remain chaotic or neglected, your investments in external appearance will be temporary at best. Failure is certain if your front line is expected to depart from confusion and start communicating confidence and service.

If your business isn't yet enjoying the 31% growth rate of the industry shown in the latest ALCA-sponsored study, don't get discouraged, just get started!

Make a simple, practical plan based on solid, doable action steps with a start/finish date. Make a basic list of the outputs or goals you want to achieve and support those with the resources needed to make it become a reality.

Get pumped up again about what makes your business distinct and superior. Put those distinguishing positives back into play in every contact you and your team are having with the client. Let that pride and respect for your service come across in dress, tone of voice, internal and external processes and communications.

Keep score

If possible, benchmark where you are now in relation to your client contacts and measure that against the periods immediately following your improvements. This will help you see exactly what the return on your investments is and reinforce the importance of treating your daily client contacts as immense growth opportunities.

Big things happen in the midst of the mundane as long as we don't keep doing the same old thing, expecting different results. •

— *The author is president of Gilhooley Consulting based in Los Angeles, CA, and is a regular speaker at Green Industry events. She can be reached at 800/347-9014 or mjg@gilhooleyconsulting.com.*

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Rules for selling your business

Things you need to know before you make a decision to put your company on the market

BY WILLIAM J. LYNOTT

Timing is an important factor in selling a business and, while this may or may not be the best time to put your business on the block, any time is a good time to prepare it for sale. If you have any notion of selling your business in the near future, take these steps to make sure that you bring a Cinderella to market and not an ugly duckling.

Plan ahead

"A last minute, emotional decision to sell a business seldom ends up with a satisfactory sale," says business intermediary Dick Marsh, R.H. Marsh

Associates, Jenkintown, PA. "I often receive phone calls from business owners who have had a frustrating day. 'I've had it,' they say. 'I want to sell my business.' Such an impulsive reaction is a recipe for failure."

Business broker and small business specialist Herman Petreka, Business Connection Plus, Warminster, PA, agrees. "One of the biggest mistakes owners of small businesses make is failing to plan in advance for the eventual sale of their companies."

Selling a small business can be a demanding challenge in the hottest of markets. "Your best chance for getting the deal you want is always sensible preparation," says Marsh.

Our experts agree that preparing a business for sale takes more than a few weeks of cosmetic touch-up. Potential buyers will examine your business with a cold, calculating eye. Unless they see the likelihood of an excellent return on their investment, they'll move on.

Therein lies the rub. Human nature being what it is, many business owners start to think about selling out when business is slow and profits are sluggish.

"That's exactly the wrong time to sell a business," says Marsh. "Nothing is more attractive to a potential buyer than a couple of years of solid growth in gross volume and net income. A business that seems stuck in the doldrums will scare off a buyer quickly."

Preparing your landscaping business for sale, then, calls for bringing it into a state of robust health. When it looks so good to you that you begin to wonder why you want to sell it, it's probably ready for the market.



continued on page 76



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Be realistic

It's understandable: You gave birth to your business, nurtured it and lived with it during good times and bad. It's part of you. You feel a genuine emotional attachment to your business, your employees and your clientele.

Sadly, your potential buyer doesn't care a

whit about your emotional relationship with your business. A buyer has one interest above all others: Can I make this business a success and can I expect a return from my investment?

That's why you need to work hard to divorce yourself from emotional considerations and look at your business from the viewpoint of a cold-hearted investor. Any business broker can tell you stories about sellers who place unrealistic selling prices on their businesses because they're too emotionally involved to be objective.

Dick Marsh offers this advice: "Ask yourself: Would I pay my asking price for this shop if I were buying it? If the answer is no, it's time for you to reevaluate."

Document business progress

"The first thing a sophisticated buyer will want to see is three to five years of financial reports in a form that follows conventional accounting standards," says Marsh.

A prospective buyer or his accountant isn't going to be satisfied with claims that your shop is actually more profitable than your financial records indicate.

Many shop owners are lax in preparation and

maintenance of conventional operating statements and balance sheets. Most business brokers have heard prospective sellers say something like, "My accountant charges too much for those fancy reports. I don't need them to run my business."

Perhaps not, but a seller who hopes to get a fair price for a business is going to have to demonstrate its true financial condition in black and white. You may or may not need full balance sheets and operating statements to run your business, but you most certainly will need them if you expect to sell it.

"When you're ready to sell, you should have copies of all documentation related to the business," says Petrecca. "This includes leases, a list of capital equipment, manuals, accounts receivable and payable, tax returns, all disclosures, etc. It is also important to have a written description of the business, a current marketing plan and projections for the future."

It's in this area that many entrepreneurs come up short, say our experts. Paperwork may not be your favorite activity in business, but when it's time to sell, any inability or unwillingness on your part to produce the required information will tarnish your offering in the marketplace.

Don't drop the ball

"It's not uncommon for a seller to neglect the business once it's been put up for sale," says Dick Marsh. "That's a big mistake. Any evidence that a business may be going downhill is a serious red flag to prospective buyers."

Don't make the mistake of thinking you can charm potential buyers with excuses or rosy projections of what your business could be under different circumstances. Instead, you can expect them and their accountants to cast a jaundiced eye on your past and present performance as a gauge of your company's market value.

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The steps at a glance

1. Plan ahead. Deciding to sell at the last minute will be costly.
2. Keep a realistic view of the market value of your company.
3. Document the progress of your company.
4. Don't let your company slip downhill during the process.
5. Prepare a "seller's document."
6. Decide what you'll tell your employees, and when.
7. Get professional help.

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"A last-minute, emotional decision to sell a business seldom ends up with a satisfactory sale."

— Dick Marsh,
R.H. Marsh Associates

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Prepare a seller's document

"Seller's document" may be a phrase that you haven't heard about, but when you decide to sell your business, it can be an extraordinarily valuable tool. You create a seller's document to tell prospective buyers about your business and why they should buy it. A good seller's document contains, at the least, a brief history of the business, a description of the products and services you offer, observations about your local market and prospects for growth, and a frank look at the competition.

While large businesses often create elaborate brochures with glossy photos and lengthy chapters, the owner of a single-location landscaping business need not go to such lengths. A two-page summary neatly typed and grammatically correct is often enough. The content is its most important feature.

If you engage a business broker to sell your business, he or she will be able to help you prepare your seller's document.

How can you tell if your seller's document will do the job? "A good seller's document will answer 80% of the questions that a prospective buyer is likely to ask," says Dick Marsh.

Tell your employees

For a variety of reasons, many business sellers are reluctant to tell their employees that the business is up for sale.

"In my view that's a mistake," says Marsh. "They're going to find out eventually. In fact, it's almost impossible to keep employees from knowing that a business is for sale. When they eventually find out, resentment is certain."

Petrecca agrees: "A small business owner

should definitely inform his employees about his plan to sell the business. If they find out from anyone other than you, you will almost certainly lose their respect and loyalty. That, in turn, could influence prospective buyers."

Both of our experts agree that the timing and the manner in which you inform your employees are sensitive matters. "It's important to respect your employees' concerns about their futures," says Petrecca. "Anything you can do to demonstrate your concern for them will help."

Get professional help

Obtaining assistance in preparing your seller's document isn't the only reason to engage professional help. It's difficult for a small business owner to place a realistic price on his or her business. Experience suggests that using a professional business broker to sell your business is likely to bring the most satisfactory results, including the best net return for you.

However, if your business is small (under \$1 million in annual sales), it may be difficult for you to find a broker. Or you may be reluctant to pay a broker's fee (typically 8% to 10% of the first \$1 million, scaling downward after that). If you intend to put your business on the market without the services of a broker, you need, at the very least, a good accountant and a knowledgeable attorney. Both should be experienced in business sales, preferably in landscape business sales.

The sale of a business, even a very small business, is a complex transaction rife with potential frustrations and legal pitfalls. Marsh summarizes it this way: "If you're like the great majority of business sellers, you'll do the job only once in your lifetime. That means you need to get it done right the first time." •

— The author is a former management consultant and corporate executive who writes on business and financial topics for a variety of publications. Contact him through his Web site at www.blynott.com.

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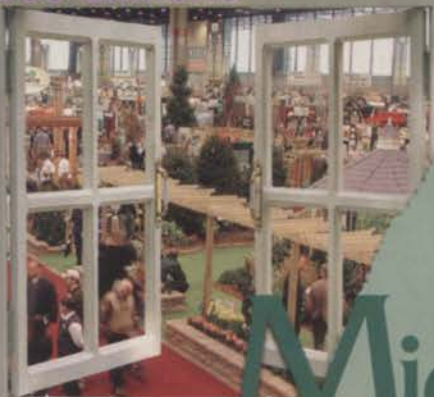
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Why you must have a safety program

You're a landscape contractor working hard at running your business to make sure it shows a healthy profit at year end. One day, an OSHA investigator unexpectedly shows up at your door. He got a complaint from an unidentified worker alleging that your company has a number of safety violations. You know this isn't true, but when the investigator asks to see your written safety policy, safety program, safety training materials, attendance at safety meetings and safety rules, you hem and haw and... well... you meant to put this all down in writing, but other things got in the way.

Could this be you? If so, you're missing a critical key to business success in 2005 (and not just for OSHA-related reasons): a strong written and implemented safety program.

Get '05 off the right way by putting together a comprehensive safety program ... and then living it **BY BARB MULHERN**

or killed — and you would be the person having to face that employee's family, wondering if there was something more you could have done."

David Snodgrass, president/CEO of Dennis' Seven Dees Landscaping in Portland, OR, and chairperson of ALCA's Safety/Insurance Committee, says that safety has always been important to the industry, but now it's more so than ever for lots of reasons.

"You really can't be one of the best companies without having a strong safety program. And with insurance premiums soaring, you just can't afford to have losses," he says.

Avoid the risk

"Landscapers and other horticultural employers who don't have a well thought out and enforced safety program are at risk of increased workers' compensation rates and potential lawsuits should an employee or others be seriously injured or killed as the result of an unsafe workplace or unsafe work practices," says attorney Tom Rebel of Fisher & Phillips LLP in Atlanta. "Stiffer OSHA fines can be levied if your company doesn't have a good written safety program. This doesn't even take into account lost management time, the costs of recruiting and training new workers and reduced productivity due to employee injuries.

"Most important, though," Rebel continues, "is that without a good written safety program and the enforcement of all safety rules, one of your employees could be permanently disabled



Eight "musts" for your program

1. Language and culturally specific "tail-gate" safety training lessons. Reminder: OSHA is continuing to place a strong emphasis on the safety of Hispanic/Spanish-speaking workers and expects that these workers be trained in a language and manner they can understand.
2. A safety committee or "teams" made up of both management and non-supervisory staff.
3. A safety orientation for all new employees.
4. Regular hazard audits/safety inspections of your operation for hazards and potential hazards.
5. An effective injury/investigation program.
6. A requirement that employees promptly report all injuries and "near misses."
7. An effective "light duty" program.
8. Policies that require supervisors to conduct regular safety training; to fairly and consistently enforce all safety rules; and to keep written documentation of all safety-related disciplinary actions.

In the past, Snodgrass continues, pricing, performance and efficiency were the keys to landing good projects. Now, he says, the best potential clients "are asking about your safety program and your experience. Your price may be the best, but they may not hire you. It's price, performance and safety."

Starts at the top

Top management commitment is vital to the success of any safety program, says Ellen Abend, safety and health educator at Cornell University, believes. "There must be a serious commitment by management to make changes in attitude, workplace practices and the work site itself so employees begin to believe that working safely is a normal part of the daily operations," she says. "Safety is a top-down concept, and in order for it to

succeed, management commitment is critical. Management needs to understand the relationship between claims and premiums."

Both Abend and Ron Jester, extension safety specialist at the University of Delaware, say that once top management is truly committed to safety, the next step is to develop a written safety policy. This policy "should include a statement on the importance of safety, and also establish rules and regulations that are practical and specific" to your company's needs, Abend says.

"The company's safety policy should be signed by the CEO, and should be viewed as equal to other policies," Jester adds. Putting this policy into writing is important because it "becomes real when it is in writing and management

signs it; it reinforces the fact that every employee has received the information; and it provides for enforcement of rules," Abend says.

Once your policy statement is in place, follow up with an actual written safety program. "When OSHA visits business establishments, the written safety program is probably the first document they'll want to see," Jester says. "It should be a 'living' document. As operational changes are made, your safety program may have to be updated."

Key program elements

Unfortunately, some landscape company owners, commercial lawn care operations and other horticultural employers have written safety programs "on the books," but in reality, they're documents that gather dust on a shelf and are only pulled out when faced with a visit from an OSHA inspector or are the object of a legal claim. If you're going to commit to having a written safety program, it's important that its elements be regularly communicated to all managers, supervisors and employees, Rebel says. It's also important that you keep written documentation of attendance at all safety meetings and safety training sessions, he adds.

At HighGrove Partners in Atlanta, GA, the Director of Training & Recruitment Zak Campbell says he believes that safety training "is the most critical element that should be included in a safety program."

"It's important for the people who are out in the field and on the front line everyday to be trained on the equipment and hazardous products (pesticides) they will be using. The chances of having an accident decrease when you have a staff that is trained in the proper use of these items," he says.

"At HighGrove, we try to create a culture where training is a daily occurrence. The majority of the safety training is embedded in our

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structured training program. For example, before anyone can use a piece of equipment, the person must first become certified in the use of that equipment. This means that the operator must be able to identify the key components of the equipment, demonstrate the proper use of the equipment and demonstrate the safety practices associated with the equipment," Campbell adds.

Sound like a big job? It is if you haven't put a focus on safety in the past. But resources are available to help you — and consider the alternative: serious employee injuries or deaths, and an

unprofitable business year.

"There are so many challenges and things that have to happen to succeed at business," Snodgrass says.

"Business can be all consuming just to survive and make a profit. But the responsible business today cannot neglect safety. Our market, our customers, our employees — everyone is beginning to demand that your company become a safe company." •

— *The author is ALCA's Safety Specialist and a freelance writer who lives in rural Belleville, WI.*

Contact her at bamu100@aol.com.

Easy-to-access safety resources

Associated Landscape Contractors of America. ALCA has numerous safety resources available to help both members and non-member landscape contractors. These include education/training and safety materials in English and Spanish and the ALCA/STARS Safe Company Program, where participants receive safety programming/training information, including the ALCA/STARS Safety Resource Manual. Visit www.alca.org.

Occupational Safety & Health Administration. OSHA has many resources available, including: English and Spanish publications, fact sheets and other training materials; a Spanish-language web page; a toll-free help line in English or Spanish (800/321-OSHA); and education centers around the country that offer training in English and Spanish. Visit www.osha.gov.

State OSHA Consultation Program. Run completely separately from OSHA enforcement, this program, aimed at companies with 250 or fewer employees and provides free on-site safety and health audits. Visit www.osha.gov.

National Ag Safety Database. This database includes numerous safety articles and training materials, including videos and Spanish-language materials. Database can be searched by state or by topic (such as back safety, chemicals/pesticides, machinery safety, etc.). Visit www.cdc.gov/nasd.

National Institute for Occupational Safety and Health (NIOSH). NIOSH's Web site has a wealth of information that can be downloaded at no cost. Search for specific topics under Workplace Safety & Health Topics. The Web site also has a Spanish-language web page. Visit www.cdc.gov/niosh.

Injury Control Resource Information Network. Links are provided to injury data and statistics, other injury-specific resources, and professional organizations such as the National Safety Council (www.nsc.org). Visit www.injurycontrol.com/icrin/.

Your loss control representative. Ask if this person will do free on-site safety audits, and whether his/her company has a Web site with additional safety-related information.

State Cooperative Extension Service. Located at land grant universities in each state, the cooperative extension service also has a network of regional or local offices that can be of assistance. Visit www.csrees.usda.gov.

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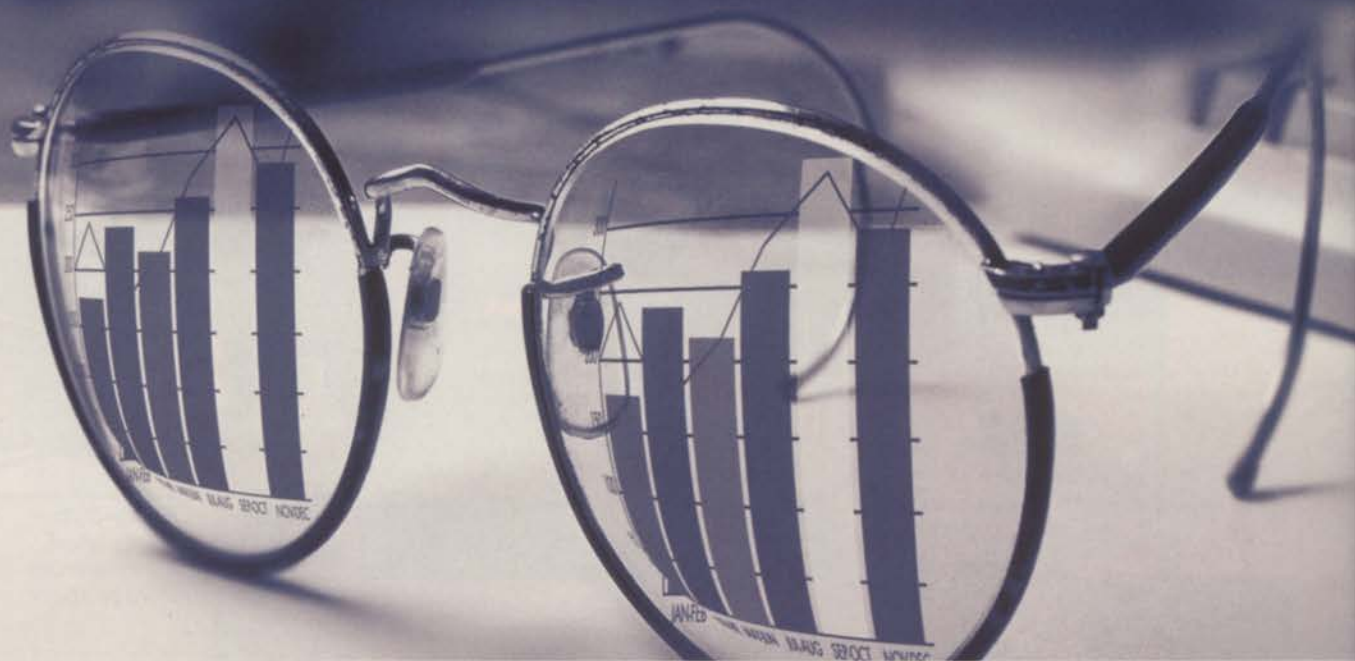
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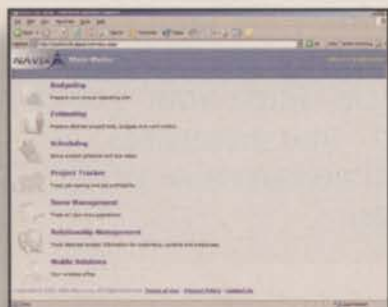
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Tips from 10 top managers

Experienced grounds managers clue you in on successful crew management BY MILTON L. "DUSTY" HALLMAN, CGM

W

hether your organization is driven by work orders or work schedules, customer service requests or requests from your president, one thing

that all grounds managers have in common is that we must manage our crews so that we produce the desired results. We are both managers and leaders.

Ten top managers in the Green Industry representing a broad spectrum of landscapes and management styles enlighten us with their collective wisdom regarding successful strategies for crew management.



1 Joe Jackson, CGM,

Assistant Director of Grounds, Sanitation and Recycling at Duke University: "My philosophy centers around the concept of 'participatory accountability.' The crews

must clearly understand our expectations and actively 'set the bar' for work performance." This concept of participatory accountability reverberated throughout almost all of the managers' responses, even though they were queried individually.

2 Ellen Newell, CGM, Landscape Manager at Arizona State University: "My crew was involved in writing up the appearance standards for our landscape, so I like to give them



the opportunity to schedule their own work to meet those standards. I let them know about scheduled events and any complaints or issues. I only step in when things aren't happening or when

I think that there needs to be more communication and coordination between crew members." Inviting the crew to help set the standards by which they operate encourages them to "buy-in" to the new goals and standards, thereby helping to see to it that the standards are being met.





3 Mike Loftus, CGM,
Assistant Director of
Facilities Management at
the University of
Delaware: "I seek to create
an organization empow-
ered to make decisions,
based on a known organi-

zational framework, at the front lines. This allows for decisions to be made quickly by those who are closest to the work. It promotes a sense of ownership among crew members. Creating such an atmosphere requires a clear understanding by all individuals of the job at hand, trust from management to delegate the responsibility and a willingness from the front line staff to accept accountability for the work."



4 Tom Smith, Senior
Vice President for Hor-
ticulture at Spring Grove
Cemetery and Arboretum
in Cincinnati, OH: Smith
is sold on the importance
of standards, and when
asked if his crew assists in

creating those standards, Smith replied, "Oh absolutely. I like to try to delegate those responsibilities just as far down the line as possible. Once we as managers delegate, then our employees can participate." Smith, his managers and his staff have, over the years, created the "Spring Grove Basics," a list of 15 items that comprise their standards for customer service. Printed on a pocket-sized card and laminated, each member of the crew carries the card with them for quick reference. The "Basics" have therefore become "a code of values, and we can all act in concert, even administratively," notes Smith.

5 Kevin O'Donnell, Superintendent of
Grounds at Villanova University, Philadel-



phia: "We use a team ap-
proach for crew manage-
ment as well as for supervi-
sory responsibilities. The
campus is divided into
zones, with a team for each
zone. The teams are cre-
ated to maximize diversity

of skill level and a prompt response to our customers' needs. Each supervisors within the grounds division is cross-trained and is kept informed about our on-going projects so that if needed, we can step in to cover for the other supervisors." Echoing O'Donnell's approach is Joe Jackson at Duke. "We primarily use a combination zone and specialty team management strategy," says Jackson. "All accent plantings and 90% of turf management activities are handled by specialty teams."



6 George Van
Haasteren, CGM,
award-winning grounds
manager at the Dwight-
Englewood School in En-
glewood, NJ: He firmly
believes in the principles
he learned as a football

player in high school and later at the University of Miami. "It's called team work! There is no "I" or "me" in the concept. It is what "we" can do as a team to successfully complete tasks, job assignments and work orders," Van Haasteren says. "A little Lombardi-ism doesn't hurt, either."

7 John Van Etten, CGM, formerly the
Landscape Manager at the Mohonk Moun-
tain House Resort in upstate New York, now
Landscape Manager for the Hoffman Develop-
ment Corporation: "I always take time to teach
and make every effort to allow people to grow.

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When I work with my crews, it isn't in the traditional 'boss' role but as a mentor, challenging different crew members to take the lead. The essence of my philosophy is to strengthen the crew by challenging them to improve their skills." Van Etten brings up an important point here on the ABCs of coaching — Always Be Coaching. "Make sure that when you see your crew members doing something particularly well or out-of-the-ordinary concerning outstanding customer service, you take the time then and there to praise them for it," he says. "The converse is also true — when you see them doing something incorrectly, take the time then and there to show and/or explain how to do the task best or more efficiently. That is coaching.

"Remember too that to your crews, your silence is your acceptance. If you notice something being done incorrectly and you don't take the time to demonstrate it correctly, they'll take



it as a sign that the incorrect action is acceptable, and you have missed an opportunity to correctly coach them."

Van Etten also believes strongly in setting goals that challenge his crews.

"It is essential for success," he says. "Setting positive, obtainable goals daily, weekly, monthly and yearly and communicating them so that they are team goals gives everybody a strong sense of participation. Striving to reach those goals then becomes an overall team objective." Van Etten here touches on another success strategy that all top managers agreed was fundamentally important in crew management — communication.

8 Jeff Bourne, Community Services Chief for the Montgomery County, Maryland Division of Parks and Recreation: "Communica-



tion is so important. Individual workers being knowledgeable of process, procedure, how things get done, is critical to the success of any organization. Using staff meetings, even short tailgate meetings, to

inform crews regarding the big picture of what's going on and why, pays back its investment in time multifold. There's an apparel retailer who uses the line 'an educated consumer is our best customer.' I think substituting the word employee for consumer and asset for customer makes a great mission statement for any organization. Once everyone on the team understands where we want to go and the plan to get there, it's much simpler to get everyone pulling in the same direction. This also provides a greater sense of ownership and control in the outcome and thereby encourages a greater commitment to the process."

Training is another key success factor that top managers use in managing their crews. While training may not sound like a management tool, it is. Top managers realize the importance of training in educating and motivating their crews, and they also realize its importance in developing their next line of supervisory personnel. John Van Etten states, "Training is essential in professionalism. Developing vertical opportunities in the company and supporting them with on-going training empowers the staff and provides them with the tools for improvement."

Utah State's Ellen Newell says, "I encourage each of the crew members to belong to industry associations and to go to at least one seminar or conference a year. I belong to PGMS and have had great training opportunities through it. I attend the Professional Grounds Management School and the Green Industry Expo each year,

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and I went through the CGM program and found that extremely valuable."

Finally, all top managers agree that one key factor in crew management is their own role in serving those that they manage. It's our job to see to the needs of those we serve, especially our employees. Not only do we need to see that they receive the tools, training and expertise needed to succeed, we also owe it to them to see to it that they receive the respect, recognition and motivation that they deserve.



9 Todd Cochran,
CGM, Assistant

County Park Superintendent for Bergen County, NJ: "Every crew is made up of individuals. Manage the crew while acknowledging the capabilities and

characteristics of the individual." Cochran realizes that it is his job to serve the 125 people that he supervises. "Managers must listen to employees' issues and address them honestly," he adds. "When the crew knows that management is accessible and forthright, negativity wanes."

Spring Grove's Tom Smith calls this "servant management" and is a firm believer in it. "We train our managers to be good listeners, and not a day goes by without me telling people how important they are to the Grove and its mission." Smith adds, "I love making an influence on someone; be a mentor." In other words, serve somebody!

Discerning managers will realize that all of these success strategies, these "tips from top managers" all dovetail beautifully with one another, are a part of one another. "Participatory accountability" is empowerment, empowerment unifies, unity is teamwork, and teamwork demands coaching. Coaching is communication as

well as motivation, coaches motivate by challenging and training their teams. Motivating, challenging and training are all part of mentoring, and mentoring is management at its most personal level. Top managers all agree that effective crew management is most successful on that personal yet professional level.



10 Milton L. "Dusty" Hallman,
CGM

I was lucky enough to play, then coach high school football for several years, and I too draw direct parallels between what I learned about hard


work and competition on the football field and what occurs in the workplace. As long as there are successful coaches and teams, there will be managers and crews looking to duplicate those same successes in the workplace. I was also lucky enough to be raised by a father who was a devotee of Vince Lombardi. Those "Lombardi Principles" of pride, mental toughness, discipline, hard work and commitment to excellence still drive me today. That is why, as Operations Manager of Sylvan Abbey Memorial Park in Clearwater, FL, I challenge my crew to be the best. We set clear, attainable goals for ourselves and we plan for success through dedication and commitment to excellence. That's how we've won three national landscape awards in the past five years. These ideas of coaching and challenging employees echoed in the comments of the other managers as well. "We call it coaching for our crews," says Villanova's O'Donnell. "We coach the team members to set goals for advancement as well as for customer service improvement." •

— The author is the head of the Sylvan Abbey Memorial Park grounds department and past president of PGMS. He can be reached at 727/796-1992 ext. 232 or dhallman@stei.com.

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Numbers you should track

Keeping an eye on daily sales and labor hours will allow you to make in-season adjustments to meet your company's goals BY PHIL NILSSON

Business owners tend to view their company operating results as something to be completed at year's end. They review their financial statements, tax returns and other key business documents annually to analyze how they did from a historical perspective.

Although a year-end analysis is important, the problem lies in not knowing what's happening in the business over the short term. Also, once-a-year analysis doesn't give an owner time to turn his or her business around during the course of the season if results are lower than expected.

What an owner needs to do is fill the gap of once-a-year reporting with short-term reporting. Short-term reporting, or key figures, indicates

how a business is doing for a month, week or even a day. Key figures tell owners over the short term if a company is on track to fulfilling long-term goals without going through the expense or formality of preparing financial statements.

The bare minimums

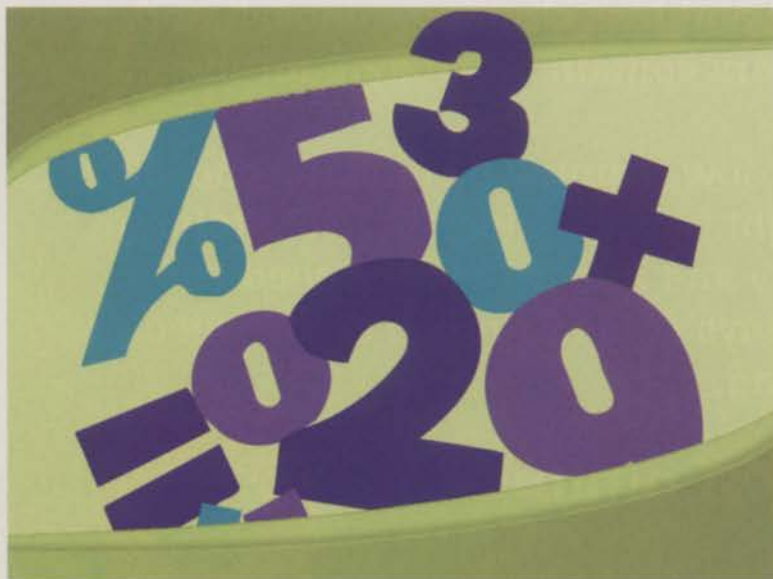
The numbers we're after to measure short-term results need to be easy to obtain, apply and understand without doing endless research and without investing a lot of time. If you know one or two key figures as bare minimums, you can often fill in the blanks to the others. How often you want to know this information is up to you, but when I was in the landscape business, I used to run tallies every day.

What was I looking for? What did I want to know?

I looked at sales, labor costs, direct costs, overhead and projected profit. At the end of each day, it took me about 15 minutes to figure out the results of that day. After figuring the daily results, I then transferred the information into a logbook. This book would eventually contain the outcome of each production day for an entire year.

Certain assumptions about the key figures had to be made to avoid the time and expense of actually looking at accounting records. Nevertheless, if you have two figures — sales and labor hours — that's about all you need to start filling in the blanks. This is generally true because certain expense categories "follow" along in ratios or

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Bill Leuenberger
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percentages as a rule when compared to sales and labor costs.

You should know

- Daily production or billable sales "created"
- Direct payroll costs for the day
- Direct overhead costs for the day on daily labor
- All other overhead costs for the day, assigned to that one day
- Profit for the day

This may seem like a lot of trouble to go through to get the key figures, but it isn't very time consuming. To get these answers, all you need is the sales figure and the payroll hours for one day. The rest of the numbers will fall into line by ratio.

We want to know how much sales we did for the day and how much it cost to do those sales. Log all these numbers, run a year-to-date in your logbook, and you'll have a cumulative picture of where you are.

Finding the numbers

The daily payroll part is easy. Figure how many hours your employees worked and the average hourly pay to get the total payroll for that day. Enter this into your logbook.

Sales for the day represents what was produced in billable work. If jobs aren't billed because they're incomplete or in process, estimate the percentage of completion.

For fixed contracts, spike out known sales values for portions of the work completed such as mowing, pruning, edging and so on.

Direct overhead costs are assumed to follow payroll costs and hours. Get this "hourly figure"

by analyzing your financial statement to draw conclusions and come up with an hourly cost on average. Direct overhead costs are costs that happen because you did some work and "engaged" other expenses. When an employee comes to work, certain expense categories follow him or her around during that day — fuel, depreciation on equipment, supplies used, insurance on the vehicle, repairs to equipment and more.

Those costs can be visualized as "on the road" costs or "at the job site" costs. All other overhead costs such as rent, utilities, advertising, general overhead and administrative costs can be visualized as "back at the shop" costs.

General overhead expenses are those that are not identified or related to payroll hours. They happen — and cost you whether you have business activity or not. Split these out separately and come up with an estimate of the total production hours you expect to have for the entire working season.

As you go along during the year, you may have an increase or a decrease to production hours as new work comes in, but it's the best number you have at the time, so work with it. As more than projected production hours go up, general overhead costs per hour go down, and vice versa.

The end result

You will know how much sales you had for one day and what those sales cost the company to know what the profit was for the day. You can then figure out how much you've made for the season to that point and compare that number to where you thought you'd be. Isn't that what you want to know? •

—The author operated a successful landscape company for 15 years and is now a Green Industry business consultant, speaker and author. Contact him at 860/621-6199, nilsson.assoc@snet.net or visit www.lawnservicing.com/nilsson.

Key figures tell owners over the short term if a company is on track to fulfilling long-term goals.



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Communication is the key

Keeping in touch with your field crews can lead to extra sales, extra savings and better customer service

BY GEORGE WITTERSCHEIN

What are your company's cell phones for? We talked with some of your colleagues who answered, "The success of our business."

The technology is everywhere today, and we take it for granted: cell phones, Nextel two-ways, walkie talkies. But they can make that huge difference between a thriving business and just getting by, according to our sources.

Jon Jobs founded NatureScape, Inc. in 1989. The Birmingham, AL landscaping company struggled along with minor success and the usual Green Industry headaches. As Jobs reports, "Until two or three years ago, we had our fair share of problems — including sudden disruptive emergencies — until one day we got fed up and decided we were going to re-invent ourselves and take our company to the next level of excellence."



Jon Jobs

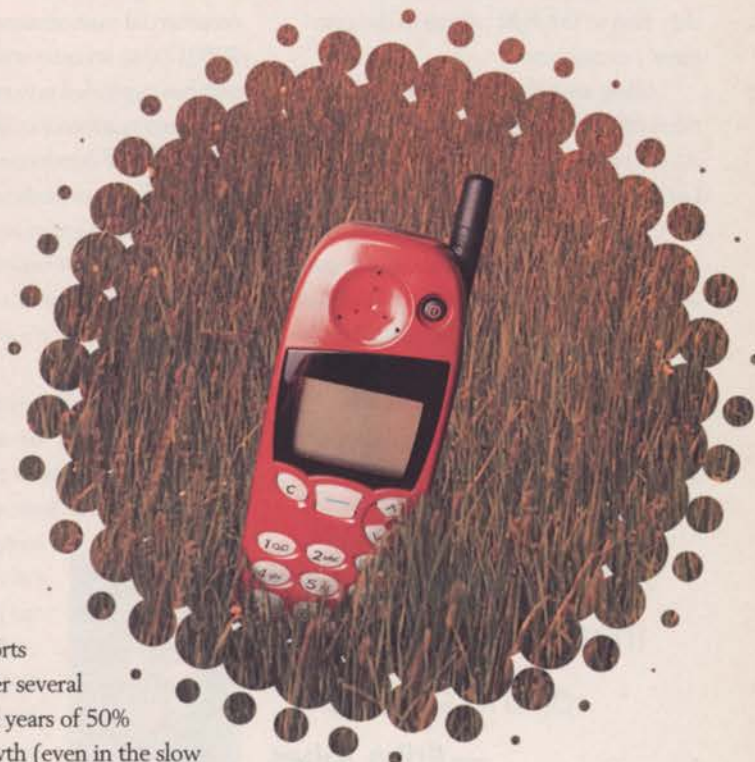
Their efforts worked. After several back-to-back years of 50% revenue growth (even in the slow climate of 2001-2002), the company is now flourishing, its 16 to 18 employees bringing in yearly revenues of \$1.5 to \$2 million. They offer design/build and maintenance services, including turf management and weed control, in an 80/20 residential/commercial customer mix.

How did they do it? Communications played a major role in the turnaround. NatureScape, Inc. found that the right communications practices significantly improved its bottom line by reducing costs, adding revenues and winning new customers.

Communications = reduced costs

The company's philosophy of communications hinges largely on the related notions of due diligence, which Jobs describes as environmental scan and caring for each customer's landscapes above and beyond the letter of the contract.

When a crew arrives at a site, its people are





trained to perform a scan of the site looking for "pain" (landscape problems or emergencies) and/or "gain" (business opportunities.) And where appropriate, they use their cell phones to communicate what they find to the right person in the company's management.

"Along with the cell phone, each crew takes route sheets out with it into the field. At the end of the day, they bring those back to the office with any notations they have made," says Jobes. "The foremen have horticulture degrees and are cross-trained in our different departments, so they understand how to handle immediate problems on their own. But anything that is beyond their crew's capabilities, or too demanding for their day's schedule, they phone into the office for further management attention ASAP."

"The client was tickled that we informed her of the situation."

— Erika Jobes

Beyond their regular field crews, NatureScape's due diligence is also performed by their account managers for every customer on a scheduled basis.

"There really aren't that many emergencies anymore," says Erika Jobes, Jon's wife. "With our crews communicating what they see, and our account managers visiting all properties regularly, we're practicing a kind of preventive maintenance that has dramatically reduced the occurrence of the unforeseen."

Thus, the company enjoys one of the classic benefits of good preventive maintenance — dramatically reduced repairs of all kinds, including emergencies. This translates into lower costs. "Plus reduced hassles for our customers," Erika adds, "which is one of the things we're constantly striving for."

Another landscape pro who enjoys the business benefits of good communications practices is Lee Gifford, who founded The Gardening Angels, Inc. of Lexington, KY, 16 years ago. Besides its original focus on commercial maintenance, his firm (doing \$900,000 in revenue with a dozen employees) has expanded into residential landscape and maintenance work, much of it at the request of commercial clients who wanted the same landscape services at home that they got at work.

Gifford doesn't believe in good communications because it's taught in "Business 101." To him, it's an absolute real-world necessity.

"You can't make any money today if you don't control costs," he says, pointing to intense price competition pressure from large national firms that have moved into his area



competing for commercial customers. "We pay our people pretty well — above the average. And they have to perform, or we're going to lose money. And our definition of performance includes communication."

"If our people see something — grubs on the lawn, plants wilting for lack of water or a drainage problem — we want to know about it," he says.

Communications = revenue

In Birmingham, Jon and Erika Jobes have nurtured crew foremen who think like entrepreneurs and business owners, and when they see an opportunity as part of their due diligence/environmental scan, these foremen get excited. When one of them phones in during the middle of the busy workday, do the owners get annoyed at the interrupting phone call?

"Absolutely not," says Erika. "We're pleased to get that call, and those employees are rewarded for their hot-from-the-



Lee Gifford

field referrals."

Lee Gifford does likewise. "I take that call myself if I can. I may not be in the office, but the field may also be able to catch me on my phone. If

not, we'll get back to the customer within one business day. Also, some of our foremen are authorized to give the customer a price and start the work. Those foremen will have contract forms with them, which the customer can sign. A number of our foremen are good enough that we trust them to do that. We hope these folks are managers in the making."

With 16 years' experience at the helm of his firm, Gifford feels strongly that good communication with the field builds business success, even when no new work results for his firm.

"There are a lot of opportunities out there, and we encourage our people to let us know those right from the field. We also encourage them to let the customer know, of course, if there's a problem, but also if there's an opportunity for us to do something additional.

"This is true even if the customer's need is for something that our company doesn't provide. For example, if a downspout is leaking, we want the supervisor to let the customer know about that, even though our company doesn't fix downspouts. The field crew is expected to let the customer know about that downspout. And back at the office, we capture those notes to our computer system. Customers love this kind of 'we're with you' attitude."

At NatureScape, the willingness to talk to the field whenever they call is important to the Jobeses — even if the foreman calls up and says, "Listen, I've got the owner/property manager standing right here and we've got something we're excited about!"

continued on page 102

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continued from page 100

They want to add a water garden.

"Management takes that call, and is happy to get it," says Erika Jobes.

"That particular call would go right to a salesperson, and our office telephone system supports that kind of contact," adds Jon Jobes. "The call will first come into our production manager, and he directs it to the appropriate person in sales, who will go by there immediately.

"If it's something smaller," Jon continues, "something that doesn't need additional materials sent from the yard, for example, our foremen know our hourly rates and charges plus how much room there is in the schedule that day, and they can go right ahead and do the job as an extra without approval from the office. They will get the customer's signature on the change order for the extra work, but the crew can perform that job on their own."

Communications = new customers

Besides reduced costs and added revenues, our sources' corporate culture of communication brings in new customers. Existing customers are delighted with the proactive, take-charge attitude of the foremen, and that contributes to the company's word-of-mouth marketing.

Sometimes, it adds new customers directly. "On a number of occasions, a neighbor of a customer has approached our crew and said, 'We're having a party tonight and our yard is a mess. Can you help us with the yard work so we can get everything ready in time for our event later?'," says Erika Jobes. "The foremen know our hourly rates, and they know how much time they have available, so they say 'yes' if at all possible. And beyond one-time cleanup jobs, we have won a number of new annual service contract customers because our crews were willing to help out in the time of need."

Lee Gifford: "I had a guy go out recently to do a plant replacement on a landscape we

Keep your clients in the loop

To Green Industry consultant Judy Guido, who has advised both of the landscape pros we interviewed for this story, using field-to-office communications well "avoids problems, makes sales and wins new business. This is what you can do when you have people in the field communicating with the right people in the office."

"To me, the most important things are: minimizing emergencies, making last-minute sales, taking advantage of opportunities that arise on the job, enhancing your relationship with the customer — and one of the best things you can do is do your due diligence on every single account you have," says Guido, a Moorpark, CA-based consultant who is also a member of LM's advisory board (818/800-0135; jmguido@sbcglobal.net).

"When any crew goes on to a site, they should do an environmental and landscape scan that accomplishes two things:

1. identifies potential problems or "pain points" on that site, and
2. identifies opportunities not part of the current scope of the contract or agreement.

"Here are the steps I recommend:

► Look at all the trees, regardless of size specifications in the contract. Are there opportunities or problems? An opportunity might be trimming, or it may be that trees aren't covered in the current agreement but nonetheless have a problem such as insects, storm damage or lack of water.

► Do a beds assessment, looking at the shrubbery, the plants, the mulch, weeds and the color in the beds.

► Look at the turf. How about the cut, the color, any weeds?

► Look at watering and drainage. Is there a problem with the irrigation system. Grading? Again identify both for customer "pain" and opportunities to solve these problems.

► What other services can we provide the customer either through using your team or by developing a strategic alliance?"

"Besides saving cost and generating revenues, this approach also reduces one of the great complaints of customers, and one we hear all over the United States: "That's why I hired you. I shouldn't have to pick up the phone and tell you there's something wrong with my trees or my shrubs or landscaping when you're here fairly frequently."

installed last year. He found the plant sitting in water discharged from the customer's sump pump. He called me back and said, 'If I plant in there, the new materials are going to die.' He had already attempted to discuss the situation with the homeowner, but the customer wasn't home. So I told him, I'll telephone the customer and leave a message.' When the customer returned my call, we agreed to put a drain tile in and get that water out of the plant bed.

"In that situation, we're not only picking up a little bit of extra work, but we're also keeping a customer happy and avoiding the necessity of replacing drowned plants at our own expense.

"The customer was tickled that we cared enough to inform her of the situation. I suspect she really knew about it anyway but needed an extra push to do something about it. Even where there's no warranty, I find it very hard to say 'no' to a customer who wants a replacement on something we installed. Especially where the customer did nothing wrong.

"And for this philosophy of mine to have a chance to work, I have to know about that drainage problem — meaning we must constantly communicate." **LM**

— The author is a veteran business writer who loves to report on the Green Industry. He can be reached at grbwitt@aol.com.

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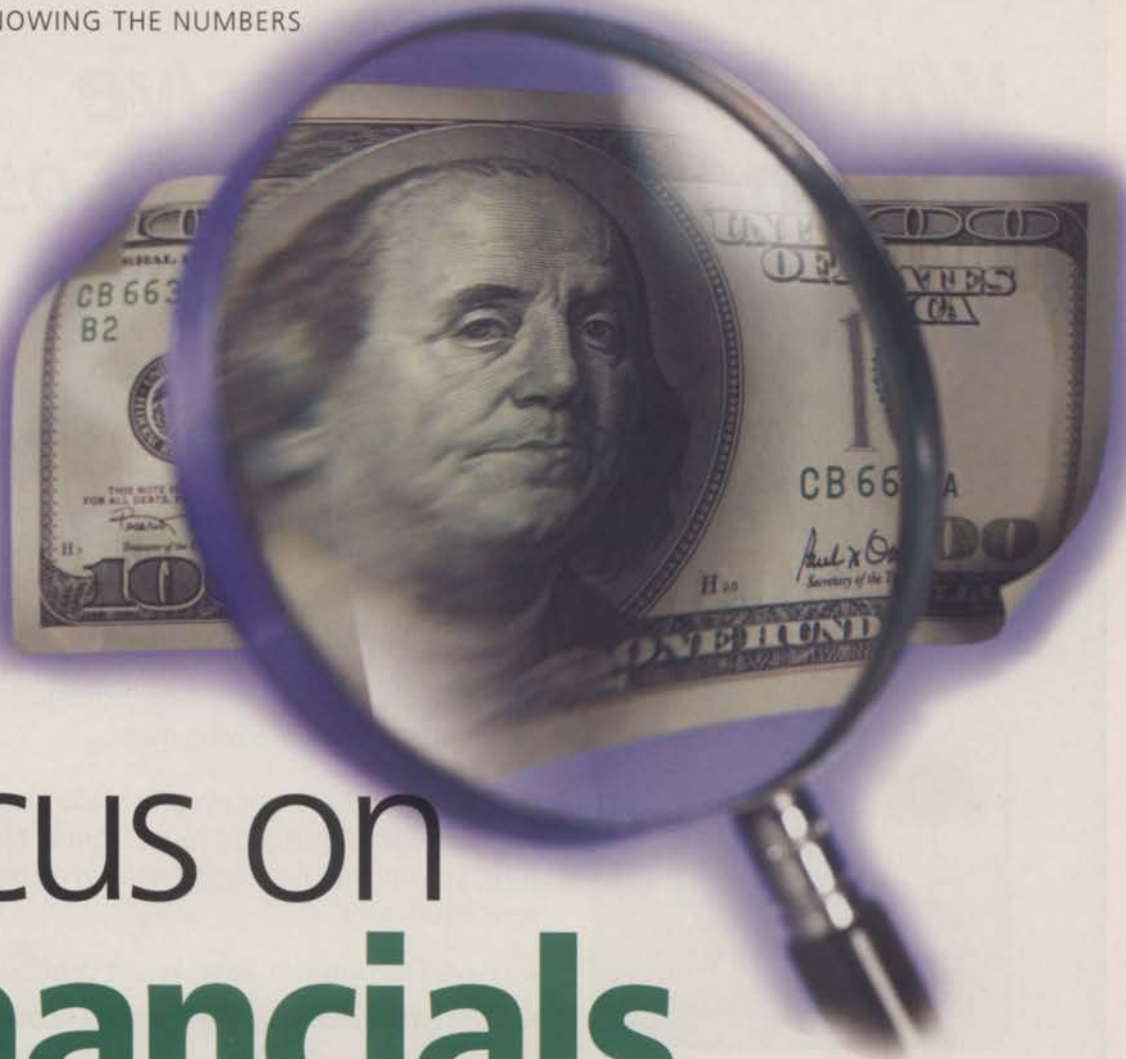
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Focus on financials

Figuring out the numbers in your business might be the turning point in your success BY BOB COULTER

Editor's note: This is the last in a series of three articles on your key business drivers. This month we discuss financials.

Over the last couple of months, I have provided you with the analogy of looking at our businesses as a three-legged stool. It takes three solid legs to keep the stool balanced and stable. The best of the best in the industry

have achieved excellence by keeping this same principle in mind. They have achieved excellence by working on their key business drivers (customers, employees and financials). There are debates in companies all over America that try to decide which of these key drivers is most important. You could make a serious case for any of the three. In reviewing these factors, we realize that each of these business legs is dependent upon the others, and we have success when we keep them in balance.

Most owners and leaders have grown up on the operating side of the business. Their businesses were based upon doing quality work, connecting with customers and hiring the best players they could find. These were the things that they were passionate about and really seemed to come naturally.

On the other side of the coin, many owners and leaders haven't been comfortable with the numbers. Without an extensive background on the financials and with all the challenges that comes from day-to-day operations, it's easy to not make the numbers a priority. How many of us have said, "Next month, I'm really going to get my arms around where we are financially." Or, "We just need to get the right systems in place to monitor our financial success." Or, "I need to bring in someone soon to help me with getting our numbers in shape." Don't feel bad if you've had one or more of these statements come out of your mouth in the last few months.

Turning point

Owners have told us that the turning point in their company success is often tied directly to when they got their arms around the numbers side of the business. This is a challenge and opportunity in all industries. Jack Welch, the Hall of Fame former General Electric CEO, said, "One key to keeping score in your business is to establish real metrics. You have to keep the scoreboard visible for all members of the team. Use the scoreboard to keep people focused on the priorities. Use the score as a rallying point for the team and an opportunity to reward top performers. Stay focused on the expectation of continuous improvement." This approach paid huge dividends for GE and has the same potential in the Green Industry.

The members of the JP Horizon's Owners Network realized that measurement is an important step in driving their financial success. As a group, they worked together to identify the three gauges that would be most important in helping to determine if they were winning on the financial side of the business.

The cash flow gauge needs to be on every employee's radar screen.

► **Cash flow.** How many of you have heard the phrase that "cash is king"? In business, we need cash to drive the economic engine of our organizations. Successful companies make this a priority as they work with their customers, vendors and employees. Having a solid strategy in place to minimize accounts receivables usually comes from doing quality work that meets or exceeds customer expectations, and an effective billing process that makes it easy for us to collect from our clients. The cash flow gauge needs to be one that each of our employees has on their radar screen.

► Revolving budget.

A budget is simply a financial business plan. This serves as a road-map for all employees in a business to see the key elements of revenue and expense that must be managed. The revolving budget takes a static financial plan and makes it an active business aid for all employees in the company. By plugging in the actual performance each month into the budget, you're able to assess on a continual basis where you are today and how you need to adjust your overall performance so that you can achieve your annual target. This key business gauge lets us know if we're on top of our business in the flow of the work.

► **Net profit.** The ultimate financial indicator is net profit. It's interesting to hear top leaders and owners of landscape companies talk about their size based upon their revenue stream. You'll observe this many times as they strut by at an association meeting. When someone inquires about their net profit performance, you'll see one hand slide up by their mouth and you'll get a mumbling response to the question. The reality of the situation is that winning comes down to what we can

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keep from each dollar sold so that we can achieve an equitable return, reward our top employees and reinvest in our business. The net profit gauge should be known by each employee and should be the final indicator of success.

As I conclude this series of articles, I would encourage you to think about a few

things. Are you measuring the right things in your organization? Are you sharing your results with your employees? Do you have a laser focus on customers, employees and financials? Are you achieving the right results in the key business drivers? Do you have a commitment to achieving your goals and a plan on how you'll get there?

Keeping the three legs of the stool strong and balanced produces long-term business success. **LM**

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While the consolidation frenzy has come and gone, Davey Tree has stepped up its acquisition activities. Ken Celmer explains the process

BY RON HALL / Editor-in-Chief



Growing ... but quietly

Recently, the *Landscape Management* staff visited the headquarters of the Davey Tree Expert Company. The company is located on a quiet, beautifully landscaped campus just outside the small college community of Kent, in northeast Ohio.

The Davey Company, founded in 1880, is one of the most recognizable names in the professional horticultural services industry. What

many people don't realize is that the company has been one of the most active when it comes to acquiring other tree, lawn and grounds management businesses — this in addition to posting double-digit growth in its existing properties.

Davey was never one of the names that came up during the wild and woolly consolidation craze that swept the industry in the late 1990s.

During that period, the Green Industry crackled with news of landscape and lawn service company

buyouts. National and large regional consolidators raced to snap up independent operations. This frantic pace couldn't be sustained, and activity fell off within a few short years.

However, some companies are still in a buying mood. For instance, The ValleyCrest Companies and Davey Tree continue to bolster their market presence by adding select companies in key markets. Late this summer, ValleyCrest agreed to purchase the landscape operations of Omni Facility Services, strengthening its presence in both the Mid-Atlantic and Southeast.

The Davey Company's growth has come with less fanfare, but it's been no less significant. Following our visit to Davey headquarters, we talked with Ken Celmer, Senior Vice President and General Manager of Residential and Commercial Services, about the company's acquisition strategy.

Landscape Management:

Davey continues to acquire companies within the Green Industry. Could you give us some idea of its activity in recent years?

Ken Celmer: "Davey doesn't get a lot of press on this yet. We've been in the acquisition business for at least my entire career of 34 years with the company and long before that. We're not aggressive and we're not loud. Two years ago we decided to accelerate the initiative and make it part of the corporate growth plan. We formed an acquisition team to pursue Green Industry companies. After the first two years of this initiative, we've acquired 16 companies and we're in some stage of contact or negotiation with nearly other 30 companies nationwide."

LM: What types of operations is Davey interested in acquiring?

KC: "We're looking at tree care, lawn care, grounds management, tree moving and consulting. There aren't as many horticultural

consulting companies out there as there are the others. We're being very selective. The highest percentage of contacts in the pipeline right now would be tree and lawn care. What

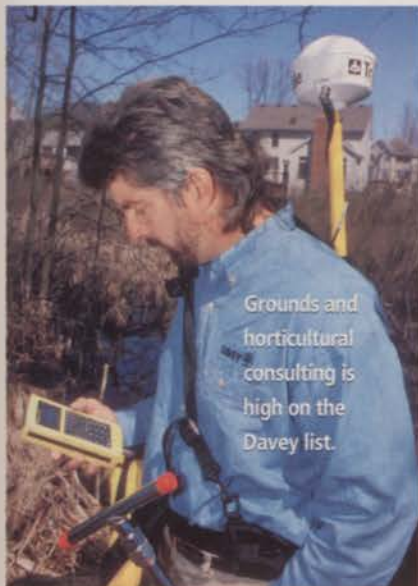
we're finding is that most tree care companies do a little bit of lawn care and most lawn care companies do some tree care."

LM: Why might an owner want to consider an offer from Davey?

KC: "Many of these companies were started with one owner, one operator doing a lot of the work, growing it slowly. That person wants to see what their time and effort has been worth. This is particularly true as they near retirement and they don't have family members to hand it to. Sometimes it becomes an estate issue and a wife of a deceased owner will contact us. In some cases,

an owner, even though they're talented and energetic, can't transition their love of horticulture into the love of finance. As they grow their companies, they feel the growing pains related to hiring personnel, finance,

accounting, state and federal regulations, going to the bank and presenting a pro forma for loans. When you get serious about business and start to grow, you have big issues to deal with."



Grounds and horticultural consulting is high on the Davey list.

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LM: How do you determine the value of a company Davey is considering as an acquisition?

KC: "We use our economic model. It was developed over many years of acquisition experience and with us working closely with one of the top U.S. accounting firms. The model allows us to assign value based on a projected 10-year growth plan."

LM: Are the owners ever surprised by the amount of your offer?

KC: "Sometimes. There's an emotional value that owners

have that can't be measured. It's like our car or our house that we may feel is worth more than what the real market value is. But often what we offer is right on the button."

LM: What happens once the deal is struck?

KC: "The existing employees are very important to us. We have an integration team that's first on the scene to explain to new employees our programs in the areas of safety, training, human resources, and so forth."

LM: How long does that last?



KC: "It's ongoing. There will be periodic visits each year for different groups of people on such things as plant health care and tree care. That's the operations side. There's also the personnel and administrative side involving the office staff and its accounting, billing, IT, marketing, human resources. All of these are in-house training issues."

LM: What about the customers

of the acquired company?

KC: "I think the customer sees what we can offer to them from a technical and national network standpoint."

LM: Do the company's former owner, management and employees usually remain after the switchover?

KC: "Some stay; all are welcome. The owner probably has already made their decision,

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either an option for retirement or a new career path. Once we do our orientation after the purchase, the owner sometimes may become re-energized and decide to stay on and work with us. Most mid-level managers stay and about 95 percent of the field personnel."

LM: Are there any particular geographic markets that Davey is concentrating on?

KC: "We're looking at all geographic regions within the United States and Canada. Prior to the formation of our acquisition committee, we

developed a target market matrix. We set up priority-of-growth areas. Some already have existing Davey operations, and some are stand alones. The major growing markets are what we're looking at, especially those with capability and physical assets such as a facility and yard space. In those acquisitions where we didn't have the physical capability, we have a separate committee — basically for our infrastructure, and for trying to build or lease new facilities to accommodate the growth."

LM: What have you found to be the biggest challenge since Davey stepped up its acquisition efforts?



KC: "The infrastructure. This acquisition team is senior management, so we have senior management devoted to two initiatives: the acquisition initiative, and the normal organic growth we expect of our territories and branches, which is double digit this year without acquisitions. It's tough to serve two causes. We need to put together a dedicated management team for this acquisition initiative. I guess we didn't expect the reception we'd get once we got more visible. Now it's about how fast we can accommodate the inquiries." **LM**



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Circle 151

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Circle 152

Inside the Owner's Head

BUSINESS

PERSONALITY PROFILE

David Pitchford

► Baton Rouge Lawn Pro/Weed Man/Landscape Resources, Inc.

BY JASON STAHL / Managing Editor

David Pitchford owns Baton Rouge Lawn Pro, a \$700,000 full-service landscape company located in Baton Rouge, LA. Projected sales in 2004 are \$850,000. The company, which has 14 employees, primarily focuses on residential maintenance (70%), but also installs irrigation systems and drainage.

What's been most responsible for your success in the landscape business?

Building relationships and offering great customer service. The other day, one of our crews was at a new customer's property and knocked her air conditioning unit off its base with a mower. It didn't cause permanent damage, but we sent out a manager to speak with the customer and correct the problem. She complimented us on the service and attention we gave her. It's a whole lot harder for a customer to cancel your service when you have a good personal touch.

Do you have an annual target growth rate you aim for?

We want to grow mainly to give our employees better opportunities and to let them know there's a future here for them if they want to take on more responsibilities. We encourage them to grow with us.

How do you keep yourself and your employees motivated?

We used to have all kinds of little games, but not lately. Morale and enthusiasm has

been really good over the last year due to the weekly training we're doing. Delegating responsibilities and holding people accountable for certain things has given our employees a purpose, and the excitement of adding Weed Man and getting back into lawn care has helped, too.

We understand you have a business interest in real estate.

Mostly commercial rental properties. It's part of my portfolio of business, and it has been very good to me. I bought the property in the mid-1980s when the real estate market was depressed. The dwellings were fixer uppers and now they're all fixed up. We own the site where our offices are located, and a convenience store is there, too. Owning real estate helps a great deal when you're looking for financing. When you start a business, you go to the bank to get a line of credit and they want collateral. It helps in that way. I've been able to use the real estate to finance business expansion.

What kinds of activities do you and your family do for fun?

We recently took a fishing trip near the Gulf Coast. We also have a hunting camp nearby where we hunt squirrels and deer. You can eat squirrel gumbo or prepare it cajun style. I like the woods because it's peaceful and the sounds of nature are all around you. Our camp is way out in the woods where there's no electricity or running water, so it's a great place to get back to nature and get away from the hustle and bustle of everyday life.



What else is important in your life?

We go to church every Sunday. My wife was a Baptist when we got married, but she converted to Catholicism. When I approached her father about marrying her, he said we should go to church every Sunday, no matter what church it was. I think finding your center is important. If the topic comes up at work, I'll talk about it. But people know I lead by example and they know what's important to me. You've got to have a compass that guides you.

Friends call you the "eternal optimist."

I'm definitely an optimist. I never count anything out, and I always believe that there's something you can do to make the situation better.

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Leadership insights

GROWING GREEN INDUSTRY LEADERS

SUPPLEMENT TO LANDSCAPE MANAGEMENT

Keep the ball rolling

The key to continued success ... your team.
Inspire them, prepare them and motivate them.

1 Sell, sell, sell – For Bill Leidecker, CLP, and president of Five Seasons Landscape Management in Reynoldsburg, OH, next year begins now from a sales perspective. For Five Seasons, the commercial maintenance selling/renewal season starts in August and runs through November. "It is not hard to get the attention of the sales force at this time of year, because it is diligence now that will make your year successful," Leidecker explains.

2 A friendly smile and a profit – What better way to start a day than with a smile and "Good Morning!" Mark Borst of Borst Landscape in Allendale, NJ, says he helps motivate his employees by making sure he greets them as they prepare to begin their day. Borst says one thing that keeps the motivation going at this time of year is when the company distributes its profit-sharing money. "They see that

their hard work pays off and it makes them excited to come back next year," Borst explains.

3 Head off problems now – For Andrew Blanchford, CLP, CCP, and president of Blanchford Landscape Contractors in Bozeman, MT, learning from your mistakes is essential to getting a new year off to a good start. "We are trying to implement changes now to correct problems that we have had this season, rather than waiting until winter or forgetting about them until they become headaches again," Blanchford explains.

"When our team sees us making improvements, it helps keep them motivated to finish strong. It also reminds them that we are not just waiting for the snow to fall. We also talk a lot about momentum in our supervisors' meetings and staff meetings. We are working to keep everyone positive and energized by setting the example to avoid the temptation to just coast to the end of the season." ■

From the front lines

A little work, a little play can reap big rewards

The season is winding down, and Mark Lay, CLP, CLT and owner of AA Tex Lawn Co. in Indian Trail, NC, is sending his employees packing – for a weekend retreat that gives his employees a chance to relax, reflect and look ahead to 2005.

Lay invites employees to the company's cabins, where they have no choice but to get to know each other – there's no electricity, no running water, nothing but a spectacular view.

When Lay first started the retreats, it took some convincing for the workers to go. But what started with a group of eight has built to sometimes 18 or 19 employees.

The employees will spend time doing yard work or clearing land, but the rest of the time is spent building team unity. Whether it's playing cards or ice breakers or having a cooking contest, it's all about coming together to build new friendships.

"Our theory is everyone needs a friend at work," Lay says. "These retreats give our employees the chance to work and play together. Building that team mentality is very powerful. We talk a lot about how each of our employees contributes their vision for the company. We try to give them a glimpse of the future they can have with our company if we all work together. Everyone gets something out of it, and it has been a valuable experience." ■

"I would rather that my spark should burn out in a brilliant blaze than it should be stifled by dry-rot. ... The function of man is to live, not to exist. I shall not waste my days trying to prolong them. I shall use my time."

– Jack London, novelist



Driving Your Business

BY JIM PALUCH / PRESIDENT JP HORIZONS

The e-Factor

Adding energy can bring it all together

As the door went up on the maintenance bay, my client and I looked at the nine new mowers glistening under the lights. "What are they worth?" I asked. He began to give me the cost of each mower, and then I politely interrupted and clarified my question. "What are they worth if you do not put in gas, oil and send a spark of electricity to the starter when you turn the key? What are they worth if you do not add energy?" He looked at me warily and then answered, "Nothing – they wouldn't do us any good if we didn't put gas in them." "Exactly!" I said. "Your employees are the same way. They are worth nothing unless you add the energy, and once you do they have the potential to take the company anywhere you want to take it."

Energy – the e-FACTOR. It is often taken for granted and overlooked in bringing out the most in our employees. It is the responsibility of the owner, supervisors, foremen and crew leaders to add energy and put this asset to work. This task can become as natural as adding gas to a machine if you understand and apply the concepts of ENERGY MAKERS and energy breakers.

ENERGY MAKER – FUN

Would you rather do something you enjoy or something you hate? When we enjoy something, we put more into it. The challenge is to help employees find ways to enjoy what they are doing. Challenge

the employee with the task, compliment them on progress and allow them to see the completion of the task. Fun does not have to be silly or play – it merely has to bring out enjoyment in our work.

energy breaker – boredom

Look at your crew or company. If you notice sloppy appearance, dirty trucks, damaged equipment, accidents, turnover and poor attitudes, boredom is at work. Once boredom sets in, you must move fast or it will slowly eat away at your service, quality and profits.

ENERGY MAKER – GOALS

Goals give us a challenge and a sense of purpose. Intensity goes up and energy is released the instant a goal is posted. It gives the employee a sense of purpose. And when they know the 'why', the how will come. Try setting goals for labor hours, attendance, safety, customer comments then post them where people can know the score.

energy breaker – no direction

Is there anything posted where employees gather the details of the goals they are trying to achieve as an individual, team or company? A story tells of two basketball teams that had completed their pregame warm-ups, went into the locker room for a rousing speech from their coach and then burst onto the court ready to play. In the meantime, someone had removed the hoops from the backboards. "How can we have a basketball game without any goals?" a player said as he stomped off the court. Trying to play basketball without goals doesn't make any sense. Neither does trying to motivate employ-

ees without goals. Goals give direction. No goals, no direction. No direction, no energy.

ENERGY MAKER – LEARNING

When we have the opportunity to learn, energy is a by-product. The greatest companies in the green industry have a commitment to training. Craig Sieber, Northeast area manager for the Brickman Group, has mentioned the overall commitment in time and finances that goes into training a Brickman team member. The Brickman Group knows the importance of raising a person's self-esteem through education and allowing them to grow in technical skills and leadership.

energy breaker – criticism

"I try to teach those idiots, but they just won't learn a thing." If you or one of the managers in your company has made that statement, your training program is likely one of criticism not teaching. Earlier this year I was doing a "Spring Kickoff" for a first-time client. During the afternoon break, the company went outside to see the new trucks, trailers and mower rigs. The owner wanted to excite the crews with the new equipment. As we approached the rig, a well-meaning mechanic jumped on the trailer and pointed out a safety violation. He proceeded to point out that the keys should not have been left in the mower, and then got on a roll. His tone of voice took the energy and excitement out of the entire group. Was the mechanic wrong in pointing out the violation? Of course not! It was his timing, tone and condescending attitude that stole the energy and possibly respect of his peers.

Continued on page 119

Association Spotlight

Striving to better serve its membership, industry associations weigh in on their goals for the rest of '04 and '05:

The **Snow & Ice Management Association** is currently focused on its new three-year strategic plan and is planning "I Did It My Way" training seminars that offer members the opportunity to hear a fellow contractor discuss how he has grown his company and tour the facility. "We hope that the attendees come away with great ideas that they can implement in the upcoming season," explains Executive Director Tammy L. Higham, CAE.

Bob Dolibois, executive vice presi-

dent of the **American Nursery & Landscape Association**, says this time of year is a busy one for the organization. The group's biggest revenue source — membership dues — is calendar-based, and the final quarter is spent pursuing non-renewing members. Dolibois says those members are contacted to determine the circumstances of non-payment. Sometimes it involves cash-flow problems, but occasionally the member questions the value of their "reinvestment" in the association.

"The personal contact route serves us well in re-converting many of these potential non-members," he explains.

Continued on page 117



SIMA

Snow & Ice Management Association

Retreat energizes, enlightens Brickman employees

One of the largest commercial landscape firms in the country, Brickman has long been known as a leader in customer service. This reputation is built on the knowledge, skill and commitment of talented professionals who value continuous improvement, building relationships, and most importantly, being of service.

Continuous improvement includes investing in employee development with regular training sessions to support each employee's personal and professional growth.

Brickman's New England Division, encompassing about a dozen branches from Massachusetts to New York, is one of the newest and fastest growing segments of the company. Recently, Craig Sieber, Divisional VP New England, brought his team together to get them rejuvenated and revved up as they headed into the fall and winter season.

"My main goal was to get them committed to continuous learning in

their careers," Sieber says.

Team building is always an underlying theme at Brickman's annual retreats. This year the branches broke into learning teams, worked on 'best practices' training, and then taught the other teams what they learned through a series of comical skits. "The teams were very creative," recalls Christine Klein, New England Divisional Recruiter. "Their enthusiasm in rooting each other on really brought all the teams closer. It's what Brickman retreats are always all about."

Sieber introduced his own brand of team building, by having each branch team bring and prepare a different course of a community meal.

As his teams get back to work, Sieber is already seeing the benefits of the retreat. "There's a renewed enthusiasm among the branches," he says. "Attendance is up at superintendent training sessions, people are reading books, they're bringing more fun into the workplace, and they're actually applying what they've learned" ■

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From owners to estimators and sales managers to human resource associates, all must set goals to ensure their companies end the year on a strong note while also gearing up for 2005.

118 Strategic planning: Creating a game plan for your business is essential to success, says Husqvarma President David Zerfoss. To achieve a strong game plan, you must consider the possibilities (identify your goals) and seize the opportunity (turn your goals into reality).

BOOKSHELF

Leaving a Legacy by Jim Paluch

Something magical happens when seven characters from every walk of life decide they can make better use of their time as they sit around McDonalds every morning, by sharing the wisdom they've gained through the years rather than their disappointments and complaints with life. As they learn the magic of the Redbud tree and rally to help a little crippled boy, wonderful things begin to happen. Seven great pieces of wisdom are shared with the reader as the characters start a movement of senior citizens across the country that literally changes everyone's perception of aging. In this heart-warming, life changing story, readers will realize its never too early or late to apply wisdom, take action and make a difference.

— excerpt from Amazon.com



STAFF

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Jim Paluch Contributing Editor

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Setting a course for success

To finish '04 strong and jumpstart '05, owners take the lead to energize employees

The year is winding down, but owners don't have time to sit back and enjoy their success. They are focused on keeping their teams busy and motivated through the winter months while also ramping up for next year. Owners Dennis Barriball of Hemlock Landscapes in Chagrin Falls, OH, and Dave Rooney of Rooney Landscaping in Rolling Meadows, IL, share their secrets.

Leadership Insights: How do you get your company motivated to finish strong in '04?

Dennis Barriball: We want to avoid falling into a comfort zone. From an ownership standpoint, being comfortable just isn't much fun. We've done



Dennis Barriball

some coaching and goal-setting with the whole team and we're really pushing the sales staff. Don't look at the job board. Go out and sell, and we'll make sure the job gets

done. We want to go gangbusters until the weather says no more.

Dave Rooney: Toward the end of the year, sometimes burnout can take place. I am focused on keeping everyone motivated. We had a good



Dave Rooney

year, but we can't become lax. In the past, we've always seen November and December as loser months, but we're trying this year to stay motivated and keep selling so

we don't let the down months eat away at our profits. We're also trying to keep any eye on any problems as they

happen, instead of filing them away and reacting to them later. We can look at things as they're happening and anticipate what we need to do to change.

LI: What are the keys to getting '05 off to a running start?

DB: We've been in business for 24 years, but we've spent the last six or seven really focusing on growing the business. We've looked not only at '05, but we've talked to the whole group about '08-'09 and asked them what they want the company to do for them and how we can help them grow and flourish. We're working as a team to create our business plan, set goals and write action plans to measure success. We are focused on evaluating our systems and refining them to ensure they operate at maximum efficiency and provide accountability.

DR: We introduced our '05 plan this year earlier than ever. In doing so, it made us look at where we are today.

We have set really aggressive goals, and as lofty as they are we need to get systems and initiatives in place to sell the staff on the plan. I will meet weekly with the staff to make sure their objectives are being met. By looking forward and getting an earlier start, the tasks won't be as daunting.

LI: As an owner, what is one thing that you need to do to make your business a success?

DB: It is important for owners to work on the business side of the company. It is a strategic decision that you have to make, and it isn't always easy. I'm sure many owners used to be great technicians; now, it is your responsibility to hire great technicians so you can focus on building your business.

DR: For me, I need to bring clarity to my objectives and goals in terms of the company's culture and who we want to become. If I'm not clear, how can my employees succeed? ■

Sales & Account Management: Sell, sell, sell

For Greg Smith, MCLP, Sales Manager for J. Michael Landscaping in Marshfield, MA, and John Dinsmore, Account Manager for D. Foley Landscape in Walpole, MA, slowing down as the year comes to a close simply isn't an option. Here's a look at how they stay ahead of the curve:

Leadership Insights: What's your focus on finishing strong for '04?

John Dinsmore: Finishing strong sets the tone for the future. In the fall, the bulk of the company's work is maintenance and enhancements. It is important to put forth the extra effort to finish strong aesthetically and with great service, because many of the contracts expire in the fall and winter. It's far easier to secure renewals and



John Dinsmore

obtain pricing increases when everything at their property looks great.

It is important to be proactive and try to secure business despite the big push winding down. September

through November is a good time to install trees and hardscapes. We want to make sure between now and the first snow that we sell out every day. We're also selling snow services now, so that once the snow flies, we're prepared, which will lead to a successful winter season.

Greg Smith: We are busy actively engaging prospects and past clients who haven't yet renewed, as well as upselling snow accounts, tree services, winter



Greg Smith

protection, etc. We want to ensure our crews stay busy during the off-season. In addition to sales calls, Smith is thinking outside the box to attract new business. For example, JML is running a newspaper insert and teaming with developers to secure design/build business in new construction projects. We're also focused on introducing ourselves to new homeowners moving to the area.

U: Looking ahead to '05, what are your goals?

JD: Having established a strong sales program, we're trying to keep the momentum going in '05 by bringing in a consultant to work with us on driving new business. A big push for us will be the establishment of a new certification program for our employees. "We want them to have the opportunity to improve themselves, and this will give them a course to pursue. The ultimate goal is for crew members to develop skills that will lead them to bigger success."

GS: Our push for '05 begins in November, and we're planning on additional mailings and other ways to get our name in front of consumers. Our invoices will have a tag line upselling services that are appropriate for that time of the year, we're updating and redesigning our web site to be more informative and extending our market reach to cover Plymouth, MA, the No. 1 developing area within Massachusetts. ■

Human resources: Stay organized and on track

As a human resource associate for James Martin Associates in Vernon Hills, IL, Beth McElroy wears many hats, including chairing the Safety Committee and spearheading company-wide training. Organized and adept at multi-tasking, McElroy breaks down her tasks:

HR/Administration

Finishing '04: Employees receive a survey in August. "It reinforces their commitment to the company and gives them time to recommit/connect prior to the annual planning meetings. We also address any issues that arise," McElroy says. Annual performance reviews are conducted at the end of the year, but JMA also conducts reviews in August to check employees' progress toward accomplishing their goals and get them back on track if needed.

Starting '05 strong: Planning meetings held in the fall address our plans for the future. "We discuss recruiting needs and create a plan on who, how, when

and where to hire," she says. To ensure a smooth transition for production crews and H2B workers, orientation paperwork is prepared in February and



Beth McElroy

planning meetings are scheduled for when they return in March and April.

Training & Safety

Safety efforts and training are ongoing commitments for JMA. Employees receive weekly training. A big part of JMA's efforts are focused on CLT and CLP training sessions, and those efforts are paying off. The company currently has eight CLPs and seven CLTs (11 are scheduled to take the test this month).

Most of the company's training focuses on safety. With snow season coming up, McElroy says the company will increase its focus to ensure its crews are trained properly. ■

Continued from page 115

"Letting your customers know you care about their satisfaction is key to customer retention."



A major function of ANLA is to represent the industry's inter-

ests on Capitol Hill, and Dolibois says the final quarter of '04 will be very busy as ANLA continues to push for changes in the H2B immigrant guest worker program.

"ANLA is actively pursuing regulatory and legislative remedies to ease the limitations on our industry's access to this vital source of labor," Dolibois explains.

Finally, the association is preparing for next year's education and professional development programming. The '05 cycle kicks off with the 36th annual Management Clinic in Louisville, KY, Feb. 2-5.

What better way to serve members than by joining forces? The **Associated Landscape Contractors of America** and the **Professional Lawn Care Association of America** are merging to form a new association, effective Jan. 1.

PLCAA President Jim Campanella says the merger will in-



crease the lobbying impact on Capitol Hill and deliver better opportunities for business growth and development. The groups will

also focus on reaffirming its relationships with its regional and state partners, as well as other industry organizations.

"The merger creates a powerful new association that allows for greater synergy while increasing our members' networking capabilities and providing enhanced member services and benefits," explains ALCA President Kurt Kluznik, CCLP. ■



By the numbers

BY DAVID ZERFOSS / PRESIDENT HUSQVARNA

Strategic Planning: Where Possibilities Meet Opportunities

It's been my privilege to work with Joe Gibbs, the legendary pro football coach and NASCAR team owner, on a number of occasions. Joe has provided me with many examples and insights regarding how to work with people.

Joe once told me that the best coaching is done before the game or before the race. Team members need to know the overall goal - and the coach needs to provide a game plan for reaching it.

As a leader in your organization, you need to provide that "game plan" to your associates to successfully attain your business goals.

Strategic planning is one of the core responsibilities of an organizational leader. Your strategic plan should start with identifying your goal - considering the possibilities - and taking steps "back from the future" based on that goal.

Begin with Possibilities

To think strategically, we need to take a step back and realize that our thinking can be limited by the conventional wisdom of the day. We have to get beyond statements like, "That's the way we've always done it." You need to consider everything that could be possible.

To think about possibilities is to ask the question: "What if...?" When you ask that question, you're looking to the future. At Husqvarna, we feel we are most powerful when we look toward and speak about the future. It's part of our "breakthrough thinking" culture.

We encourage our associates - and our customers - to make bold declara-

tions and speak the future into existence. With a bold declaration a new "possibility" is identified and then we can take action in the present.

By thinking "back from the future," we can take steps now to get where we want to be. Our future direction becomes very clear.

Seizing Opportunities

Once you have considered the possibilities for the future, it's time to identify "opportunities." This is where the "rubber meets the road." This is when you turn possibilities into reality.

For example, here is an opportunity: the Outdoor Power Equipment Institute (OPEI) projects that in 2005, shipments of hand-held products will surpass 12 million units. According to a recent survey by the Associated Landscape Contractors of America (ALCA), consumers will spend more than \$41 billion on professional landscape and lawn care services - a 31 percent growth rate over two years.

These figures represent a terrific opportunity to increase sales and capture market share. What can your business do to seize that opportunity?

Opportunities can come from taking advantage of existing resources. For example, last year we introduced Husqvarna University, our online resource for training and certifying dealers. To date,



Get ahead of the game by creating a strategic plan for your business. Open your mind to the possibilities and then identify the opportunities that will get you there.

approximately 700 dealers have received Level 2 Technical Certification through our online training. Results indicate that sales increases were 20 to 30 percent for dealers following certification - clearly demonstrating the benefits of seizing opportunities.

Strategic Planning Means Long Term Success

It's a difficult - but necessary - exercise to step back from the daily demands of your business to develop a strategic plan.

The strategic plan should reflect your vision for the organization - a road map to reach your goals. By envisioning the possibilities and seizing the opportunities, you will be well on your way to organizational success.

Like Joe Gibbs says, the best coaching is done before the game. Make sure that your strategic plan has your business ready to compete. ■

ENERGY MAKER – SYSTEMS

Well-defined systems are essential to a company's success. Systems alone will not add energy. It is the understanding of the systems that add energy to employees. It is awesome to watch the energy pick up when foremen or crew leaders begin to understand why they must create a change order on a job or crews see a new scheduling process that allows them to finish projects on time. Nick DiBenedetto, of ND Landscaping in Topsfield, MA, has found that having team members understand snow plow systems can create enough energy to motivate crews in the worst of storms.

energy breaker – chaos

A seminar attendee responded to a discussion we were having on morning planning with a story that is far too typical. "My boss does all of his planning on the hood of the trucks. I've even seen him do a planting plan in the dirtiest ones," the disgruntled employee explained. This employee was not impressed and not motivated to spend the rest of his career there. His 'e-factor' was almost gone.

ENERGY MAKER – ACCOUNTABILITY

Everyone wants to be held accountable. Employees will respond with energy when it is clearly stated what the playing field looks like, what the rules are and what the rewards or consequences are. Groundmasters in Cincinnati has mastered this concept and has an energized workforce because of it. The managers, foremen and technicians all know what is expected. They choose their own approach, knowing they have accountability in qualifying for bonuses, benefits and vacations. Their success is in their hands.

energy breaker – inconsistency

Favoritism, lenient rules enforcement, and not reprimanding an employee because a manager or foreman is afraid he might leave, are some of the most common examples of inconsistency. Employees have told me that they can come in

late one day and nothing will happen, then come in late the next morning and get their "head ripped off" – it depends on the boss's mood. A moody leader will constantly drain the energy from his crew by creating doubt and fear. Controlling our personal moods is a character of a great leader and someone that is able to make the best use of the e-FACTOR.

“Your employees are worth nothing unless you add the energy, and once you do they have the potential to take the company anywhere you want to take it.”

ENERGY MAKER – MEETINGS

It is unfortunate that so many managers miss the energizing factors available in meetings when they are used to support, teach, plan and most importantly, share information. Energized companies understand that meetings can be the lifeblood of an organization.

energy breaker – lack of information

When 'I don't know' becomes the dominant answer in my initial meetings with employees, it is apparent there is work to do. First, with the employee's listening skills. Sharing information is a two-way process. The employee has to have a desire to hear the information and be able to relate it to their own situation to make the information useful. More importantly, the company must be willing to share the information that will allow the employee to make informed decisions, understand the concept of profit, and most importantly the needs of the customer. Both skills take practice, but pay big dividends.

ENERGY MAKERS – WINS

The greatest sales organizations know the importance of celebrating wins.

This creates energy throughout the entire organization. This same approach can be applied to our employees. Lifestyles Landscaping in Cleveland does a great job to recognize individual and team wins in their monthly newsletter. It never passes up a chance to thank a crew when a great customer comment comes in, or thank an individual for going the extra mile.

energy breaker – lack of recognition

How simple it is to just say "thank you," yet so many times the opportunity is missed to add energy by recognizing your employees' efforts. When is the last time you sent a thank-you note to a manager or technician? Lack of recognition is the uncontested leader in draining the energy from great employees and crews. Informed leaders know the power of praise and use it to create the energy to win.

Does it take energy to win? Consider the great moments in sports and the jubilation that results after a Super Bowl victory or a World Series win. The pictures of Michael Jordan jumping on the press tables pumping his fist after winning an NBA title, or collegiate players celebrating after an NCAA championship. Even the beauty of children celebrating after winning the league soccer championship are all examples of the release of energy. This energy was ever present in these champions, driving them to succeed. When the contest was over, the stored energy is released in jubilant celebration.

This same energy is available to you as a leader. It is your responsibility to put it inside your team. When you become skilled at energizing people, you enable your team and yourself to experience the thrills of victory and unleash the power of the e-FACTOR. ■

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Everyone is sometimes late or forgets to do things. But when you constantly don't do what you say, you lose the trust and confidence of those you work with.



A small matter of integrity

BY ED LAFLAMME

I recently had lunch with my longtime friend Pat, a contractor for more than 35 years. The subject of reliability came up and boy, did he get fired up.

You see, Pat does what he promises and is a "stickler" for punctuality. He said, "If you want to be successful in business, you need to be on time and do what you say!" He related the story about how he attended a talk years ago featuring Harry Gray, the now retired Chairman and CEO of United Technologies Corporation. Gray brought out the importance of being on time and what happens in a culture that isn't. Tardiness has a chain reaction that can cost a large corporation millions of dollars. As they say, "Time is money." He told me from that time forward he made a vow to himself to always be on time, and that meant at least five minutes early.

Do what you say

The other part of our discussion was on doing what you say. We both agreed that 90% of people just don't do what they say. They don't return calls when they promise, complete jobs as agreed, have proposals ready or remember to keep appointments. It wouldn't be half as bad, but many don't even call with excuses as to why they couldn't do what they said.

Pat told me how he made an appointment with a contractor 10 days ago, setting the date, time and place. He has known the contractor for a number of years. When the time came, he waited and...guess what, no contractor. He called him on his cell phone,

and all he got was excuses about why he wasn't there. This is no way to do business.

While at the dentist recently, I noticed how the office manager really tried to remind everyone not to forget their appointment. She gives you a card before you leave, sends a postcard about one week in advance and calls two days prior. I asked her, "With all this contact, how many patients miss their appointments?" She answered, "You'd be surprised. And many don't even call."

Personal integrity rules

All of this goes much deeper than just innocent mistakes; it's a matter of personal integrity. Everyone is sometimes late or forgets to do things. But when you constantly don't do what you say, miss appointments, break promises, don't give those promised raises and are constantly late, you lose the trust and the confidence of those you work with. You're really lying, and when you do that, how can people respect you? Your trust as a leader or manager will be gone.

So let's be on time for our appointments and do what we say. If this means not making so many commitments, so be it. A person who has personal integrity can be trusted and will enjoy an excellent reputation and, as Pat told me, will generally be successful in business and in life. It's important not only for your peace of mind but your bottom line as well.

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

He is now a consultant, speaker, author and president of Grass Roots Consulting. Ed can be reached at ed@grassrootsconsulting.com or 203/225-0807.

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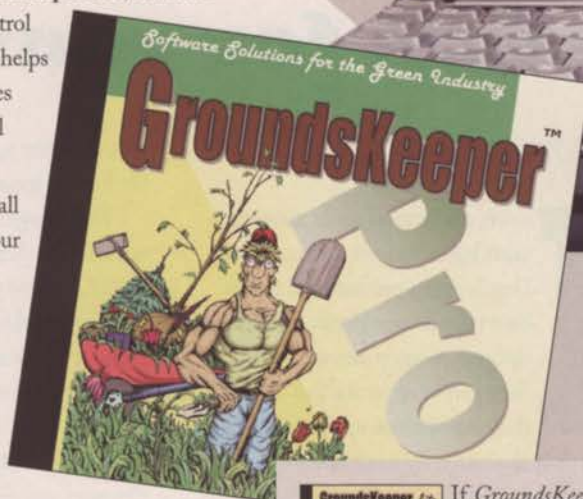
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Industry leaders and educators developed these programs to elevate the knowledge throughout our industry.



Certification for your edge

BY MATTHEW C. TRIPLETT, CLP, CLT

Having uniformed staffs. Branding with logos and printed materials. Displaying a professional image. Savvy landscape contractors draw upon as many positive factors as they can to separate and distinguish their companies in the marketplace. Beyond that, the sharp owner knows that his or her experience and knowledge may be the biggest advantage. The question becomes, how do you quantify ability, experience and knowledge?

Ability can be counted in part by experience. Repeated good experiences over a period of time generate customer successes that leads to referrals and goodwill in the community. A good reputation is a pretty accurate reflection of a company's ability to perform professionally and fulfill its contracted duties.

No measuring stick

Knowledge, another intangible asset, isn't as easy for clients and potential clients to assess. While every organization develops a collective knowledge base, the knowledge and experiences of individuals isn't what benefits clients the most. It's the individuals meeting with clients and customers, guiding processes and recommend courses of action, and selling their qualifications to clients and prospects.

Most people recognize and accept the notion that a college degree confers upon the holder a certain level of knowledge. But what about those of us who didn't complete a degree program? How about certification? Industry certifications give us a valuable avenue to dis-

play a higher aptitude within our chosen field. They're far from window dressing.

The recognized certifications in the landscaping industry are fairly rigorous and thorough. ALCA/PLCAA (newly merged), the Irrigation Association, and the Interlocking Concrete Pavement Institute, to name a few, have fine programs that were developed to raise the level of knowledge throughout our industry.


Good for everybody

Owners and managers can join the programs to improve their abilities. Aspiring employees can strive for the certification(s) that will enable them to show their commitment to improving their position and value to the company. By demonstrating a higher level of knowledge, employees make themselves much more marketable. Employers who acknowledge the value of a certified staff will rapidly gain an edge in their markets. The company with the most knowledgeable workforce gains flexibility and credibility in its marketplace.

The individuals within our industry who are constantly learning make our profession a respected one in the eyes of the public. We must continue to improve ourselves and our companies so that we can provide ever-higher levels of service and, as a result, live more profitably and thereby more prosperously. Certification is one of our best tools to improve ourselves, our companies and our industry.

— The author, both a Certified Landscape Professional and Certified Landscape Technician, is with Willamette Landscape Services, Inc., Tualatin, OR, and can be contacted at mttriplett@willamettelandscape1.com.

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1 Control the flow

Hunter Industries' commercial valve line includes a new 3-in. ICV, supplied as a combination globe/angle model that permits easy installation in all configurations. The Hunter ICV series, with 1-, 1-1/2 and 2-in. globes in addition to the 3-in. globe/angle model, can now control flows from 0.10 to 300 gpm, accommodating all applications from drip to system master valves. All ICVs are pressure-rated to 220 psi and include optional Accu-Set pressure regulators. The ICV is made of glass-filled nylon and has a fabric-reinforced diaphragm to withstand all environmental changes. Ideal for use on commercial and institutional installations.

For more information contact Hunter at 800/733-2823 or www.hunterindustries.com / circle no. 292

2 Keep on truckin'

For greater payload capacity, a new W5500 HD model joins GM's W-Series lineup for 2005. With a GVW rating of 19,500 lbs., it has a body payload capacity range of 13,228-13,570 lbs. The W5500 HD is also powered by the 5.2L 4HK1-TC diesel engine, and it's mated to a standard 6-speed manual transmission with over-drive. Cab options include a 1-2 passenger regular cab or 1-7 passenger crew cab so you can take more guys to one job site and save time and money. Providing easier access to check the engine oil is a new, standard oil check switch and lamp on all W-Series models for 2005.

For more information contact GM at www.gm.com / circle no. 293

3 New mid-size Z

Ferris Industries' new line of mid-size zero-turn mowers, the IS 4500Z series, features front-wheel IS Independent Suspension with rear-wheel Active Performance Suspension (APS), providing comfort, speed, traction and a consistent cut. Model options include a 61-in. double-top 10-gauge deck with your choice of a 27-hp Cat diesel or 35-hp Briggs & Stratton Vanguard Big Block gasoline engine. The mower deck will utilize Ferris' new Hercules spindles with three times more life than competitive spindles. Other features include twin-styled 7.5-gal. fuel tanks and turf-friendly 24-in. drive tires and 13-in. front casters.

For more information contact Ferris at www.ferrisindustries.com / circle no. 294

4 Blow-by-blow

Shindaiwa's EB630RT backpack blower, at 3.9 hp, is considered one of the most powerful blowers in the industry. Now, with the addition of a rapid fire pistol grip handle, it's even better. The new pistol grip assembly provides operators complete and instant throttle control with a simple flick of the trigger mechanism. Fast and easy — no need to constantly reach for a remote throttle lever. Some other standard features include an advanced designed impeller and precision blower case, two-stage air filter system, high performance engine with a 2-ring piston and chrome-plated cylinder for longer life, and large capacity fuel tank (2.0 liters).

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Predictive maintenance promoters claim that you can spot potentially catastrophic failures long before they happen.



'Predictive' maintenance?

BY HARRY SMITH

So you have a solid preventive maintenance program. You're not just changing oil and filters because you know that doing only those minimal services isn't a true PM program. You've carefully dissected service manuals to find all the required PM.

The other day, you even changed the hydraulic hoses on one of your mowers and they weren't even leaking! Okay, so you were a little late on that service because didn't realize it was necessary. Only after you reviewed the PM schedule for this mower did you discover that should perform this hose service every two years.

Wow! If none of those hoses ever break, what a great benefit. No more dead grass from hydraulic oil burns. No more digging and re-sodding to get the grass to grow back. The last hose that blew out cost you about \$1,800 in lawn repairs plus the replacement hose. That kind of money will buy a lot of hoses.

Way beyond PM

So now you're reaping the benefits of less downtime plus fewer and less costly repairs. Feeling pretty smug? Wait a minute. Could you do more than what you're doing? Is there another way to save even more money and reduce downtime further? Yes, and it's called predictive maintenance. It sounds like preventive maintenance but it's a lot more.

Predictive maintenance promoters claim that you can see trouble further out on the horizon. You can spot potentially catastrophic failures long before they

happen. This information will help you make replacement purchases and trade-in decisions. This goes beyond preventive maintenance. So, how does this predictive stuff work?

Traditionally, predictive maintenance required the extensive use of an oil analysis laboratory. You carefully took samples in containers supplied by the lab, labeled them and sent them back. To maximize your investment, you kept careful records and analyzed the results with the help of your lab. If antifreeze showed up in an oil sample, then that unit got a prompt cooling system test. If an oil sample revealed high silica content, you checked the air filter and intake system before the cylinders were damaged.

A do-it-yourself job

This is an excellent use of chemical analysis technology, but there are new testing systems that do away with the chore of sending your samples to the lab. You do your own sampling and testing. Basically, they measure the resistance of the fluid being examined and compare it with new oil. Contaminants and missing (used up) additives show as differences in resistance.

This technology has been used successfully by the power industry to measure transformer oils. The current price of a basic testing machine is over \$1,200, plus some units require an additional software package. Hopefully, we'll soon be able to buy a unit at an affordable price and reap the benefits. Technology marches on.

— The author is the turf equipment professor at Lake City Community College, Lake City, FL. He can be reached at smithh@lakecitycc.edu.

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Prepare the pipes for **winter**

More likely than not, your phones are probably ringing in April and May with homeowners and businesses want-

ing you to start up their sprinkler systems. You schedule a service technician to go to the site and turn the water on, reset the controller, check the valves and clean around the heads.

When the technician arrives, he turns the water on at the main source and goes to open the valves at the vacuum breaker. Once he opens the first ball valve, water starts pouring out of the top of the vacuum breaker and won't stop. The likely reason is that the sprinkler system wasn't winterized properly or was winterized after the first freeze.

Avoid damage and repairs

Failing to winterize an in-ground irrigation system in an area with freezing weather can result in extensive damage and costly repairs. Aside from breaking the bonnet and poppet in the vacuum breaker, you can rupture pipes and crack heads. The process for blowing out a sprinkler system is easy, yet if the simple steps aren't followed correctly, you'll find yourself at the same job time and time again.

The goal of winterization is to remove all of the water from pipes and heads. In

Winterizing your clients' irrigation systems can save you, and them, a ton of stress from damage

BY JERRY E. BOQUETTE AND DAVID PRICE

order to do this, compressed air is required to push the water through the pipes and out of the sprinkler heads. An air compressor with high air volume and low air pressure is needed for this task. It's important not to exceed 50 lbs. per square inch (psi) because too much pressure can result in damage to the pipes and fittings underground.

The other consideration is air volume. Depending on the size of the system, air volume will vary. As a guide, anything less than 60 cubic feet per minute (cfm) and more than 175 cfm for a standard residential system isn't recommended. The more air output the compressor supplies, the hotter the engine will run and the warmer the air will be. If the air gets too hot, the underground pipes could heat up and melt.

Beginning the process

To begin the winterization process, first turn off the water source for the sprinkler system. There will be a shutoff valve on the pipe connecting the main water line of the house to the sprinkler system. Next, electronically open the zone that's farthest

from where you'll attach the air compressor. Opening a zone will relieve the pressure on the mainline so that there's no risk of the pipes bursting.

Once the pressure is relieved from the mainline, it's safe to introduce air into the system. Attach the compressor hose to the spigot on the intake side of the vacuum breaker (be aware of heat and pressure) and adjust the pressure regulating valve on the compressor to no more than 50 psi.

With the farthest zone from the vacuum breaker still open, gradually turn on the air compressor until all heads on the zone are in the up position. The amount of air volume will depend not only on the size of the pipe you're pushing air through but the length of the pipe as well. Run air through each zone for no longer than two minutes to avoid heating up or damaging the system.

Follow this step for each additional zone on the system, turning on the next zone in the cycle with the controller and turning off the zone you previously blew out. After progressing through each zone once, repeat the process once more until

each head on every zone is spraying nothing more than air and a fine mist of water vapor.

When every zone is completely flushed of water, turn off the compressor, making sure to leave at least one zone or a drain valve open in order to avoid pressure surges throughout the system. Once all of the air has left the storage tank, shut down the valves and controller. You're now ready to winterize the rest of the system.

Manually drain any components that weren't flushed out with air. These could include drain valves, vacuum breakers (if your blow out spigot is on the output side of the vacuum breaker body), pumps, water meters and any injector systems such as fertilizer or rust remover systems.



The first step in winterizing an irrigation system is turning off the water source.

Preparing the vacuum breaker for the winter can save a homeowner many headaches and a considerable amount of money if done correctly. On every backflow device, there are two ball valves: one on the intake side and one on the output side. Both ball valves should be left in a half-open posi-

tion, or turned to 45 degrees, to prevent the valves from freezing and cracking. Leaving them at a 45-degree angle prevents water from getting trapped in the ball valve and gives water a place to drain.

The final step is to close the two test ports on the side of the vacuum breaker half way. These ports can also trap water, and if not properly closed in the winter can freeze and crack, too. **LM**

— The authors both work for Daily Rain, an irrigation installation and maintenance firm located in Ann Arbor, MI. Boquette is the founder, Price the Director of Business Development. Daily Rain has over 2,000 customers, grosses over \$1 million a year, and has 20-plus employees. To contact them call 734/302-7246.



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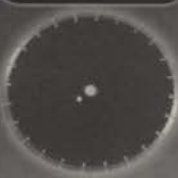


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BY CURT HARLER

Two workers can spray at the same time. Unit comes with 100 ft. of 1.25-in. hose and three nozzles. Smaller HTI-500 is a 500-gal. model with four eductors. Comes with 20-gal. rinse tank and backfill kit for filling from lakes, city water or nurse tank. Leasing for qualified buyers.

For more information contact Hydro-Turf at 651/452-9230 or liquidlawns@comcast.net / circle no. 280

Salsco

Powered by a 25-hp Kohler electric start engine, the 525 straw blower shoots material 65 ft. Comes with 8-in. diameter, 30-ft. long, heavy-duty hose with handle. Optional turret features simple 360° rotation and full travel from -45° to +45° for easy coverage from the roadside. Unit has a belt drive system with two triple "B" section belts and a trouble free jackshaft arrangement to cushion and separate the engine from the reverse shock load. Slide-and-lock bale tray is standard.

For more information contact Salsco at 800/872-5726 or www.salsco.com / circle no. 281

Sundance

The 100-hp Sundance unit mounts on a land-scaper's existing grinder. Machine grinds material, transfers it to a blower powered by a John Deere diesel, and shoots it out a 100-ft. hose. Soon to market is a 127-hp version, to be powered by a Perkins diesel engine. Either unit is fully reversible, so they can also be used as a vacuum to pick up leaves, litter and other light debris.

For more information contact Sundance at 970/339-9322 / circle no. 282



Turbo Technologies ▲

Turbo Turf Hydro Seeding Systems are made in sizes from 50 gal. to 2,000 gal. They have recently introduced new pull type units such as the HS-500-XPW-P shown here. The compact double axle unit with brakes on both axles allows access to difficult-to-reach areas. The HS-500-XPW-P has an 18-hp Kohler Command engine with 4x4-in. pumps with a maximum flow of 611 gpm. They will pass solid materials the size of a tennis ball. Custom poly tank with a molded-in bale hopper makes loading fast and easy. Systems offer fast, even mixing with no moving parts inside the tank.

For more information contact Turbo Technologies at 800/822-3437 or www.turboturfturf.com / circle no. 283

Kincaid Equipment

The AgiGator Landscaper Series hydroseeders provide a one-step, fast and efficient method

of seeding, mulching and fertilizing turf areas. Available in both a 425-gal. or 700-gal. model. Both come with a Bowie 2300-rubber gear pump and are powered by an air-cooled Honda 13-hp gasoline engine. Optional equipment

includes hose reels, a hydrogun, trailer and gun step. Pro Series 1200 unit is available for large-scale operators.

For more information contact Kincaid Equipment at 620/465-2204 or www.kincaid-equipment.com / circle no. 284

TGMI

The TGMI Aqua Mulcher is available in 500, 800 or 1,200 gal. Paddle agitation, positive displacement rotary gear pump, 100-ft. hose included (300-ft. pumping capacity), and spraying tower (800 and 1200 models) are standard. Smaller Tailgate Mulcher blows 2-3



bales of straw per minute, or 1.5 acres an hour. 100 ft. of hose can attach to the fully rotational cannon discharge. Both units come as skid or trailer mounted.

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Finn Corp.

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At Plant Health Care, Inc. All products are subjected to rigid laboratory Quality Control tests. PHC mycorrhizal products have guaranteed spore counts and are manufactured using tested processes that ensure the spores arrive unharmed and ready to effectively colonize roots. We add formononetin, an exclusive ingredient that stimulates the rapid colonization of mycorrhizal fungi.

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Quality, performance-driven products is our promise to you.



Quality Matters

For additional product information or distributor locations Call 1-800-421-9051 or go online to www.planthealthcare.com



Weighing under 10,000 GVW, it can be towed by a three-quarter ton or a 1-ton truck without a commercial license. The 700-gal. working capacity tank covering 8,700-10,500 sq. ft. per load with spray distances up to 150 ft. from the discharge gun. Comes with hydraulically controlled paddle agitator and liquid recirculation; agitator controls at each end of the tank for operator convenience; a large toolbox in the hitch for storing hoses and nozzles. Lets users apply blends of seed, fertilizer, fiber mulch and growth-enhancing additives in one labor-saving step.

For more information contact Finn at 800/543-7166 or www.finncorp.com / circle no. 287

Reinco ▶

The Powermulcher M65 is available with optional tandem axle configuration for improved towability and lower ground pressure. Also available for the first time on the M65 is the popular 2.0 bushel seed broadcaster option from Reinco's TM-series Powermulchers. Engine choices include standard 56-hp Kubota or 56-hp John Deere. The M65 is also available as a skid mount and can process up to 10 tons per hour hay or straw mulch and broadcast mulch up to 85 ft. in still air. Hitch, brake, hose kit, and custom paint options are all available.

For more information contact Reinco at 800/526-7687 or www.reinco.com / circle no. 288



Peterson Pacific

BT 60 blower truck designed for operators who travel long distances with high volumes of organics. High-capacity blower provides the power to apply a wide variety of materials to expand your market. Remote control is easy to use with intuitive functions. Live floor unloads rapidly with simple pull of lever — and without

bridging. External hose reel with optional power gets jobs done fast. Controls are protected from the elements so BT60 can run in inclement conditions.

For more information contact Peterson Pacific at 800/269-6520 or www.petersoncorp.com / circle no. 289

Bowie Industries

Bowie Industries' Lancer 600 Hydro-Mulcher is economically priced with numerous features for a highly maneuverable, high production unit with the flexibility of hose or tower applications. It features a robust 25-hp Robin air-cooled engine, and a Bowie rotary gear pump for pumping heavy slurries such as BFMs and stolons with cavitation or plugging. A working

platform and a convenient tongue storage area are standard. The tank has a 600 gal. capacity. Standard attachments include four versatile spray nozzles, 50 ft. of 1-1/2-in. 200 psi Goodyear Spiralflex hose, grease gun with grease, spanner wrench,

tool box and manuals.

For more information contact Bowie Industries at 800/433-0934 or www.bowieindustries.com / circle no. 290

Bowman Revex

Bowman Revex's T-30 hydroseeder is ideal for entry level and smaller hydroseeding projects. It

handles seeding, fiber mulching, fertilizing and straw tacking for a variety of projects. The T-30 has a 300-gal. capacity tank and a hydraulically driven and reversible agitator.

For more information contact Bowman Revex at 800/666-4050 or www.revex.com / circle no. 291



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Western Oregon University

2003 PGMS Honor Award Winner for School or University Grounds

Property at a glance

Location: Monmouth, OR
Grounds Supervisor: Kevin Hughes
Category: School or University Grounds
Total budget: \$396,244
Year site built: 1857
Acres of turf: 70
Acres of woody ornamentals: 6
Acres of display beds: 3
Total paved area: 18 acres
Total man-hours/week: 320

Maintenance challenges

- ▶ Campbell Hall landscape
- ▶ Residence Hall landscape
- ▶ Varsity softball infield

Project checklist

- Completed in last two years:
- ▶ Hamersley Library
 - ▶ Arbor Park Residence Hall
 - ▶ Stadium Drive irrigation

On the job

- ▶ 6 full-time staff, 6 students,
7 licensed pesticide applicators

A solid student crew is the anchor for the Western Oregon University grounds department, says Landscape Maintenance Supervisor Kevin Hughes. And fortunately, despite a budget crunch, that crew won't be affected. That's good news for Hughes, who wants things on campus to be absolutely perfect.

"Keeping the campus looking its best at all times is my number one challenge, from cleaning the parking lot to pruning to weeding," Hughes says. "Teamwork is the key to doing this in a consistent manner."

Hughes comes from an agricultural background and refers to his current position as "urban farming". Whatever you call it, he likes it all the same. "I really appreciate making things look sharp," he says with lots of enthusiasm.

And that's just exactly what he's done at Western Oregon University for the last 15 years. He and his crew are not only responsible for the overall beauty of the campus but parking lot maintenance, litter pickup, event setup and the excavation of



Kevin Hughes: "I really appreciate making things look sharp."

sidewalks, when needed. The new Hamersley Library added to the crew's workload as it covers 80,000 square feet. With 20 more acres in various stages of development, the crew's efficiency and dedication will get an even bigger test soon.

Editors' note: *Landscape Management* is the exclusive sponsor of the Green Star Professional Grounds Management Awards for outstanding management of residential, commercial and institutional landscapes. The 2004 winners will be named at the annual meeting of the Professional Grounds Management Society in November. For more information on the 2003 awards, contact PGMS at: 720 Light St. • Baltimore, MD 21230

• Phone: 410/223-2861. Web site:

www.pgms.org

PGMS Landscape
MANAGEMENT



Projects like the Arbor Park Residence Hall added to the number of display beds and turf throughout campus to be maintained.



Kevin Hughes couldn't keep the campus spiffy without the help of a reliable student crew.





Bob Rousselle's son, Reece, helped out during the summer. Here, he uses a triplex mower to chop up aeration cores.

He beat the 'new field' blues

Here's how this top grounds manager overcame the quirks inherent in maintaining a new athletic field

BY GARY BURCHFIELD

Southern Nazarene University, Bethany, OK, is a private, liberal arts school with a Christian emphasis. And an outstanding athletic program. Founded in 1899 when several smaller Christian colleges joined forces, SNU today serves more than 1,800 traditional students at its 60-acre campus on the northwest edge of Oklahoma City. The school's adult studies program has grown from 20 students in 1985 to nearly 800 today.

When the school decided three years

ago to build a new football complex — a new sand-based game field and two new practice fields, a new stadium, weight room and office facilities — Bob Rousselle saw an opportunity. He also saw a challenge. After 13 years as grounds supervisor for the main SNU campus, Rousselle switched jobs to become athletic fields supervisor at the new facility, located a mile west of the main campus.

"I went from a grounds crew of 12 at the main campus to a crew of just four people, including myself, here at the new athletic facility," he says. "But it was a chance to become a more hands-on manager, and it was also a new challenge for my own professional development."

A whole new ballgame

SNU's new athletic facility covers some 50 acres and includes the new football field and two practice fields (17 acres), a new

soccer complex with a game field and two practice fields (20 acres), and a new baseball/softball complex that covers just over 12 acres. The football facility was built under a cooperative agreement with nearby Bethany High School, so the field gets plenty of use with at least 12 home games each fall.

The new athletic fields were sodded with U3 hybrid bermudagrass over the native sandy loam soil. "U3 is a tough grass that stands up pretty well to the wear and tear of football," Rousselle says. "It's a hybrid that has a proven history of holding up well in heavy use."

The new football game field was sprigged with U3 hybrid bermuda over a subsurface of 85% sand and 15% peat and Turface. Rousselle tried overseeding the field in late fall the first year to maintain color but it wasn't satisfactory. "Late fall games are played on grass starting to go dormant, so the color isn't as nice but it still works okay."

From yellow to green

The game field has proved to be the toughest of all the new fields, according to Rousselle. "We opened up an old city well to supply water for the underground sprinkler system. Unfortunately, it turned out that the groundwater has high levels of iron and manganese, which ties up some of the nitrogen fertilizer. As a result, the new grass started turning yellow."

After soil and water tests showed the probable cause, Rousselle says they started applying nitrogen about every two weeks, instead of every six weeks as was the original schedule. The change has helped reduce the yellowing, but Rousselle has had to revamp his irrigation scheduling, too.

"Because of the sand base, we now water the playing field two to three times a week instead of once or twice like we do the practice fields and the soccer and baseball fields," he says.

Rousselle's original fertilization program called for applying six to eight lbs. of slow release N per year, at intervals of exactly six weeks. That schedule is still followed for all the other athletic fields. He puts down a pre-emergent twice a year, in November for winter annuals and again in March for crabgrass and summer annual weeds.

To better track changes, Rousselle has also started taking soil and water samples every six months. "For some reason, the new sand-based field is more affected by the minerals in the irrigation water than are the fields installed over the native soil."

He had the football field topdressed in early June with a mix of 75% sand and 25% organic materials, mainly to help level out some of the still-settling soft spots. He'll repeat topdressing "as needed." Rousselle outsources the topdressing done because he hasn't yet acquired all the grounds care equipment he'll eventually have for the new athletic facilities.

The grass fields are mowed three times a week. Rousselle had been using a triplex reel mower to cut the playing fields. He acquired a five-plex mower last June and reduced mowing time substantially. He uses a 110-in. finish mower to mow field perimeters.



Rousselle started with the Southern Nazarene University grounds department in 1988. He now manages its athletic turf.

SNU's equipment lineup

SNU started its football program just three years ago and finished last season with a winning record. The new football field and facilities have been used since the team's second season. Bob Rousselle's equipment lineup at the new facility includes:

- ▶ Walker mid-size riding mower with 48-in. deck and grass handling attachment. Also has a 52-in. side discharge deck for use in late summer mowing
- ▶ Deere 3365 5-plex mower for mowing game field and football practice fields
- ▶ Deere 2653A triplex mower
- ▶ BEFCO 110-in. finish mower for cutting perimeters around the athletic fields
- ▶ Ryan 72-in. 3-point aerator
- ▶ Echo edgers, weed eaters and blowers

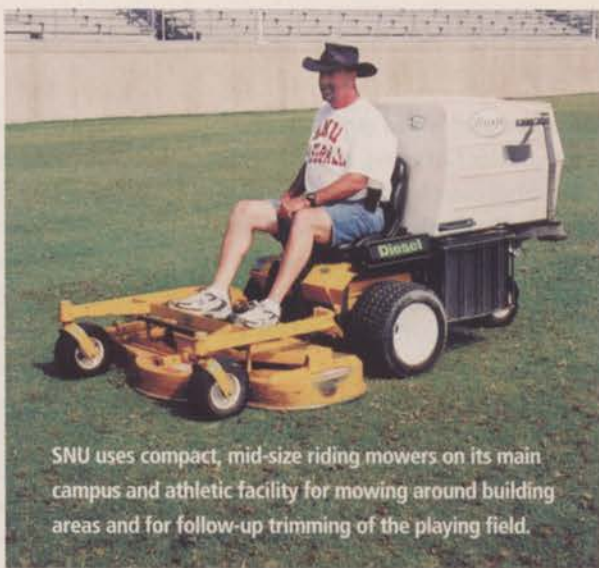
When he was in charge of grounds care at the main campus, Rousselle had four mid-size riding mowers made by Walker Manufacturing at Fort Collins, CO, to cut the ryegrass-fescue lawns. He was able to bring one of those mowers to the new facilities, where it was used to do most all the mowing until the larger mowers were acquired. Now, the Walker is used as a backup/catchup mower when his crew gets behind, and for finish mowing around the buildings and parking areas.

"Sometimes, the hybrid bermuda gets ahead of us and starts putting on seed heads and, if it gets a little taller, the reel mowers tend to push the heads down without cutting them. We run over the field with the Walker and its grass handling

system to clip the heads and pick up the clippings."

Rousselle says he has upped the aeration frequency and plans to aerate the football field and the other playing fields at least six times per year. Practice fields are usually aerated three or four times.

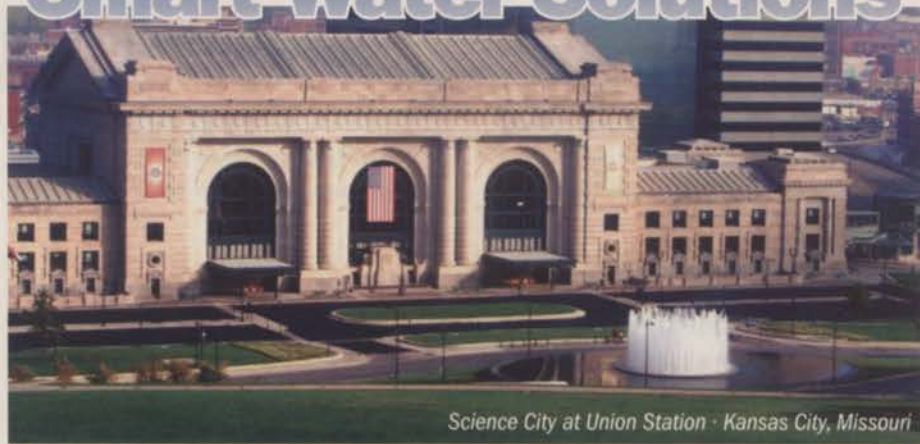
"What we've realized is that every field is a little different and we have to treat each one as a separate area. Now, we track our grounds care operations for each field and evaluate the results. When they aren't what we're seeking, we make changes." **LM**



SNU uses compact, mid-size riding mowers on its main campus and athletic facility for mowing around building areas and for follow-up trimming of the playing field.

— The author is a freelance writer living in Lincoln, NB, with lengthy service and a great knowledge of the turf industry. He can be contacted at gburch@aol.com.

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Tame the terrain

The Toro power box rake attachment, for use on Toro Dingo compact utility loaders, efficiently transforms rough terrain into a prepared seedbed. It features triple-sealed, shielded roller bearings that stand up to the harshest soil conditions. Pure carbide proprietary teeth are designed for long life and ensure the best possible seedbed sub-base fracture pattern. A 4-ft. width ensures that it can manage small, confined jobs.

For more information contact Toro at 800/344-8676 or www.toro.com / circle no. 250



Light up your life

Shed light on your worksite with Genie's trailer-mounted light towers. Got a job that has extended into the evening hours? No problem. The TML-4000N features a narrow, 55-in. width and the TML-4000 is 70 in. wide. UHMW slide pads are used throughout the entire tower to prevent metal-to-metal contact and subsequent rust and corrosion. Genie's tilt-actuating system provides for vertically aiming all four lamp fixtures from ground level. Combined with 360-degree tower rotation, aiming capability is expanded. The "toolless" Quick-Aim lamp adjustment system allows the operator to quickly aim each lamp where needed. The Genie light towers feature a 6-kilowatt generator powered by a Deutz 3-cylinder 14.3-hp water-cooled diesel engine. The TML-4000N features a 30-gal. fuel tank and can run

Root for your rotor

Rain Bird Corp. introduces the new 5505 Series rotor, what it claims is the first true 3/4-in. commercial grade rotor of unmatched durability designed to provide optimal water distribution efficiency within the 33- to 55-ft. range. Rain Bird's 5505 rotors allow irrigation contractors to use a commercial grade rotor for precise water distribution within smaller turf applications. While it's designed for smaller applications, the 5505 rotor is modeled after Rain Bird's larger commercial grade 7005/8005 rotors, which throw water from 39 to 81 ft. Features include Memory Arc, which ensures the rotor will automatically return to its original arc setting after it has been accidentally moved or maliciously tampered with. A non-strippable drive mechanism prevents damage if vandals tamper with the rotor head. A brass shaft reinforces the nozzle-turret to riser connection and helps the rotor withstand side impacts.

For more information contact Rain Bird at www.rainbird.com / circle no. 251



continuously for 60 hours between refueling. The TML-4000 provides an industry leading run time of 100 hours between refueling.

For more information contact Genie Industries at www.genieindustries.com / circle no. 252

Be on your guard

Shindaiwa's new commercial-grade chain saw, the 285s, is based on the 300s and features 28.5cc displacement and 1.7 hp. It's loaded with features such as an inertia chain brake system, dual bar studs, easy pull SureStart recoil starting system, and a convenient thumb screw access on the air filter cover. The 285s also comes standard with both a nylon mesh air filter for damp climates and a flocked air filter for dry, dusty conditions. It's available in 12- or 14-in. bar lengths.

For more information contact Shindaiwa at 800/521-7733 or www.shindaiwa.com / circle no. 253

Suck it up

Schiller-Pfeiffer, Inc., manufacturer of Little Wonder and Mantis Landscaping & Gardening Power Equipment, introduces the Little Wonder 6-hp High-Performance Vac (HPV). It's more than a lawn vacuum — it's an "all-debris" collection system. Collect rocks, bottles, cans, glass, paper, leaves and wet debris. The HPV features an advanced impeller and hous-

ing design for superior suction and reduced noise levels, a five-bladed, reverse inclined fan for increased debris reduction, tubular steel frame and 8-bushel capacity debris bag. The HPV also features a floating nozzle that adjusts to the terrain.

For more information contact Little Wonder at 215/357-5110 or www.littlewonder.com / circle no. 254



Fertigate great

The new and advanced EPIC technology from the Irrigation Injection Technologies division of Agri-Inject, Inc. offers hands-off, worry-free precision fertigation that any turf or ornamentals management professional can install, program and maintain. The InjectPRO system features microprocessor technology that enables programming of exact timing cycles and precise flow-controlled application rates in a totally automated application. The flexible custom options of the InjectPRO include tank size

(10, 20, 35, 70, 110 and 200 gal. or more) and simplex (1.7 to 227 gph) or duplex (4/30 to 85/85 gph) pumps.

For more information contact Agri-Inject at 800/446-5328 or www.agri-inject.com / circle no. 255

To protect and serve

Tree Pro introduces the 4-1/2 in. wide tree protector called SuperWide to protect your customers' newly planted young trees. The SuperWide protector incorporates all the advantages of smaller sizes, including Tree Pro's proprietary pigmentation formula that promotes improved tree diameter growth with reduced heat buildup.

For more information contact Tree Pro at 800/875-8071 or www.treepro.com / circle no. 256



Tip it up

Crysteel's new Poly Tipper provides a great alternative for contractors who haul loads that stick to traditional steel dump bodies. Constructed of a durable crosslinked polyethylene plastic, the new Poly Tipper offers a non-sticking load surface for easy clean-out of snow, clay and other sticky loads, and at lower dump angles. This durable surface also handles the occasional tough load as well. The Poly Tipper is available with either an underbody or bailmount hoist, and all Crysteel bodies and hoists are backed with an industry leading 5-year warranty.

For more information contact Crysteel at 800/533-0494 or www.crysteel.com / circle no. 257



Seeya, stumps

Engineered for Bobcat owners looking for a professional-grade stump grinder, the all-new Shaver SC-25-HU StumpBuster features a standard universal bracket fully-compatible with popular Bobcat skid steer loader models. Featuring a powerful hydraulic motor, the unit can easily grind a 45-in. swath through even tough hardwood stumps. The large 24-in. diameter cutting wheel and 23 carbide-steel teeth can chew an average size stump into a 10-in. hole in less than two minutes. A single-directional cutting system significantly reduces stress on the cylinder, bearings and gear box. Like the rest of Shaver's lineup of StumpBusters, the SC-25-HU features a heavy-duty 3/4-in. cutting wheel, a professional-grade 2-1/2-in. swing cylinder and premium-grade bearings.

For more information contact Shaver at www.shavermfg.com / circle no. 258

Grind away

Bandit Industries' new stump grinders feature heavy duty frames that provide a stable grinding platform and all include a unique bearing pivot design that provides durability and dependability for the up and down and side to side pivot motion of the cutter wheel. The compact Model 2100 self-propelled is lightweight, yet rugged and compact enough to fit through a 36-in. gate. It features a 21-in. diameter grinding wheel with 20 teeth. The cutter wheel swings in a 39-in. arc. The Auto Feed Plus control option is available on all models, automatically stopping the movement of the cutter wheel should it lug to the point of stalling.

For more information contact Bandit at 800/952-0178 or www.banditchippers.com / circle no. 259

Fast fungicide

Syngenta Professional Products has developed a new liquid formulation of its leading strobilurin fungicide — Heritage — for the turf market. Heritage TL (Turf Liquid) offers control of the same turf diseases as the original water dispersible granular formulation of Heritage, but with enhanced efficacy and application flexibility. Research shows Heritage TL has a faster and higher uptake into the leaf, coupled with a slightly less rainfast leaf surface residue, which allows more uptake from the roots and subsequently greater delivery of active ingredient into the leaves. Heritage TL will be available in the 10-gal. LinkPak in November 2004 and will qualify for the Syngenta early order program.

For more information contact Syngenta at 800/395-8873 or www.syngentaprofessional-products.com / circle no. 260



Steer straight

With rated power ranging from 34 to 76 hp and the full line of Worksite Pro attachments to choose from, there's a model in the John Deere 300 Series skid steers suited for any application. Each comes with a John Deere 250 Series Power Tech engine with best-in-class torque rise. Long wheelbase provides smoother ride with less fore-to-aft rocking. Model 332 features Servo pump controls with light efforts. An optional four-season cab enclosure with air-conditioning, heater/defroster provides more than 30% more air flow.

For more information contact John Deere at 800/537-8233 or www.deere.com / circle no. 261



Plant the seed

Locke Turf introduces its large area flexible overseeder, using the proven TVM 3077 verticutter that covers a 77-in. swath with three independent verticut heads. Each of these heads is equipped with "banana" shaped blades that are spaced 1-1/2 in. apart. The seed hopper has a capacity of 9.4 cu. ft. and will accept all seed varieties. Additional seed placement is then complete once the crimper roller gently presses the seed into contact with the soil. Uniform coverage is always insured even over the most severe undulations. Seed metering is controlled with a sure set gate and is closed immediately when the unit is hydraulically raised.

For more information contact Locke Turf at 800/537-3713 or www.locketurf.com / circle no. 262

Pave the way

Bon Tool Co.'s line of interlocking paver handling tools now includes a slab mover, sand and base rakes, curb tongs and a new splitter. These new products work in combination with the other tools in the line to provide contractors with all the necessary

tools to complete an interlocking landscape project. The slab mover handles slabs up to 40 in. and 330 lbs. At this weight capacity, it can move most large units. With a jaw capacity of 14-1/2 in. and a recommended weight load of 110 lbs., the new curb tongs are ideal for placing and aligning smaller sized slabs and large block.

For more information contact Bon Tool at 724/443-7080 or www.bontool.com / circle no. 264



Chip off the old block

NSW, LLC has introduced a new product for erosion control and storm run-off applications called Strata Cube Erosion Control Blocks. The blocks can be used as internal reinforcement in banks and retaining walls; a shoreline water diffuser for lakes, streams and inter-coastal waterways; storm water drainage and storage

modules; infiltration systems; ditch berms and gabions; and re-vegetation cubes for soil stabilization and retention. Made from UV-stabilized, extruded high-density polyethylene tubes bundled and welded together, these sturdy, biologically and chemically resistant blocks offer a three-dimensional, open-mesh design.

For more information contact NSW at 800/368-3610 or www.nswplastics.com / circle no. 265

Douse the fire

DuPont Professional Products officially entered the pest management and green industries with DuPont Advion fire ant bait. Developed to combat the red imported fire ant, Advion provides control within 24 to 72 hours after application. The EPA-approved Advion contains the active ingredient indoxacarb that belongs to a new class of insecticide chemistry. Advion's fast action results from the metabolic activation of indoxacarb by developing larvae within the colony. The activated metabolite is then distributed to other members of the colony, including the queen. It may be applied as a broadcast application or a mound treatment.

For more information contact DuPont at 888/638-7668 or www.proproducts.dupont.com / circle no. 266

Nifty nozzles

Irritrol Systems' new PRO-VAN variable arc nozzles feature an ergonomically advanced "Smart Grip" design that makes arc adjustment fast, simple and pain-free — even when wet.

Adjustment ease is the result of a special ribbed edge on the nozzle top that provides a firm grip, as well as smooth turning action that delivers arc adjustment

from 0 to 360 degrees with no tools. The color-coded nozzle set is available in five radii — from 8 to 17 ft. — and incorporates a stainless steel radius adjustment screw to allow up to 25% radius reduction. Because the PRO-VAN is compatible with both Irritrol Systems HS and SL series sprayheads, as well as other male threaded risers in the industry, nozzle inventory can be dramatically reduced.

For more information contact Irritrol Systems at 909/785-3623 or www.irritrol-systems.com / circle no. 263



Lop it off

Corona Clipper is rolling out a new professional line of high-performance loppers that require significantly less force than the competition. Featuring a forged and heat-treated hook and blade, the rugged loppers' deep

Products

hook design traps branches close to the pivot axis, helping users achieve improved productivity. The durable Dual Arc bypass blade boosts shearing action. The blade can be easily replaced and re-sharpened. Additionally, all models carry a new pivot bolt system that ensures the nut stays locked in position. One model has a cutting capacity of 2-1/4 in. and is available in handle lengths of 26, 32 and 36 in. The other has a 1-1/4-in. capacity and comes in handle lengths of 16 and 19 in.

For more information contact Corona at 800/847-7863 or www.coronaclipper.com / circle no. 267



Recycle right

Peterson introduces two new versions of the popular model 4700 horizontal recycler. The new model 4710 is a track-mounted version of the 4700 trailer-mounted recycler. It's powered by a 630-hp Caterpillar C-16 diesel engine. The recycler has 18 in. of ground clearance that makes this model particularly suited for land clearing operations or other operations where mobility is essential. The new model 4750 is powered by three 440-volt electric motors. Twin 300- or 400-hp motors power the rotor, plus an additional 100 hp motor powers the hydraulic functions of the recycler. Both new models utilize Peterson's three-stage grinding process with an upturning rotor and large grate area.

For more information contact Peterson Pacific at www.petersoncorp.com / circle no. 268

Fluff it up

Grassroots Technology is proud to introduce the MulchPRO Power Rake attachment for commercial grade, straight shaft string trimmers. The



MulchPRO fluffs up and rejuvenates faded and compressed mulch to bring back the original look. It tills a path about 14 in. wide. Optional short extensions are available for working in tightly planted flowerbeds, and long extensions are for use in larger, open areas. MulchPRO is up to 75% faster than fluffing up by hand, and the heavy duty design allows it to quickly cultivate dead spots in turf and prepares the ground for sod or seeding in a matter of seconds.

For more information contact Grassroots at 262/242-1944 or www.grassrootstechnology.com / circle no. 269

I'm walkin' ▼

Ferris Industries introduces its new HydroCut 36 walk-behind mower featuring Torque Tuned Blades and a 36-in. cutting width. The single hydrostatic transmission found on the HydroCut 36 makes this mower extremely easy to maneuver and operate. Other productivity-enhancing features include: Integrated Comfort Controls (ICC) for simple maneuvering and Quick-Adjust height-of-cut controls, 13-hp Kawasaki V-Twin engine with electric start, 4-gal. fuel tank, 10-gauge double-top deck with double reinforced side skirts and overlap welded corners, forward ground speed of 0-5.5 mph, and reverse speed of 0-3.0 mph and electric PTO.

For more information contact Ferris at www.ferrisindustries.com / circle no. 270



Bad Boy on the block

Bad Boy unveiled its new 26-hp Kawasaki Lightning Z at this year's Louisville Expo. This liquid-cooled, vertical-shaft model is the latest Bad Boy to come down the pike. It features 1/4-in.-thick solid steel construction, with 2x2 steel tubing for its welded frame. Its makers claim it has the strongest deck in the industry. It is available in 48-, 52-, 60- and 72-in. cutting widths and features a dual hydrostatic transmission and 15 cu. in. high-torque Hydrogear motor wheel drive. Power is supplied by a 26-



hp Kawasaki v-twin engine. Its patented "swing-away" design gives operator access to all mower components in seconds. This feature makes Bad Boy the most serviceable mower on the market, says its manufacturer.

For more information contact 866/622-3269 or www.badboymowers.com / circle no. 271

Trimmer line improvements

Shakespeare's new Rino-Tuff Gold Trimmer Line is square trimmer line featuring a soft inner core with an abrasive-resistant outer cover. The square design promotes quick impact recovery and a greater cutting mass. Use it in conjunction with Shakespeare's Rino-Tuff push button head. Its one-button design lessens wear and tear on the machine since you don't

have to bump the head on the ground to change trimmer line strips. The replacement strips are now packaged in a user-friendly belt clip that comes with each unit. Also, check out the company's new Ultra-Twist Trimmer Line, a premium co-polymer line with an aerodynamic

twist design. This promotes reduced noise along with smoother operation by reducing trimmer vibration.

For more information contact Shakespeare at 803/754-7011 or www.shakespeare-monofilaments.com / circle no. 272

Hi-tech hydraulics ▶

The new Caterpillar 268B skid steer loader features the high flow XPS hydraulic system, a load sensing, pressure-compensating system that delivers maximum power regardless of work tool speed or load. The 268B also features vertical lift linkage for efficient truck loading and materials handling. The 268B has a rated operating capacity of 2,700 lbs. (1225 kg) and a maximum lift (pin height) of 127 in. (3210 mm). The Cat 3044C diesel engine has 3.3 liters displacement and produces 76 net



horsepower (57 kW). It's direct injected and turbocharged for responsive and fuel-efficient operation. It's U.S. EPA Tier 2 compliant. The new 268B uses a variable displacement piston pump to provide hydraulic flow and pressure up to 33 gpm (125 L/min) and 4,060 psi (28 000 kPa) when running high flow work tools.

The load-sensing system can provide high hydraulic power in the most demanding applications by maintaining peak operation pressure (torque) at the work tool. In addition to the high flow XPS circuit, standard flow auxiliary hydraulics drive standard flow work tools — such as tillers, augers, hammers, compactors, and brooms — for expanded machine versatility. The improved B-Series hydraulic system design reduces the number of potential leak points and improves reliability and cleanliness. A 5-micron spin-on filter keeps hydraulic oil clean, and a high-efficiency hydraulic oil cooler allows the 268B to work long and hard even in high ambient temperatures.

For more information contact Caterpillar at 309/675-1000 or www.cat.com / circle no. 273

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Products



Clean up time

Snapper offers three new high-performance power washers ideal for cleaning projects like washing drive-ways, decks, patios/side-walks, lawn equipment, etc. Snapper pressure washers cut through

dirt, grease and grime to restore them to like-new conditions. Each Snapper pressure washer attaches to a standard garden hose. The models: the PW24500 with a 6.5 Briggs & Stratton Quantum engine, 2,450 psi, 2.0 gpm; PW26500 with a 6.75 Briggs & Stratton Intek OHV, 2,650 psi, 2.5 gpm; PW3000 with a 70-hp Briggs & Stratton Intek OHV, 3,000 psi, 2.5 gpm. Snapper pressure washers are sold via independent authorized dealers.

For more information contact Snapper at www.snapper.com / circle no. 274



This Gizmow cuts grass

What's a Gizmow? In this case it's a commercial mid-zero-turn mower with front-wheel steering. The folks from Gizmow Inc., New Albany, IN, were showing it at this year's Louisville Expo and it was attracting more than a few people who wanted to try it out. Why a "steered" zero-turn mower? Its manufacturers say that it tracks better across hills and embankments, steers tightly around trees, follows closely along planting beds and walls. The patent-pending Gizmow steering system links the front wheel angle to the rear wheel power, allowing the operator to go from arrow-straight to spin-on-a-dime with the flick of the wheel. It's available in 52-in. or 61-in. deck, 25-hp or 27-hp Kohler engines, and features a forward speed up to 10 mph.

For more information contact Gizmow at 866/463-2228 or visit www.gizmow.com / circle no. 276

Walk in the park

Gravely's new 1334 Pro G walk-behind mower features a 34-in. cutting width and an entry-level price. The mower is powered by a 13-hp Kawasaki twin engine, and features the exclusive Gravely Air-Flo Deck, zero-maintenance XL Spindle and hardened steel blades. The 1334 Pro G is covered by a two-year manufacturer's warranty, operates at 6 mph forward speed and has a 6.6-gal. fuel capacity.

For more information contact Gravely at 800/472-8359 or www.gravely.com / circle no. 277



Built for tough work

Talk about a brute of a utility vehicle — the AUSA M50 Task, manufactured in Spain, was the heavyweight utility vehicle at this year's Louisville Expo. This heavy-duty machine features a payload capacity of 1,500 lbs. (1,100 lbs. cargo bed), and a towing capacity of 1,650 lbs. (trailer with brakes). Its Rotax Bombardier 4-cylinder gasoline engine develops 28 hp and can power the Task up to 37 mph. Other features include ventilated disk front and rear brakes, rack and pinion steering, 2WD and 4WD drive (selectable), patented semi-independent rear suspension with springs and hydraulic shocks and ROPS. This machine is being promoted as a work machine, but one with a great ride over the toughest terrain.

For more information contact AUSA at 800/820-2872 or www.ausa.com / circle no. 278



Go and throw snow

Grasshopper's PTO-driven 48- and 60-in. snowthrowers attach to any front-mount Grasshopper zero-turn units. The discharge spout rotates a full 180 degrees to throw snow up to 30 ft. Durable units feature heavy-gauge welded steel construction and offer great performance even in heavy, wet snow. An optional winter enclosure (for 700 and 900 series)

and 16,000-BTU/hr heater (for liquid-cooled models) shield operator from harsh conditions. Exclusive QuikConverter Implement System lets you remove mowing deck and add a snowthrower in minutes without tools.

For more information contact Grasshopper at 620/345-8621 or www.grasshopper-mower.com / circle no. 275

Events

RESOURCES

WHAT, WHEN & WHERE

October

13 Maintaining & Troubleshooting Palm Problems / Brea, CA; 949/454-2409

17-18 Xeriscape Conference 2004 — Water: Our Future, Our Legacy / Albuquerque, NM; 505/341-5743; www.xeriscapenm.com

18-20 Int'l. Lawn, Garden & Power Equipment Expo / Louisville, KY; 800/558-8767; <http://expo.mow.org>

20-21 Garden Expo/Florist Expo / Toronto Congress Centre, Canada; 905/875-1805 ext. 308

20 Pruning Palms for Safety, Health & Aesthetics / Brea, CA; 949/454-2409

25-28 Hawaii MIDPAC Horticultural Expo / Hilo, HI; Sponsored by the Hawaii Export Nursery Association; 808/969-2088; www.hena.org

28-30 TCI Expo / Detroit, MI; Sponsored by the Tree Care Industry Association; 800/733-2622

29-31 New Jersey Shade Tree Federation's 79th Annual Meeting / Cherry Hill, NJ; 732/246-3210

29-2 ASLA Meeting & Expo / Salt Lake City, ID; 202/898-2444; www.asla.org

31-4 ASA-CSSA-SSSA Annual Meeting / Seattle, WA; Sponsored by the American Society of Agronomy, Soil Society of America and the Crop Science Society of America; 608/273-8080; www.asa-cssa-sssa.org

November

3-6 Green Industry Expo / Charlotte, NC; Sponsored by PLCAA, PGMS and ALCA; 800/458-3466; www.alca.org

5-6 Prairie East Horticultural Trade Show / Winnipeg, Manitoba; 204/889-5981; www.horttrades.com

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9-10 Virginia Turfgrass Council Demo Days /
Fairfax, VA; 540/942-8873

**10-11 Herbaceous Perennials and Grasses
in Sustainable Landscapes /** Lincoln, NB;
Sponsored by the University of Nebraska;
402/472-1549

13-15 Tree Care Industry Expo / Baltimore,
MD; 603/314-5380; www.natlarb.com

14-16 International Irrigation Show / Tampa,
FL; 703/536-7080; www.irrigation.org

16-18 Turf and Grounds Exposition /
Rochester, NY; Sponsored by the New York State
Turfgrass Association; 800/873-8873;
www.nysta.org

18 Ornamental/Turf Pesticide Training /
Avon, OH; 440/326-5851;
www.ag.ohio-state.edu

December

**7-8 2004 Turfgrass Institute and Trade
Show /** Duluth, GA; Sponsored by the Georgia
Turfgrass Association; 800/687-6949;
www.turfgrass.org

**7-9 RMRTA 51st Annual Turfgrass
Conference & Trade Show /** Denver, CO;
Sponsored by the Rocky Mountain Regional
Turfgrass Association; 303/770-2220

7-10 Ohio Turfgrass Conference and Show /
Columbus, OH; www.ohioturfgrass.org

8-9 Pesticide Resistance Management /
Lincoln, NB; Sponsored by the University of
Nebraska; 402/472-1549

11-12 St. Louis All-Equipment Expo /
St. Louis, MO; 800/430-6334

January 2005

5-7 Mid-Atlantic Nursery Trade Show /
Baltimore, MD; 800/431-0066;
www.mants.com

5-7 Minnesota Green Expo / Minneapolis, MN;
888/886-6652; www.minnesotagreenexpo.com

**11-13 Eastern Pennsylvania Turf
Conference /** King of Prussia, PA; 814/355-1912

**12 Wisconsin Nursery Association Winter
Workshop /** Kohler, WI; 414/529-4705

**16-18 INLA 2005 Annual Convention &
Trade Show /** Des Moines, IA; 816/233-1481;
www.iowanla.org

**23-26 U.S. Composting Annual Conference
& Trade Show /** San Antonio, TX; 631/737-
4931; www.compostingcouncil.org

**27 Northeastern Pennsylvania Turf
Conference /** Wilkes-Barre, PA; 814/355-1912

February

2-5 ANLA 2005 Management Clinic /
Louisville, KY; 202/789-2900; www.anla.org

**16 15th Annual Nevada Landscape
Association Trade Show & Conference /**
Reno, NV; 800/645-9794;
www.nevada-nla.com

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16 Wall Street, 5th Fl New York, NY 10005. JP Morgan Chase Bank Proxy/Class
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60607. PNC Bank, National Assoc 8800 Tuscom Blvd MS F6-2066-02-2 Philadelphia, PA
19153. State Street Bank and Trust Co 1776 Heritage Drive Global Corporate Action Unit
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Landscape MANAGEMENT

BUSINESS PLANNER **2005**

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Janet Aaron
President

MISSION STATEMENT

AlturMat is dedicated to providing the best possible quality ground protection mats and service to our global customers with reasonable pricing. Our ground protection mats are produced from the finest materials available and are guaranteed for a full three years. We respect the needs of our worldwide customers and the rights of our distribution network.

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Fax: 814-827-2903
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Web site:
www.alturmat.com

AlturMat

Product focus:

AlturMat is a leading producer of ground protection mats that are used around the world to protect turf from expensive repair due to damage from vehicles crossing lawns and soft terrain. These popular mats are also used by landscape architects, drillers, utilities and construction companies to protect heavy vehicles from getting stuck. In addition, AlturMat provides mats that are designed for vehicular use as well as for pedestrians to be able to walk on them without fear of turning an ankle or slipping. All mats are warranted for a full three years from date of purchase.

The company offers a variety of mats to suit special applications:

► Original black **AlturMat** feature a diamond plate design for maximum traction. These mats are widely used by



landscape architects, tree care contractors, utilities, construction contractors, drillers, etc. This diamond plate design is also available in white, which virtually eliminates grass brownout because the white mats actually reduce the turf's temperature by reflecting the sun's rays.

► A newly designed mat is called **VersaMat**, which is also available in black or white. These mats feature a tighter pattern design with a special non-slip finish molded into the

mats. They are used for pedestrian as well as vehicular traffic. VersaMats create excellent temporary walkways over irregular surfaces that are under repair.

AlturMat and VersaMats are easily linked together to form continuous walkways or large working platforms. Turn-a-Links are simply inserted into predrilled holes and the mats are locked together. Mats are moved about easily by using a Handi-Hook and pulling the mats into place.

While AlturMat are used widely in the United States for diverse applications, they are used worldwide in such countries as Japan, United Kingdom, Canada, France, Germany, China and a myriad of countries. AlturMat have even been used in the rugged mountains of Tibet.



Karen May
President

MISSION STATEMENT

Adkad Technologies, Inc. has been in business since 1993. Our mission was simple; create business software for the landscaping and lawn-care industries that was easy and useful. We achieved our goal with amazing success. Probably because our software was not just designed for landscapers, but *by* landscapers! We know that you don't want to spend your time with difficult software. Our slogan is "Software doesn't get any easier than this!" Check out our Web site for some of the testimonials we have received.

Adkad Technologies, Inc.

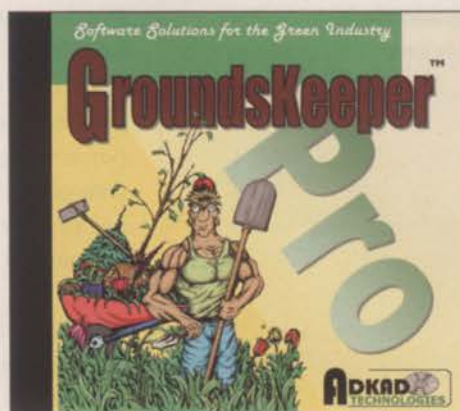
Product focus:

GroundsKeeper Pro is business management software for people in the landscaping and lawn-care service industries.

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- ▶ Charge for regular services
- ▶ Charge for special services
- ▶ Charge for time and materials
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- ▶ Determine late-paying customers

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- ▶ Charge late fees
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- ▶ Routing
- ▶ Wizard to auto apply charges



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- ▶ Track business expenses
- ▶ Taxes collected report
- ▶ Password protect program
- ▶ Customer lists
- ▶ Accounts receivable
- ▶ Globally increase prices

View an audio/video guided tour of GroundsKeeper Pro at <http://www.adkad.com/groundskeeper/gkprotutorials.htm>

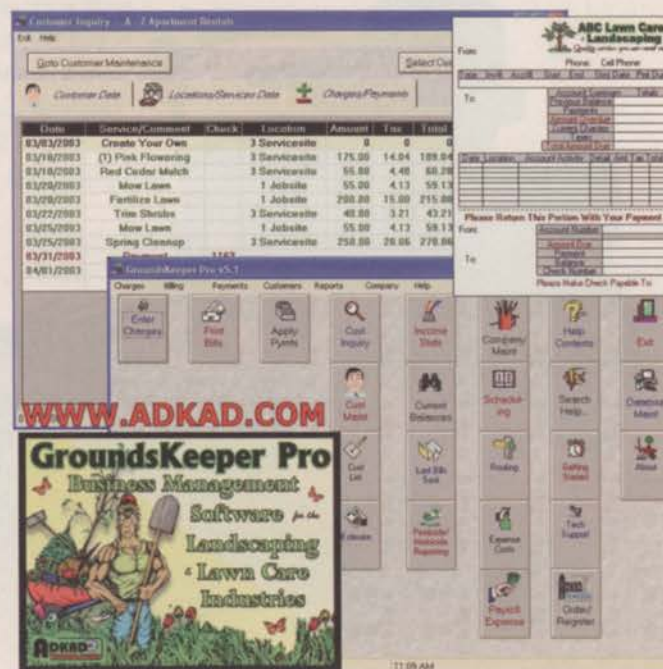
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Dan Ariens
President/CEO

MISSION STATEMENT

We Keep You Cutting.

Gravely, an Ariens Company

Product focus:

Established in 1933 in Brillion, WI, Ariens Company is a leading manufacturer of outdoor power equipment for both consumer and commercial use. Ariens has developed a solid line of snow removal equipment for the commercial landscape contractor.

Gravely, a wholly-owned subsidiary, was established in 1916 in Dunbar, WV. Gravely is one of the most respected names in commercial lawn and garden equipment. Products include walk-behind, zero-turn and outfront mowers.



Major product lines:

Gravely announces several new introductions to its product line:

► The new 1334 Pro G walk-behind mower features a 34-inch cutting width and an entry level price. It is powered by a 13-horsepower Kawasaki twin engine, and features the exclusive Gravely Air-Flo deck, zero-

maintenance XL spindle and hardened steel blades. The 1334 Pro G is covered by a two-year manufacturer's warranty and operates at 6 mph forward speed.

► Gravely also introduces its 44Z zero-turn mower featuring a 44-inch cutting width and a 17-horsepower Kawasaki twin engine. Additional features include a seven-gauge cutting deck with 1/4-inch spindle reinforcement, maintenance free spindles and Hydrogear commercial pumps and wheel motors. The 44Z is covered by a two-year manufacturer's warranty, operates at 9 mph forward speed and has a 7-gallon fuel capacity.



Gravely,
an Ariens Company
655 W. Ryan
Brillion, WI 54110

Toll-free customer service:
800-472-8359
Fax: 920-756-2407
E-mail: info@ariens.com
Web site:
www.gravely.com



Philip Hamilton
President

Philip Hamilton has nearly 40 years of international business management experience with companies such as Ford Motor Co., International Harvester and Kubota Tractor, in the agricultural, lawn care and construction machinery arena.

MISSION STATEMENT

- Exceed Customer Expectations
- Be a World Class Manufacturer
- Employ, Develop, and Retain Exceptional People
- Focus on Continuous Improvement



EverRide (Auburn Consolidated Industries)
2100 J. St.
Auburn, NE 68305

Phone: 402-274-8600
Fax: 402-274-5031
E-mail: Sales@EverRide.com
Web site: www.EverRide.com

Auburn Consolidated Industries

Product focus

Auburn Consolidated Industries (ACI) Inc., based in Auburn, NE, has been involved in the design and production of products for major original equipment manufacturers in the agricultural, lawn care and light construction machinery arena since 1926. The company's line of premium zero-turn commercial mowers is sold under the EverRide brand through a network of distributors and more than 200 dealers in the United States and Australia.

Years of experience in building OEM products and several thousand hours of product testing went into the design and engineering of the company's flagship, the EverRide Warrior zero-turn mower. Available with either a Kohler® 27-hp engine, or a Kawasaki® 25-hp engine, the Warrior mower features 54- and 60-inch decks, pivoting



Both the EverRide Warrior mower (left) and the EverRide Hornet mower (right) feature high-volume tunnel deck design for cutting through deep grass.

front axle and a hydrostatic drive.

Product features that make the EverRide Warrior mower stand out from its competitors include:

- An industry-leading height-of-cut adjustment window of 1 inch to 6 inches. A foot-operated, spring-assisted pedal allows the operator to adjust the height by hand from a sitting position.
- A "tough-as-nails" frame and manufactured parts cut from Grade 50 steel. The Tunnel Deck made from

heavy-duty 7-gauge welded construction is the deepest in the industry for moving through tall grass. Its 149 square inches of discharge area – the largest on the market – and a 1½-inch blade overlap eliminate streaking.

► The EverCool Hydrostat System has the biggest pumps and motors in its class, plus top-mounted cooling fans that provide 37-degree heat reduction for longer service life.

The Warrior mower is available with a quick attach, 12-bushel grass catcher that allows installation or removal in 90 seconds or less. Its cable-control engagement is easily accessible to the operator, and its hook mount boot allows for quick installation and removal.

A smaller version of the Warrior mower will be available in January 2005. The EverRide Hornet zero-turn commercial mower will be available with two engine sizes, 48- and 52-inch decks, a hydrostatic drive and optional grass catcher.

The Hornet mower is designed for the commercial contractor and landscaper using many of the same innovative features found on the Warrior mower. Its narrower wheel base and smaller deck size make the Hornet mower ideal for areas that are landscaped with trees and gardens.



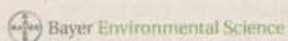
The EverRide Warrior is specifically engineered so that its quick attach grass catcher fits right into it.



Dan Carrothers
Vice President,
Chipco Professional Products

MISSION STATEMENT

Bayer Environmental Science continues a tradition of innovative research and top-of-the-line professional products, backed by highly trained sales and field development representatives.



Bayer Environmental Science
95 Chestnut Ridge Road
Montvale, NJ 07645

Toll-free customer service:
800-843-1702
Product Information line:
800-331-2867
Fax: 201-307-3386
E-mail:
bcs.gpcinfo@
bayercropscience.com
Web site:
www.bayerprocentral.com

Bayer Environmental Science

Product focus:

Bayer Environmental Science manufactures a full line of turf and ornamental products for use on golf courses, home lawns, sports fields, commercial landscapes, nurseries and greenhouses. Products include herbicides, fungicides, insecticides and plant growth regulators.

Manufacturing facilities:

With manufacturing facilities worldwide, Bayer Environmental Science produces premier products for use in the turf and ornamental marketplace. In the United States, facilities are in Pasadena, TX; St. Louis, MO; and Kansas City, MO.

Technical support:

Bayer Environmental Science supports its green industry products with a dedicated turf and ornamental research facility in Clayton, NC, where industry experts develop and investigate new chemistries and formulations. Our focus at Bayer Environmental Science is the development and creation of innovative technologies and solutions for the challenges our customers face every day. Field development, sales and technical representatives located throughout the country offer regionalized support for all Bayer Environmental Science products.

Major product lines:

Bayer Environmental Science offers products to fit all areas of turf management and ornamental pest control. The company offers one of the most complete product lines in the green industry, including:

MERIT®

► **Merit® insecticide** delivers outstanding control of a variety of turf and ornamental insects. A broad-spectrum, systemic insecticide, Merit is effective at extremely low use rates.

COMPASS™

► **Compass™ fungicide** is a broad-spectrum strobilurin fungicide that offers high efficacy at very low rates against turfgrass diseases, especially brown patch, anthracnose, leaf spot, and gray leaf spot.

BAYLETON®

► **Bayleton® fungicide** combines long-term control with both granular and spray formulations for broad-spectrum turf and ornamental disease control.

REVOLVER™

► **Revolver™ herbicide** is a selective post-emergence herbicide that removes unwanted cool-season grasses from warm-season grasses.

topchoice™

► **TopChoice™ insecticide** controls fire ants for up to 52 weeks with just one broadcast application. Based on powerful fipronil, TopChoice also controls mole crickets, fleas, ticks and nuisance ants.

ACCLAIM™

► **Acclaim® Extra** keeps crabgrass under control at a cost-effective price. A convenient, post-emergent herbicide, Acclaim Extra also controls other key annual and perennial grasses in turf.

DeltaGard®

► **DeltaGard®** controls more than 50 surface-feeding and ornamental pests at extremely low rates. DeltaGard is effective against ants, fleas, ticks and other key pests.

Finale®

► **Finale® herbicide** provides non-selective post-emergent control of a broad spectrum of annual and perennial grasses and broadleaf weeds.

ProStar®

► **ProStar® fungicide** is a leading lawn care fungicide for brown patch control. ProStar also provides 21- to 28-day control of other key diseases.

Doug Seekins
President - BlueYellow, LLC

MISSION STATEMENT

BlueYellow™ Engineered Turf System will become a recognized and preferred method for establishing high quality turf grass in the golf, commercial landscape, and residential markets by delivering exceptional quality and value to both turf care professionals and homeowners.



BlueYellow, LLC
1400 W. Ninth St.
Brunswick, GA 31520

Toll-free customer service:
800-667-3268
Fax: 912-280-6808
E-mail:
bypro@kochcellulose.com
Web site:
www.blueyellowpro.com

Key contacts:
Doug Seekins, President,
BlueYellow, LLC
912-265-5780 ext. 7703
doug.seekins@
kochcellulose.com
Peter Abitz, Director of
Commercial Services
912-280-6830
peter.abitz@
kochcellulose.com
Cindy Peebles, Customer
Care Manager
912-280-6836
cindy.peeples@
kochcellulose.com

BlueYellow, LLC

BlueYellow™ is a revolutionary engineered turf system that provides a one-step solution to turf establishment. The system combines a cellulose-based mat with a calibrated blend of high quality grass seed and fertilizer in the form of a lightweight, 100% biodegradable roll. The innovative product is specifically engineered to produce a sod-quality turf with a lot less labor and at a fraction of the cost.

MAKE GREEN:

Lush, Uniform Turf Establishment

BlueYellow yields exceptional results and is simple to install with seed, fertilizer and mulch all in one

application. Just prep the seedbed, roll the product out where you want grass, and water it thoroughly. BlueYellow is biodegradable, so there is nothing to remove after installation. The moisture retention of the cellulose mat and the precise distribution of seed and fertilizer deliver an exceptionally uniform germination and grow-in.

BlueYellow is available in a wide range of standard seed blends or can be manufactured to your specifications with any variety of commercially available seed and fertilizer – giving you a precise, prescription turf for new construction and renovation projects.

MAKE GREEN:

Easy Installation and Reduced Rework Saves Money

No special skills or equipment are needed to install BlueYellow, significantly reducing the time it takes to get the turf establishment process started. Why spend as much as 30 man-hours installing an acre of sod and fertilizer, or up to 20 hours on traditional seed and fertilizer,



when BlueYellow is easily installed in eight hours? Plus, the uniform establishment reduces the time required to produce lush, full turf.

MAKE GREEN:

Help Protect the Environment

BlueYellow is a safer alternative for the environment than traditional methods because the system reduces over-fertilization and is completely biodegradable. The improved moisture retention can reduce the frequency of watering, and the cellulose mat, which adheres to the soil when watered in, prevents seed migration. The substrate maintains its integrity for several weeks, protecting the seed and fertilizer, and reduces the potential for contamination and costly rework. Upon completion of germination, the cellulose mat degrades completely, leaving absolutely nothing to remove. BlueYellow can easily be contoured around trees, irrigation components, drainage inlets and other obstacles, and serves to suppress weeds before it biodegrades.

BlueYellow offers quality turf the first time, every time, in less time.



Mike Ryan
President

MISSION STATEMENT

Our mission is to be recognized as a world leader in the engineering, manufacture and marketing of compact industrial, construction, and agri-business equipment, attachments and related services.

Bobcat Company

Product focus:

Bobcat Company – a business unit of Ingersoll-Rand – manufactures skid-steer loaders, compact track loaders, all-wheel steer loaders, mini-track loaders, compact hydraulic excavators, telescopic tool carriers, utility vehicles, the Toolcat 5600 utility work machine, utility products, portable power and compaction, and a long line of job-matched attachments.

Manufacturing facilities:

Bobcat Company

210 First Ave. NE
Gwinner, ND 58040

Bobcat Company

521 S. 22nd St.
Bismarck, ND 58506

European Facilities:

BOBCAT CR, S.R.O.
U Pivovaru 600
263 12 Dobr
Czech Republic



BOBCAT FRANCE S.A.

Route de Nantes
BP 71
F-44160 Pont-Chateau
France

Technical support:

For the name of your nearest Bobcat dealer, please use the Bobcat locator on www.bobcat.com.

Major product line:

Compact Track Loaders: A Bobcat® compact track loader's strongest asset is its

low ground pressure. By distributing the operating weight throughout the tracks, these machines carry heavy loads, while causing minimal turf damage. The track undercarriage also provides maintenance crews with the traction they need to work in wet and muddy conditions where other loaders don't perform as well. With rated operating capacities of up to 3,000 pounds, they are capable of handling pallets of sod, seed and fertilizer. The Bobcat track design provides great digging performance and is easy to maintain – idlers and roller are permanently lubricated, and no special tools are required to change or adjust the tracks.



Bobcat Company
250 E. Beaton Drive
West Fargo, ND 58078-6000

Toll-free customer service:
866-823-7898
Fax: 701-241-8704
E-mail:
infocenter@bobcat.com
Web site:
www.bobcat.com





John Shiely
Chairman, President and CEO

MISSION STATEMENT

Briggs & Stratton Commercial Power is driven to be your power solutions partner of choice by providing engine application expertise, a full range of robust, high performance engines, a brand the market trusts, a service network of more than 15,000 dealers and worldwide factory services and support.



COMMERCIAL POWER

Briggs & Stratton
Commercial Power
12301 W. Wirth St.
Wauwatosa, WI 53222-2110
Toll-free customer service:
800-999-9333
Fax: 414-256-5116
E-mail:
Page.Doug@basco.com
Web site:
www.commercialpower.com

Briggs & Stratton Commercial Power

Product focus:

Briggs & Stratton Commercial Power designs and manufactures robust, high-performance engines and is a leading provider of commercial power solutions.

Manufacturing facility:

The Vanguard engines are manufactured in world-class factories through alliances with Mitsubishi Heavy Industries and Daihatsu, a member of the Toyota Group.

Major product lines:

The Vanguard engine family is the company's premier line of air- and liquid-cooled gasoline and diesel engines.

The Vanguard™ V-Twin BIG BLOCK air-cooled and liquid-cooled commercial engines provide economical power, increased horsepower-to-weight ratio and the same mounting footprint for air- and liquid-cooled applications.

The Vanguard V-Twin BIG BLOCK air-cooled engines are available in 25-, 27-, 29-, 31-,

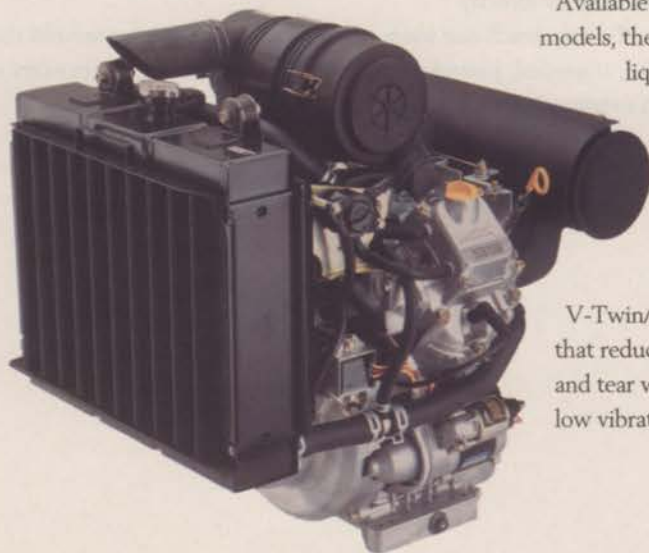


33- and 35-HP models. The engines feature an advanced debris management system that is incorporated into the engine's air-cooling system and allows the engine to run cooler and cleaner, while enhancing durability and performance. Innovative tuned intake and exhaust systems provide a quieter running engine.

Available in 25-, 28-, 29-, 31-, 33- and 35-HP models, the Vanguard V-Twin BIG BLOCK liquid-cooled engines have high-capacity liquid cooling that allows engines to run cooler, smoother and longer, while giving the highest level of engine performance and durability.

Both engines contain

V-Twin/Overhead Valve (OHV) technology that reduces component and equipment wear and tear while providing superior balance and low vibration.



Dave Tucker
President

MISSION STATEMENT

Our mission is to facilitate the success of business organizations by providing quality products and uncompromising customer service that significantly increases their performance capability.

CLIP Software

Product focus:

CLIP continues to be the service industry leader in management software for more than 17 years.

CLIP gives you the ability to route, schedule, estimate and job cost your jobs and projects. CLIP also contains contact management software with all of your customer's information and history of all services rendered since your first uses of CLIP!

You can track all your crews and the time spent on each job/location. CLIP produces employee efficiency reports and revenue tracking reports showing the profitability of each job and each customer.

With more than 8,000 copies sold and 17 years in business, we are ready to help you eliminate paperwork and become more productive. CLIP uses Palms, Bar codes, GPS technology and WAP technology to keep track of your crews, equipment, and to easily update completed field work for rescheduling, billing, and revenue tracking.

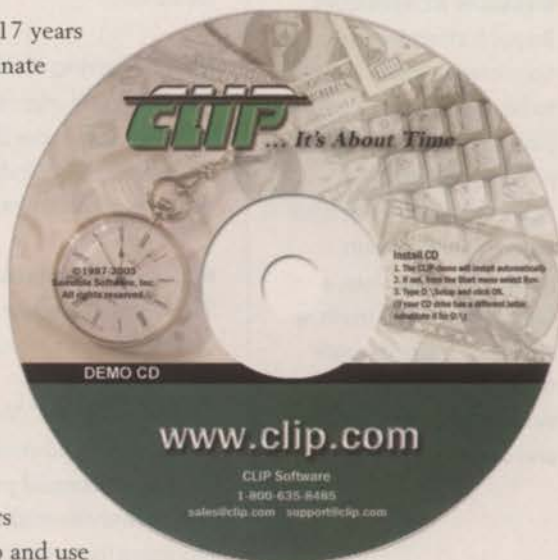
In addition, CLIP links with QuickBooks, Peach Tree, Word, Excel, MapPoint and Outlook.

Technical support:

CLIP has a dedicated team of programmers and support technicians to help you set up and use the program to the fullest!

We are always enhancing CLIP with new features that we gather from our more than 9,500 users. We even have a special e-mail list, wish@clip.com to help users express their wants and needs to us directly.

To help teach our users, we send certified trainers around the country. They teach classes and, if needed, provide "hands-on" on-site training to get extra one-on-one training. We do this so everyone can get the most out of CLIP!



CLIP Software
9639 Dr. Perry Road,
Suite 123
LJamsville, MD 21754

Toll-free customer service:
800-635-8485
Fax: (301) 874-3613
E-mail:
sales@clip.com
Web site:
www.clip.com



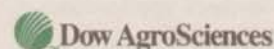
Jerome Peribere
President/CEO

MISSION STATEMENT

Dow AgroSciences delivers innovative technology that exceeds market needs and improves the quality of life of the world's growing population.

We do this through:

- Responsible pest control
- Aiding the production of an abundant, nutritious food supply
- The use of plants as a renewable agricultural resource to produce new and improved agricultural outputs



Dow AgroSciences LLC
9330 Zionsville Road
Indianapolis, IN
46268-1054

Toll-free customer service:
800-255-3726
Fax: 800-905-7326
E-mail:
info@dow.com
Web site:
www.dowagro.com/turf

Dow AgroSciences

Product focus:

Headquartered in Indianapolis, Dow AgroSciences is a global leader in providing pest management, agricultural and biotechnology products. The company employs more than 5,700 people in more than 50 countries and has worldwide sales of more than \$3 billion. Dow AgroSciences is a wholly owned indirect subsidiary of The Dow Chemical Company.

Major product lines:

Professional turf, ornamental and technical products for golf courses, lawn care and landscape contracting. Products include:

► **Dimension® specialty herbicide** – Provides premium season-long pre-emergence control of spurge and oxalis and other grassy weeds, along with early post-emergence control of crabgrass. Never stains and won't harm turf. Great for use on overseeded turf.

► **MACH 2® specialty insecticide** – Provides unbeatable grub and lepidopteran prevention for season-long control. Currently costs up to 10 percent less per acre than other leading grub control products. Performance is guaranteed.* Wide window of application (apply early and up to 2nd instar) provides route scheduling flexibility. Waits 21 days for rain.

► **Spotlight™ specialty herbicide** – Powerful yet selective post-emergence herbicide for improved control of clover and other hard-to-control weeds. Fast acting herbicide shows visible activity within 48 hours. Wide spectrum of control in tank-mix with broadleaf herbicides. Non-volatile formulation won't harm cool and warm season turf.



► **Eagle® specialty fungicide** – A liquid systemic fungicide for protectant and curative control of 19 turf-destroying diseases such as dollar spot and brown patch. Available in a convenient, easy-to-use container ideal for use on home lawns and backyard fruit trees. A single application lasts up to 21 days.

► **Curfew® soil fumigant** – The most effective product for the management of nematodes, particularly in sandy soils where nematodes inflict serious damage to turfgrass. Reduced

fertilizer and water requirements due to enhanced root system (30% to 50% less water needed after application). Offers improved root zone management. Approved for use on golf course greens, tees and fairways, and sports fields in Florida, Georgia, Alabama and South Carolina.

Technical support:

Eighteen sales representatives, five technical sales representatives, three sales managers, four product technical specialists and various marketing specialists provide stewardship, training and solutions to formulators, distributors, university researchers and end users nationwide. Specimen labels and material safety data sheets are available from the Customer Information Center or online at www.dowagro.com. Publications include product fact sheets and *Panorama™*, an eight-page newsletter for professional turf and landscape managers.

*Limitations and conditions apply. Guarantee payment is limited to the cost of the MACH 2 component of the formulation used. For complete details see Dow AgroSciences MACH 2 guarantee at www.dowagro.com/turf or see your supplier for details.

Yoshi Nagao
President

MISSION STATEMENT

ECHO Incorporated is the growing, global leader in providing superior value power equipment products and services to the lawn & garden industry and other chosen markets.

We work as a team with our employees, suppliers, and business partners to deliver innovative, technologically advanced products that fulfill the needs of our customers.

We operate as an important business unit of Kioritz Corporation.



ECHO Incorporated
400 Oakwood Road
Lake Zurich, IL 60047

Toll-free customer service:
800-673-1558
Dealer locator:
800-432-ECHO
Fax: 847-540-9670
E-mail:
marketing@
echoincorporated.com
Web site:
www.echo-usa.com

ECHO Incorporated

Product focus:

Ask any landscape or forestry pro, "Who makes the most dependable outdoor power equipment?" and they will say, "ECHO". ECHO manufactures high quality, handheld equipment for professionals and discerning homeowners.

Manufacturing facility:

ECHO engineers, manufactures and supports its products in the Northwest Chicago suburb, Lake Zurich, IL, which also is the company's corporate headquarters.

Major product lines:

► **Trimmers.** ECHO's easy-to-use custom ergonomic controls, lightweight design and super powerful Power Boost Tornado™ technology give you the tools to enhance your productivity.

► **Brushcutters.** Offered in five engine displacements and flex cable or solid steel shafts,

there is an ECHO Brushcutter for any application ranging from rough grass, thickets, or shrubs to dense undergrowth.

► **PAS.** The Pro Attachment Series® (PAS) features a tool for every need. Two power sources work in conjunction with 10 commercial-grade attachments offering flexibility and performance.

► **Edgers.** Lightweight and easy to maneuver, Perfect Edge® Power Edgers deliver superior power and durability. Three models are available with a Pro-Torque™ gear case that provides 30 percent more torque.

► **Hedge Clippers.** Designed for professionals who demand performance, ECHO clippers are tough, reliable and loaded with helpful features like throttle lockout, commercial-grade gear cases and cutters, and vibration-reducing engine mounts.

► **Shred 'N' Vac.** The Shred 'N' Vac® turns yard debris into



garden mulch fast. Blow it. Shred it. Bag it. It's that easy.

► **Blowers.** Designed in both handheld and backpack versions, ECHO has combined high-volume air output and low-decibel sound levels to create a powerful blower that will blow away leaves and grass but not the neighbors.

► **Chain Saws.** ECHO Chain Saws combine superior balance, outstanding control, and vibration-reduction technology to give you a powerful, easy-cutting saw with trouble-free handling.

► **Power Pruners.** ECHO Power Pruners® provide fast, easy and safe pruning for hard-to-reach applications. Loaded with features like lightweight design, comfortable controls, adjustable oiler, and Oregon® Intenz™ guide bars make the Power Pruner a versatile tool that delivers commercial-grade tree care.

► **Sprayers.** ECHO sprayers discharge herbicides, pesticides and fertilizers cleanly and evenly.





Douglas York
President

MISSION STATEMENT

At Ewing Irrigation, Golf & Industrial, our mission is to conduct our business with a high commitment to the values of: honesty, tolerance, perseverance, courage, responsibility, self-discipline, loyalty, faith, and quality work. We strive for service excellence, building a mutually profitable relationship with each customer while developing services for contractors and commercial end users. Our goal is to be the safest, most efficient provider of goods and services in our industry, and have fun doing it!



Ewing Irrigation,
Golf & Industrial
3441 E. Harbour Drive
Phoenix, AZ 85034

Toll-free customer service:
800-343-9464
Fax: 602-437-0446
E-mail:
webservices@ewing1.com
Web site:
www.ewing1.com

Ewing Irrigation, Golf & Industrial

Product focus:

Ewing Irrigation, Golf & Industrial, your premier wholesale distributor featuring friendly people, quality products and superior service since 1922, offers irrigation and landscape products, water-management solutions, low-voltage lighting, water features and industrial plastics to industry professionals.

Technical support:

Ewing offers professionals 135 convenient branch locations in 16 states, spanning America's Sunbelt from California to Florida. Ewing assists you in every way, from planning advice to installation details and after-sales service. We invest a great deal of time and resources into the education of our employees, with courses that explore the industry's products and systems, including pumps, low-voltage lighting, drip irrigation, water features drainage and erosion

control. You can count on us to keep you informed of the latest industry trends and developments.

Ewing Online is simply the best online resource serving the golf, irrigation, landscape and industrial plastics industries. Our web site and online ordering facility allows customers to build and submit orders, create product quotations, customize personal order pads, view and use personal order and quotation history and create multiple users with varying approval and purchase levels.

Ewing is focused on the success of our customers. That's why we offer special programs designed to increase your savings and suit your budget! Our Cash Card Program rewards customers with every-day savings and year-end rebates when you



purchase your irrigation supplies with cash, check or credit card. We also offer volume purchase discounts, coupon mailers, and monthly counter specials.

Major product lines:

Our commitment to advanced technology and conservation are paramount to Ewing's success. Save water and solve problems with products like the MP Rotator Sprinkler. The MP Rotator is the size of a spray nozzle and converts a traditional spray head into a rotating 16 to 30 feet multi-stream sprinkler with high uniformity and a low application rate. The wind-resistant MP2000 delivers one-third the flow of a conventional 15-foot spray nozzle and virtually eliminates water waste from puddling, slope runoff, high-pressure misting and poor spray head coverage. It also solves low-pressure problems. Its adjustable arc and radius with matched precipitation reduces the need to change nozzles.



Tony Pappas
CEO/President

MISSION STATEMENT

At Exaktime, we understand the value of time and attendance management as the difference between profit and loss.

Our products and services help thousands of customers save time and money by managing their employees' time on the job more effectively.

Exaktime is dedicated to providing the finest products and services in the industry while assuring that we are the easiest company to do business with.

Our purpose is to innovate, lead, and serve our customers by ensuring that Exaktime helps make businesses better year after year.

Exaktime is:
Innovation At Work.

Exaktime
22801 Ventura Blvd.
Suite 310
Woodland Hills, CA 91364

Toll-free customer service:
888-788-8463
Fax: 818-222-6148
E-mail:
info@exaktime.com
Web site:
www.jobclock.com

Exaktime

Product focus:

The Jobclock System was designed and invented by a contractor who found it nearly impossible to manage employee time and attendance.

His workers were arriving late and leaving early, handing in illegible timecards, rounding up their hours, and claiming overtime for hours not actually worked – and his business suffered the consequences.

The Jobclock System puts contractors and landscapers back in control of their employees and their business.

Rugged, weatherproof, and battery-powered, the Jobclock acts as an on-site supervisor and provides 100% accurate timekeeping.

With The Jobclock System, you no longer rely on your workers to fill in timecards nor do you have to collect and decipher them.

The Jobclock System makes payroll preparation a snap when you print out clean and accurate time reports, summarized by worker, jobsite and activity.

By ensuring that you only pay your workers for the time they worked, The Jobclock System saves you time and money each payroll.

60,000 workers clock in and out each day using The Jobclock System.

Manufacturing facility:

The Jobclock System is made in the United States.



Exaktime is based in Woodland Hills, CA.

Technical support:

Product specialists are available to answer questions and customize a Jobclock System to fit your needs. Contact us at 888-788-8463 Monday-Friday from 8 a.m. to 5:30 p.m. Pacific Time. Product support is provided free of charge for the first year.

Major product lines:

The Jobclock System combines hardware and software that tracks employee time and attendance. The Jobclock System fits the needs of small business but can expand to handle the most rigorous tracking required by a large organization.

The AccountLinX family of products integrates attendance records from The Jobclock System into various accounting programs.



Express Blower, Inc.

Product focus:

The Express Blower® is the only blower equipment designed and manufactured to quickly and efficiently apply compost, soils, aggregates, sand, mulches and wood chips. The Express Blower® equipment is perfect for the erosion control, construction, and landscape industries, as it reduces labor requirements while increasing profitability and efficiency.

Manufacturing facility:

Each Express Blower® is built to our customer's specifications at our Eugene, OR, facility. We operate using a manufacturing process that maintains the highest quality standards using the most reliable and durable components available, and allows us the flexibility to meet our customer's needs.

Technical support:

Express Blower's unique approach offers a complimentary sales visit to personally view the capabilities of the trucks as well as the potential business opportunities. Our direct distribution offers a distinct advantage over a typical equipment dealer, because Express Blower customers work directly with the industry experts. We provide comprehensive operator and maintenance training, 24-hour technical and service support, plus marketing materials to help with the advertising and promotion of your business.



All Express Blower® models are manufactured to the same high quality standards. With a variety of models available, there is one to suit any need, including fully-integrated box and chassis units and trailer mount units. The newest

Express Blower® model is the RB-20HD. It has been developed to blow aggregates and other heavy or abrasive materials all day, every day – under homes, behind retaining walls, and even up 10 stories or more for rooftop gardens.



Express Blower, Inc.
1275 Bailey Hill Road
Eugene, OR 97402

Toll-free customer service:
800-285-7227
Fax: 541-349-8161
E-mail:
info@expressblower.com
Web site:
www.expressblower.com



Don Claus
Director, Specialty Products
Business
FMC Agricultural Products
Group

MISSION STATEMENT

Feeding the world, protecting health, and providing the conveniences of life. That is the mission of FMC.

FMC Corporation is a global, diversified chemical company that employs more than 6,000 people throughout the world. FMC Corporation divides its businesses into three segments: Agricultural Products, Specialty Chemicals and Industrial Chemicals.



FMC Corporation
Specialty Products Business
1735 Market St.
Philadelphia, PA 19103

Toll-free customer service:
800-321-1FMC
Fax: 215-299-6100
Web site:
www.pestsolutions.fmc.com

FMC Corporation

Focus:

FMC Specialty Products Business, headquartered in Philadelphia, is a leading manufacturer of high performance insecticides, termiticides, termite baits, miticides, herbicides and ant control products – including the Talstar® family of products, featuring TalstarOne™ multi-insecticide – for pest management professionals, lawn care operators, golf course superintendents, greenhouse & nursery growers, and tree care operators.

Technical support:

FMC Specialty Products Business is staffed with dedicated professionals in research and development, technical service, field sales, customer service and marketing. To reach a customer service or technical support representative, please contact the Customer Satisfaction Center at 800-321-1FMC.

Major product lines:

► **Talstar® Family of Products** – TalstarOne™ multi-insecticide is the flowable with all the features and benefits you've come to rely on from the Talstar® brand of insecticides. It's one convenient product labeled



for termites and 75 other pests, including mites and all ants targeted by LCOs. And it's labeled for food-handling areas.

► **Talstar® EZ and PL granular insecticides** provide effective, long-lasting residual control over pests, including all species of ants targeted by PMPs. Two unique formulations for every situation provide the most convenient and broadest line of solutions for your turf pest problems. For use in California, FMC offers Talstar® CA granular insecticide.

► **QuickSilver™ T&O Herbicide** – QuickSilver™ T&O herbicide provides fast, broad-spectrum control of post-emergent broadleaf

weeds, including tough-to-control weeds such as clover and thistle. QuickSilver™ adds easily to broadleaf weed tank mixes, is rain-fast in one hour and effective in 24 to 48 hours.

► **Onyx™ Insecticide** – Onyx is the new cost-effective insecticide that provides long residual activity and broad-spectrum control of the toughest pests that attack trees, including bark beetles, wood borers and clear wing borers.

► **SmartBiz® business management software** – SmartBiz® is designed to aid professionals in the profitable operation of their entire business.



Phil Wenzel
President & COO

MISSION STATEMENT

Premier designer, manufacturer, marketer and distributor of high quality outdoor power equipment sold exclusively through independent dealers.



Ferris Industries
5375 N. Main St.
Munnsville, NY 13409

Toll-free customer service:
800-933-6175
Fax: 315-495-0101
E-mail:
marketing@
ferrisindustries.com
Web site:
www.ferrisindustries.com

Ferris Industries

Product focus:

Ferris Industries manufactures the most complete line of mid-mount zero-turn mowers in the commercial mowing industry. Featuring IS® Independent Suspension, powerful engines and heavy-duty construction, Ferris mowers increase productivity and profitability. You can calculate your own results at ferrisindustries.com/calculator.php. IS® Independent Suspension is the first and only independent suspension system for riding mowers.



Manufacturing facility:

To meet the increasing demand for its products, Ferris recently completed a 50,000-square-foot addition. Highlighting this expansion is a new assembly line designed specifically for value-added manufacturing. Combined with a previous expansion in 2000, the Ferris facility totals 160,000 square feet.



Technical support:

Ferris Industries, a Simplicity Company, is part of The Dealer Line®. Customers can count on the service and support they get from authorized Ferris dealers. Those dealers are backed by the most experienced sales force in the industry and a parts and service organization that is second to none.

Major product lines:

Zero-turns, three-wheel riders and walk-behinds.



Stan Guyer
President

The Grasshopper Company

Product focus:

Grasshopper True ZeroTurn™ mowers are built for maximum comfort, durability, productivity and versatility while providing easy operation, agility and timesaving performance. Deep DuraMax™ decks deliver a quality cut in a variety of mowing conditions. The QuikConverter Implement System™ lets you change FrontMount™ deck sizes or add attachments in minutes without tools. The industry-exclusive PowerFold™/Electric Height Adjustment option for Grasshopper 48- to 61-inch FrontMount™ DuraMax™ decks effortlessly raises the front of the deck vertically with the flip of a switch for easy access to the underside for cleaning and maintenance. PowerFold™ also lets you change cutting heights from 1 to 4.5 inches with the same switch.

Manufacturing facility:

Grasshopper power units, mowing decks and attachments are produced by skilled

workers with high-tech equipment including computer-aided manufacturing fully integrated with a 3-D solid modeling computer design system, and CNC fabrication and machining. Facilities include more than 300,000 square feet of manufacturing, testing and warehouse space in Moundridge, KS.

Technical support:

Technical support is provided to Grasshopper customers through an extensive dealer network throughout the United States. The company provides service schools for its dealers.

Major product lines:

Grasshopper True ZeroTurn™ FrontMount™ mowers with horizontal crankshaft, OHV engine choices from 14 to 32

hp, liquid-cooled or air-cooled, gas or diesel. Grasshopper True ZeroTurn™ MidMount™ mowers with horizontal crankshaft, OHV engine choices of 18 to 32 hp, gas or diesel. Deck cutting widths available from 44 to 72 inches. All mowers come standard with ROPS (except 600 Series). Year-round attachments include PowerVac™ collection systems, AERA-vator™, edger, turbine blower, V-plow, dozer blades, rotary brooms, snowthrowers, tine-rake dethatchers, and sprayers. Other options available include winter enclosure and heater.



The Grasshopper Company
P.O. Box 637
Moundridge, KS 67107

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info@grasshoppermower.com
Web site:
www.grasshoppermower.com



Rick Geise
Brand Manager

MISSION STATEMENT

As a leader in the recycling movement, Griffin formulates Nature Safe® as an ideal fertility and environmental foundation for turf professionals.

Nature Safe was designed and formulated to provide an overall plant food from a nutritional standpoint, not from a waste disposal need.

Natural and organic fertilizers are agronomically beneficial for the plant and soil. Nature Safe is your environmental partner for the future.



Natural & Organic Fertilizers

Nature Safe Natural &
Organic Fertilizers
4221 Alexandria Pike
Cold Spring, KY 41076

Toll-free customer service:
800-252-4727
Fax: 859-572-2574
E-mail:
rgeise@griffinind.com
Web site:
www.naturesafe.com

Nature Safe Natural & Organic Fertilizers

Product focus:

Nature Safe fertilizers are constructed meal-based fertilizers derived from feed grade proteins such as meat, bone, blood, poultry, fish and feather meals as well as bakery by-products and humates, not waste by-products. Nature Safe has the highest amino acid concentration of any commercial fertilizer ensuring product consistency and nutrient availability, resulting in an extremely predictable release.

Nature Safe promotes great turf color and builds stress tolerance. The slow, even feed minimizes top

growth and enhances microbial activity to reduce thatch. Nutrition and fertility are critical to building root mass, improving density, and enhancing overall disease management properties to protect your turf.

Aeration is an ideal application opportunity. Nature Safe stimulates microbial activity that strengthens and deepens roots while encouraging lateral growth for quick recovery.

As a dormant feed, Nature



Safe builds carbohydrate reserves for improved winter stress management resulting in improved turf health and vitality.

For overseeding applications, Nature Safe delivers a nutrition-based foundational feed for new seedlings for up to three months of residual growth based on temperature. Apply as a supplemental feed throughout the winter for excellent turf establishment results.

Major product lines:

- ▶ 5-6-6 Starter Fertilizer
- ▶ 7-1-14 High Potassium Fertilizer
- ▶ 8-3-5 Stress Guard
- ▶ 8-5-5 Landscape Fertilizer
- ▶ 10-2-8 All Season
- ▶ 12-2-6 Ammonium Sulfate Fortified
- ▶ 15-2-8 with Meth-Ex 40®
- ▶ 21-3-7 Blended with UFLEXX™



2003 Picture Perfect Award Winner

Richard E. Hunter
President and CEO

Hunter Industries

With a legacy of pioneering efforts, Hunter has focused on bringing to market truly innovative products that have the power to advance the industry.

At the heart of the Hunter product line are the company's signature pop-up gear-driven rotors. Using the most advanced technology to deliver a consistent stream of water to a precise location, Hunter rotors helped launch an industry-wide "rotor revolution" by becoming the standard by which all sprinklers that followed would be measured. Because all

number of zones a particular job requires. No need to replace a controller with a larger one when a system's needs grow – simply add another module. And no need for the installer to stock an inventory of various sizes of controller – just keep base units and extra station modules on hand.

With a complete line of irrigation components encompassing virtually every kind of landscape need, the Hunter product lineup is rounded out by a wide range of valves, spray heads, and a full family of sensor products.

All Hunter products are sold exclusively through an international network of professional irrigation distributors. This highly successful system has made Hunter products

available only to professional designers and installers who rely on the brand for the distinction it gives their projects and because Hunter is an industry leader.

But it is more than simply products at Hunter. It's a full commitment to helping those who purchase the brand make their business be the best it can be. A prime example is the Hunter Preferred Contractor Program, the industry's only frequent buyer program that helps members



get the equipment they need, advertise and promote their services, and provide training for their personnel.

There's also the Hunter DATA Line that puts design recommendations, programming solutions, and installation assistance just a phone call away. The Hunter Web site teeming with valuable resources. A wide array of computer software and helpful printed materials. Advanced education through the Hunter Institute of Irrigation, and more. In fact, no other company in the industry provides the kind of ongoing support that Hunter does.

From the performance of their products to the performance of their people, Hunter is dedicated to the needs of the irrigation professional.



Hunter rotors pop up above the turf when in operation, then retract below grade when the cycle is completed, landscape irrigation has become more accurate, reliable and safer.

Thanks to the concept of modularity, Hunter is bringing a revolution to the irrigation controller line as well. Starting with a base unit to which modules that contain additional stations are added, it is possible to configure a single controller to the

Hunter®
The Irrigation Innovators

Hunter Industries
1940 Diamond St.
San Marcos, CA 92078

Toll-free customer service:
800-733-2823
Fax: 760-471-9626
Web site:
www.hunterindustries.com



David Zerfoss
President, Husqvarna
North America

MISSION & VALUES

Husqvarna's corporate purpose is to empower customers, associates and stockholders to grow and prosper. With that goal in mind, Husqvarna pursues integrity above all else with its EAGLES values:

- ▶ Exceed expectations
- ▶ Attitude of serving others
- ▶ Growth – Professional and personal
- ▶ Learning for a successful future
- ▶ Environmental responsibility
- ▶ Speed – Responding quickly and effectively.



Husqvarna
7349 Statesville Road
Charlotte, NC 28269

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E-mail:
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Web site:
www.husqvarna.com

Husqvarna

Product focus:

Husqvarna outdoor power equipment's exceptional quality and performance can be attributed to exceptional manufacturing. Based on its Swedish heritage, Husqvarna brings a tradition of excellence to every product, providing precision engineering, ergonomic excellence, innovative design features, exceptional attention to safety and performance, and a continuing commitment to environmental integrity and respect.

Manufacturing facility:

Husqvarna's North American headquarters in Charlotte, NC, serve as the main office

for administrative functions such as sales, marketing and customer service. In addition, a warehouse operation coordinates product shipments, while an assembly operation produces trimmers, saws, blowers and accessories. Husqvarna also operates distribution centers in Albany, NY, and Salt Lake City, UT.

Technical support:

Husqvarna supports its end users with an extensive technical support system as



well as top-flight training through its professional product specialists and mobile training units. Husqvarna also partners with ALCA and PGMS to sponsor training programs and instructional events throughout the year.

Major product lines:

Husqvarna offers forest, lawn and garden power equipment for all applications, providing Total Source Solutions through a complete line of chain saws, clearing saws, cut-off saws, and lawn and garden products, including riding and walk-behind mowers, yard and garden tractors, tillers, edgers, brushcutters, grass trimmers, backpack and hand-held blowers, snow throwers, and commercial turf care equipment.





Paul Mullet
President

Hustler Turf Equipment

Product focus:

From the very first true zero-turning radius mower in 1964 to today, Hustler has concentrated on providing the most durable, the most productive mowers in the industry.

Manufacturing facility:

More than 100,000-square-foot facility in Hesston, KS, which features the latest in powder-coat paint technology with a 9-stage wash system for the best finish in the industry.

Major product lines:

► **Hustler Z** – Featuring the toughest construction in the industry, the Hustler Z™ sports the strongest frame, front caster forks, deck, and blade spindles on the market. In fact we offer a lifetime warranty on the tractor frame

and the leading edge of the mowing deck. The 60-inch side-discharge deck features very-high blade-tip speed, high-lift blades, and six anti-scalp wheels to produce a beautiful finish.

Mowing heights can be changed from 1 inch to 5 inch in ¼-inch

increments with a simple foot-operated deck lift.

► **Super Z** – Built for speed, built to last. Top speed of the Hustler Super Z™ is 15 mph, making this the fastest z-rider on the market. The Super Z offers a choice of either 60-inch and 72-inch side-discharge decks. Add the 9-bushel BAC-VAC™ catcher or the new three bag catcher from Humboldt for a clean finish spring, summer or fall.

► **ATZ** – The Hustler ATZ was born to climb. It lives to



traverse. A modified Hustler Super Z, the ATZ is the perfect addition to a fleet where matchless performance on slopes must involve no compromise with flat-out Z-rider productivity.

► **FasTrak** – The FasTrak mows with a professional quality of cut at a brisk seven miles per hour. It moves nimbly around obstacles. Slopes are not a problem. And the FasTrak trims close to sidewalks, trees, birdbaths, and flower beds. The FasTrak features 44-inch or 52-inch side-discharge decks produce a beautiful cut. Optional Mulching Kits and side-mount catcher are available.

► **Mini Z** – At 72 inches in length, it's the most compact mini on the market. The Hustler Mini Zs work from a wide stance with a low center of gravity. Handling on slopes is sure, confident and non-slip.

HUSTLER® Turf Equipment

Hustler Turf Equipment
200 South Ridge Road
Hesston, KS 67062

Toll-free customer service:
800-395-4757
Fax: 620-327-3123
E-mail:
info@excelhustler.com
Web site:
www.hustlerturf
equipment.com





Jim Paluch
President and Founder

MISSION STATEMENT

To Energize a Zillion
People!



JP Horizons, Inc.
8119 Auburn Road
Concord, OH 44077

Toll-free customer service:
877-JPH-JAMS (U.S. only)
E-mail:
beth@jphorizons.com
Web site:
www.JPHorizons.com

JP Horizons, Inc.

Over the past decade and half, JP Horizons, Inc. has become the best at implementing innovative People Solutions that drive business performance! By focusing on fundamental business issues (Market, Teamwork, Training, Systems, Cost Control and Rewards) and utilizing companies' most often underdeveloped resource – their people – we have been propelling companies around the country toward a higher level of success.

JP Horizons brings a unique three-part offering to individuals and organizations, which is unparalleled in the green industry:

Coaching and Consulting: Through our People Solutions approach, the JP Horizons team and a Personal People Solutions coach partner with your organization to drive your business performance.

While working to keep owners and top leadership accountable for their specific deliverables and goals, we are also working with your team to help them continue to grow and develop into disciplined leaders.

Training and Team Building:

With the most complete offering of training and development programs in the industry, we have been able to provide organizations with the tools and resources needed to build a solid foundation and continue to grow their teams from the inside out. The Training Challenge, Owners Network, Sales Jam and Leadership Jam have served as vehicles to allow organizations to provide ongoing growth opportunities for each one of their valuable team members.



The "E" Factor:

While delivering close to 200 keynotes and seminars each year, we know that you can't motivate people, but you can teach them to motivate themselves. JP Horizons' biggest asset is the power of positive energy that you'll see streamlined in everything we do. Energy – the E-Factor. It is often taken for granted and overlooked in bringing the most out of your employees. Every employee that walks into an organization has the potential – just like a new piece of equipment – to be an asset to the company. You wouldn't expect the new equipment to come gassed and ready to go, so why expect the employee to be any different? It is the responsibility of the owner, supervisors, foremen and crew leaders to add energy and put this asset to work.

What is the cost to your business if you don't?

- ▶ Address your fundamental business issues.
- ▶ Develop a long-term business strategy for success.
- ▶ Train and develop the individuals on your team.
- ▶ Energize your organization!



Jon Carlson
President

MISSION STATEMENT

To be the global leader in maximizing human productivity through the design, assembly and distribution of unique specialty turf equipment, vehicles and services that create value for customers.



Jacobsen,
A Textron Company
3800 Arco Corporate Drive
Suite 310
Charlotte, NC 28273

Toll-free customer service:
888-922-TURF
Dealer technical support:
800-848-1636
Fax: 704-504-6661
E-mail:
jzvanut@textron.com
Web site:
www.jacobsen.com

Jacobsen

Product focus:

At Jacobsen, we have dedicated ourselves to do more than mow. Every day, we focus on our customers through innovative thinking, engineering and product development. For more than a century, Jacobsen has built an outstanding network of brands that has changed the way turf is maintained. We design, engineer, manufacture and support Bob-Cat®, Brouwer®, Bunton®, Cushman®, Jacobsen®, Ryan® and Steiner® equipment.

Manufacturing facilities:

More than 400 employees build and distribute parts and equipment inside Jacobsen's two state-of-the-art facilities in Charlotte, NC and Johnson Creek, WI. Jacobsen is owned by Textron, a \$10 billion multi-industry company with more than 43,000 employees in nearly 40 countries. The Textron company is known around the world for its uncompromising engineering and powerful products in the air, land and sea including Bell Helicopter, Cessna Aircraft, Kautex, Lycoming and, of course, the Jacobsen brands.

Technical support:

Jacobsen's CustomerOne® is dedicated to superior customer support for all Jacobsen products. Whether it's a replacement part, operations

manual or locating a local dealer for service, CustomerOne will have the right information: jacobsencommercial.com

Dealer technical support is available from 7:30 a.m. until 4:30 p.m. EST Monday through Friday to help repair and maintain equipment. Call 1-800-848-1636 or use the online form. Authorized dealers with factory-trained technicians know how to best maintain and repair equipment to keep it operating at peak performance. For product training, contact your local dealer. To find a local dealer call 1-888-922-TURF. Also on the Web site, noted agronomist Dr. Milt Engelke and renowned landscape business management professional Judy Guido answer questions from overseeding to overtime.

Major product lines:

► **Jacobsen Fast Cat Plus** – Redesigned in 2004 to offer additional comfort, speed, drivability and convenience. This zero-turn mower is the

only light commercial/residential zero-turn mower equipped with the PowerLink 120V AC mobile power system.

► **Jacobsen JZT-2000 Series mowers** – Premium performance zero-turn riding mowers for the private land owner or lawn care professional feature 4-wheel drive and 23-hp engines. Its adjustable anti-scalp rollers deliver a safe cut on undulating terrain.

► **Jacobsen Utilimax** – Offers the convenience of a utility vehicle and the versatility of a tractor in one.

► **Jacobsen Hydrostatic Walkbehind** – A high-output, professional mower with premium hydraulic drive and Z-controls for easy operation.

► **Lawnaire V Plus** – Self-propelled precision high-speed turf aerator designed for maximum performance on slopes.

► **Mataway Overseeder/Dethatcher** – High-productivity turf machine dethatches and overseeds in one pass for maximum germination.



John Deere Construction & Forestry Company

Product focus:

The John Deere Construction & Forestry Company produces more than 120 machine models used in all facets of earthmoving, including road building, underground utilities construction, site development, and commercial and residential construction. John Deere Construction equipment is also used in landscaping, nurseries, material handling, road repair and maintenance.

Manufacturing facilities:

A global company, John Deere Construction & Forestry has manufacturing facilities in the United States, Canada, Mexico, Finland and New Zealand.

Technical support:

Customers can use John Deere's dealer locator at www.JohnDeere.com to find the nearest of more than 400 dealer locations in North America. For information on John Deere products and services, customers can visit the Web site or call the Customer Communications Center at 800-503-3373.

Deere's commitment to training is reflected in its Worldwide Training Center, a 55,000-square-foot facility



in Davenport, IA, and other facilities in Illinois and Arizona for demonstrations and training. John Deere provides technical training to customer groups to ensure that Deere equipment continues to deliver the high productivity, uptime and low daily operating costs for which it was designed. The company also offers numerous training programs to dealers and employees through JDU, an online curriculum of courses designed to certify sales and service personnel as product, application, and customer relationship professionals.

Major product lines:

Products include crawler dozers and loaders, compact to production-sized 4WD loaders, compact to production-sized excavators, articulated dump trucks, backhoe loaders, tool carriers, landscape loaders, motor graders, and skid-steers.

More than 100 models of Worksite Pro™ attachments increase the versatility of the skid steers and compact excavators and loaders.

John Deere Credit offers a number of flexible finance programs to qualified buyers to make acquisition easier.



JOHN DEERE

John Deere Construction
& Forestry Company
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Moline, IL 61265

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309-765-0227
Customer Communications
Center: 800-503-3373
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E-mail:
jdeere@groupo.com
Web site:
www.JohnDeere.com



John J. Jenkins
President, John Deere
Worldwide Commercial
& Consumer Equipment
Division

MISSION STATEMENT

We aspire to distinctively serve customers – those linked to the land – through a great business, a business as great as our products.



JOHN DEERE

John Deere Worldwide
Commercial & Consumer
Equipment Division
P.O. Box 13603
Research Triangle Park,
NC 27709

Toll-free customer service:
800-537-8233
Fax: 919-804-2343
E-mail:
jdlawns@JohnDeere.com
Web site:
www.JohnDeere.com

John Deere Worldwide Commercial & Consumer Equipment Division

Product focus:

The John Deere Worldwide Commercial & Consumer Equipment Division manufactures and distributes a full line of lawn care products for residential, commercial, and golf and turf applications. The John Deere organization is noted for more than 165 years of innovation, the highest-quality products, and its product and operator safety initiatives.

Manufacturing facilities:

The John Deere Worldwide Commercial &



Consumer Equipment Division manufactures its line of commercial equipment in Raleigh, NC; Charlotte, NC; Horicon, WI;

Greeneville, TN; Rock Hill, SC; Gummersbach, Germany; and Enschede, The Netherlands.



Technical support:

At www.johndeere.com, John Deere customers can find information on a variety of support functions, including online product operator manuals, warranty information and product selector tools. In addition, customers can call the John Deere Customer Communications Center at 800-537-8233.



Tetsuji "Mike" Tomita
President, KTC

Kubota Tractor Corporation

More than halfway through the calendar year and well into Kubota Tractor Corporation's (KTC) business plan for 2004, the news from the field is encouraging for Kubota management, employees, dealers and Kubota equipment owners.

The 2004 introduction of Kubota's first utility vehicle has been an unquestionable success. The RTV900 is assembled at Kubota

Manufacturing of America (KMA) in Gainesville, GA, and is the latest in U.S.-produced Kubota equipment. Equally strong numbers are being recorded for construction and agricultural lines, parts and accessories sales.

"Beyond the

continuing success of our product lines, the other big news from a corporate perspective is the opening of three new warehouse and distribution facilities. These newest additions are critical to our success in this market and represent the most significant capital investment KTC has made in one year, in the United States," said Tetsuji (Mike) Tomita, KTC president.

Kubota's growth is being experienced nationwide with many new facilities being constructed. These additions will allow Kubota to enhance its ability to meet growing production, sales and distribution demands to ensure that dealer and customer service



Kubota's Oakwood, GA, Campus assembles Kubota M-Series utility tractors, tractor/loader/backhoes, and tractor/loaders. The Oakwood facility is Kubota's first separate tractor and equipment assembly plant in the United States.



The RTV900, Kubota's first-ever utility vehicle, is assembled at Kubota Manufacturing of America (KMA) in Gainesville, GA.



Kubota's ZD-Series along with many other products are distributed from Kubota's new National Distribution Center in Gainesville, GA.

remains at the highest level – a responsibility that is top-priority for Kubota. The new facilities include:

► **Western Division Warehouse, Distribution and Assembly Facility:** KTC broke ground July 9 on a new 180,000-square-foot warehouse and office facility in Lodi, CA.

► **Northern Division Warehouse and Distribution Facility:** On July 15, KTC broke ground in Columbus, OH, for a new building that will house the Northern Division's marketing, service, finance, parts and whole-goods operations.

► **National Distribution Center:** On July 23, Kubota celebrated the opening of its fourth facility in Georgia. The National Distribution Center is in full operation, shipping product to Kubota dealers across the United States.

Kubota

Kubota Tractor Corporation
3401 Del Amo Blvd.
Torrance, CA 90503

Toll-free customer service:
888-4-KUBOTA
Web site:
www.kubota.com



Michael DiMino
President & CEO

MISSION STATEMENT

- ▶ To be the sales, marketing, manufacturing and distribution services leader for the professional green and pest control industries.
- ▶ To provide expert technical advice, high-quality products and services delivering unsurpassed value to our customers.
- ▶ To conduct ourselves with the highest ethical standards in everything we do for our customers, shareholders and associates.

LESCO®

LESCO
15885 Sprague Road
Cleveland, OH 44136

Toll-free customer service:
800-321-5325
E-mail:
rwest@lesco.com
Web site:
www.lesco.com

LESCO

Product focus:

LESCO remains committed to providing its customers with the products they need, when they need them. Our spreaders set the industry standard, whether we're talking about stainless steel units or our new HPS Spreader (pictured below).

In addition, our line of commercial mowers continues to grow. This year, we added a series of float-deck, walk-behind units, and our sales are stronger than ever.

Of course, LESCO supplies thousands of customers with fertilizer, turf seed and control products on a daily basis, and these offerings continue growing

stronger with new LESCO herbicides, insecticides and fungicides. In the last 12 months, LESCO has introduced Bandit (grub control) and Lifeguard (crabgrass control), and more new products are on the way.

Technical support:

Many of LESCO's customers count on the company

because of the convenience our extensive network of stores affords them – products there when they need them. But our customers know that we're more than a warehouse. LESCO's technical expertise delivers tremendous value to our customers. They know that LESCO personnel, whether in the stores or in the LESCO Tech Services Department (available toll-free at 800-321-5325 or via techguys@lesco.com), can help them solve problems. That's the type of business partnership that LESCO has enjoyed with its customers for the last 42 years, and that's why our customers have made LESCO the industry's No. 1 product supplier. LESCO has more than 270 stores across the country. Visit www.lesco.com to find the one nearest you.



Robert Balogh
President

MISSION STATEMENT

Meyer Products Inc. is dedicated to providing innovative and highly reliable snow and ice control systems to our customers at competitive prices.

Meyer Products Inc.

Product focus:

Meyer Products Inc. has consistently been a leader in the snow and ice control industry for more than 75 years. Meyer Products is fully committed to fulfilling its customers' needs and expectations. A Quality Management System in compliance with ISO 9001:2000 standards provides the foundation for achieving our commitment.

Major product lines:

► **Snowplows:** Meyer and Diamond have the widest selection of snowplows for your vehicle. We offer more than 35 models in both steel and polyethylene, and with full-trip or trip-edge blades. All Meyer and Diamond moldboards are engineered for efficiency, durability and quality. Meyer engineers take all aspects into consideration when designing our plows - overall strength and support,

moldboard friction, resistance to abrasion, and impact resistance.

The EZ-Mount Xpress snowplow system is the first snowplow system that mounts in seconds using no pins, levers, jacks, or muscle. The EZ-Mount Xpress Plow features an all-new highway style plow with an aggressive attack angle delivering maximum removal capacity. In addition, the unique design of the Xpress Plow is engineered to automatically level the plow to the ground during transportation eliminating unsightly angling.

► **Mounting Systems:** Meyer offers a wide selection of mounts. All Meyer mounts deliver rock-solid support and dependability that lasts, year after year. And since one mount can be fitted to a number of vehicles, there's



one that will fit your vehicle.

Snowplowing doesn't always take place on the open road. That's why skid-steer loaders are ideal for snowplowing in confined areas. The turning radius of the skid steer allows you to maneuver in tight areas and in between obstacles. The lift path of a skid steer allows you to stack snow high and very accurately. The Meyer/Diamond skid steer mounting fits on the biggest names in the business, such as Bobcat, John Deere, Caterpillar, New Holland, Gehl and Case.

► **Broadcast spreaders:** The new Meyer Hot Shot spreaders are the perfect companion to a commercial landscaper's work truck. These spreaders are compact and durable. Manufactured with material designed to withstand extreme temperatures, moisture, and corrosive material of winter grounds maintenance, they are built to take the wear-and-tear of year-round use and repetitive loading and unloading.



Meyer Products Inc.
18513 Euclid Ave.
Cleveland, OH 44112-1084

Customer service:
216-486-1313
Fax: 216-486-1321
E-mail:
info@meyerproducts.com
Web site:
www.meyerproducts.com



Rand Baldwin, CAE
Managing Director

Mid-America Horticultural Trade Show

The Mid-America Horticultural Trade Show will take place Wednesday, Jan. 19 through Friday, Jan. 21, 2005, at Lakeside Center in Chicago's McCormick Place. The Mid-America Horticultural Trade Show is the premier event, featuring more than 600 leading suppliers offering countless products, services, and equipment for the horticulture industry.

Green industry professionals from all over the Midwest and beyond involved in growing, designing, installing, maintaining, and selling plants and

offering three days of seminars to help keep you informed of the most important horticultural and business issues of the day.

The sessions are designed to appeal to management and staff alike. An array of topics contains information that will help you stay on top of the latest industry trends and business management issues.

Mid-Am has also added a new educational component for 2005 – the Management



Both the Midwinter Conference and the Management Workshop provide a comprehensive educational experience.

In addition, numerous association meetings, seminars, and training classes are held during Mid-Am.

The Student Career Center on Thursday, Jan. 20 offers a perfect opportunity for employers and students to connect with one another! Employers introduce their company to the new crop of horticulture grads and conduct preliminary interviews. Students can use the Career Center to meet potential employers and determine which might be a comfortable fit. The program is free to all full-time students who register in advance.

For more information on how your business can host a table at the 2005 Mid-Am Student Career Center, contact Mid-Am at 847-526-2010.



related material attend Mid-Am every January. They come to see what's hot for the coming season, learn new techniques, and connect with peers.

The Midwinter Conference continues to be a popular component of Mid-Am,

Workshop on Tuesday, Jan. 18. The Management Workshop is an all-day seminar featuring top speakers discussing marketing and business development issues specifically geared toward horticultural professionals.

Mid-America Horticultural Trade Show

1000 N. Rand Road,
Suite 214
Wauconda, IL 60084

Customer service:
847-526-2010
Fax: 847-526-3993
E-mail:
mail@midam.org
Web site:
www.midam.org

Libby Whitley
President

MISSION STATEMENT

Mid-Atlantic Solutions, Inc. was established for one purpose – to solve the employment problems of seasonal businesses by providing capable, reliable, legal labor through the federal H-2 programs.

Mid-Atlantic Solutions, Inc.

Focus:

Mid-Atlantic Solutions is the green industry's H-2 expert. The H-2B program is for non-agricultural businesses with seasonal or peak-load labor needs. It permits employment of foreign workers when local help is unavailable.

We select the country from which workers will be recruited based on your needs. Workers are admitted to the United States just to work for your company. H-2B workers can be employed year after year for up to 10 months each year depending on your labor needs. The payoff for using the program is season after season of productivity from a totally qualified, legal workforce.

Initial applicants are screened to meet your exact job requirements. You choose which workers will return in subsequent seasons, and all workers are guaranteed.

We are experts at coordinating with federal and state agencies and foreign recruiters to ensure timely approval of government paperwork, on-time delivery of qualified workers and support for both employers and workers throughout the employment season.

Mid-Atlantic handles all paperwork and logistics, including the U.S. Department of Labor H-2B labor certification application, domestic and foreign recruiting, the CIS

visa petition application and arrangement of workers' transportation.

We have an unwavering commitment to best service and highest ethics. We led the industry by introducing comprehensive service for a single published fee, currently \$2,700 for up to 10 workers. We also helped define and subscribe to highest industry professional standards. See our Web site for the right questions to ask any prospective H-2B agent.

Our commitment to best service and highest ethics has allowed us to become the largest H-2 supplier to the green industry.

Support:

Our greatest asset is our staff. Clients receive personalized, individual service from one of five experienced, full-time H2 case managers. They are backed by Libby Whitley, whose 25 years of national labor policy and regulatory expertise include serving as executive director of the National Council of Agricultural Employers and president of Mid-Atlantic Resources Association (MARA).



Mid-Atlantic Solutions, Inc.
650 Front St.
Lovingston, VA 22949

Customer service:
434-263-4300
Fax: 434-263-4700
E-mail:
solutions@maslabor.com
Web site:
www.maslabor.com



Dickran Babigian
President

MISSION STATEMENT

Customer Commitment, Innovative Technology and Fundamental Value. At Navix, Inc. we are committed to offering simple and meaningful solutions to your complex problems. Our mission is to provide our clients with tools that make distinctive, long-lasting and substantial improvements to their financial performance.



Navix, Inc.
34 Laudholm Road
Newton, MA 02458

Customer service:
617-828-1122
Fax: 617-332-4533
E-mail:
sales@navixsoftware.com
Web site:
www.navixsoftware.com

Navix, Inc.

Product focus:

To be successful, customers need flexible partnerships that match the growth of their technology to the growth of their business. Contractors need budgeting and estimating solutions that satisfy their needs while being easy to use and deploy. Navix Financial Software Suite helps customers achieve eBusiness Profitability Assurance. BPA is the ability to measure, optimize and predict profits. Navix is a leading provider of budgeting, estimating and project tracking solutions and services for the management of business information.

Major product lines:

Navix Financial Software Web Edition offers a comprehensive suite of integrated financial applications, such as budgeting, estimating, CRM and project tracking that give you the control you need to efficiently manage your business. Navix Software has the answer. Our Budgeting & Estimating packages are designed to help contractors overcome the challenges they face on every project and in their business each day.

► **Budgeting Software** – You can quickly implement our budgeting, planning, and financial reporting and analysis applications that work together to save you time and money throughout the year. Our systems enhance productivity and improve effectiveness throughout your organization, giving you the time and information you need to better understand the financial health of your organization and improve performance. Our budgeting software links seamlessly with our estimating software to effortlessly measure and track profit and performance.

Navix Financial Software Suite Web Edition enables companies to achieve its profit and performance management objectives by providing the foundation for sound decision making. Companies striving to understand and improve profitability, efficiencies, estimating, cost allocation, job costing and cost reduction rely on Navix Software for accurate, dynamic cost/profit analysis and metrics that are easy to maintain and highly scalable.

► **Estimating Software** – Estimating a project can be monotonous and tedious work. You can easily find yourself spending hours or days or weeks grinding off a set of plans, just to find cut and fill quantities for a single job. And when you're done, how do you know your numbers are accurate? You have to go back and re-check your work – and who has time for that? The Estimating package rolls everything up to generate a precise estimate in a fraction of the time you're used to.

Our estimating system is designed to handle bids from start to finish. No more re-typing quantities and costs into a spreadsheet – the Estimating package takes care of that for you. And it integrates with our other modules, so sharing data across departments is effortless.

We are committed to delivering eBusiness management solutions that offer security, reliability, availability and performance. Our innovative approach to technology is carried over into our innovative business solutions. From our revolutionary new business model to a dedicated customer relationship organization and value-added consulting services, Navix is responding to our customers' changing business needs.



Richard Diehl
CEO

MISSION STATEMENT

Our mission is to provide powerful, yet easy to use, and affordable computer-aided design technology to the green industry.

Nemetschek North America

Product focus:

VectorWorks LANDMARK provides landscape architects and landscape design/build firms the CAD technology they need to get their work done faster, to help them better communicate their design intent and to help them sell more jobs.

CAD doesn't have to be expensive or difficult to use. With the right CAD program, you can increase productivity and profitability while creating better-looking drawings and 3D presentations. For more than 20 years, landscape designers have relied on VectorWorks LANDMARK to create and present their design ideas.

Out of the box, VectorWorks LANDMARK integrates:

- ▶ A short learning curve
- ▶ Advanced 2D and 3D site design capabilities
- ▶ Powerful planning tools
- ▶ Automated plat lists
- ▶ A vast plant database
- ▶ Free symbol libraries
- ▶ Seamless AutoCAD compatibility

All this adds up to make VectorWorks the best-selling CAD program for Macintosh and an industry standard for Windows. And, since it's available for only a fraction of the cost of other CAD programs, it will help reduce costs from the start.

Manufacturing facility:

Nemetschek North America is a wholly-owned subsidiary of European software giant Nemetschek AG, Munich. The company's research,



development, marketing, sales and support are headquartered in Columbia, MD.

Technical support:

Free phone, fax and e-mail technical support is available to U.S. clients. In addition, users can choose from many training options, including third-party training manuals, CD-ROM training courses, instructor-led classroom training and in-house, one-on-one instruction.

Major product lines:

Nemetschek offers a wide line of CAD programs. In addition to VectorWorks LANDMARK, the company offers VectorWorks ARCHITECT, a program tailored to meet the diverse needs of commercial and residential architects and home builders.

VectorWorks LANDMARK
by Nemetschek North America
7150 Riverwood Drive
Columbia, MD 21046

Toll-free customer service:
888-646-4223
Fax: 410-290-5114
E-mail:
sales@nemetschek.net
Web site:
www.VectorWorks
LANDMARK.com





Jim Niemeier
President

MISSION STATEMENT

Our mission is to supply our customers worldwide with top quality, value-priced erosion control blankets and related products and to provide our distributors and North American Green with businesses that are profitable, rewarding, and growth-oriented.



EROSION CONTROL Products
Guaranteed SOLUTIONS

North American Green, Inc.
14649 Highway 41 North
Evansville, IN 47725

Toll-free customer service:
800-772-2040
Fax: 812-867-0247
E-mail: CustomerService
@nagreen.com
Web site:
www.nagreen.com

North American Green, Inc.

Product focus:

North American Green is a leading erosion control solutions provider with a worldwide network of erosion control specialists. The company's products are distributed worldwide and are used to control soil loss while assisting with vegetation establishment. North American Green's products are known for their quality and backed by the industry's strongest performance guarantee, the Ultimate Assurance Guarantee.

Manufacturing facility:

The company's erosion control blankets and turf reinforcement mats have been produced in Evansville, IN, since the company was founded in 1985.

Technical support:

North American Green's Erosion Control Specialists provide site-specific project design and product specification assistance through the company's highly-regarded Erosion Control Materials Design Software (ECMDS®).

ECMDS 4.3 includes completely updated design information and values for all North American Green products. By using the state-of-the-art software, engineers and designers get the unmatched protection of the company's Ultimate

Assurance Guarantee, enabling them to design with rolled erosion control products as BMPs to meet NPDES regulations with complete confidence.

Major product lines:

► S75®, DS75™ and S75BN™ are single-net degradable straw blankets, for temporary erosion control and vegetation establishment.
► S150®, DS150™ and S150BN™ are double-net degradable straw blankets used for temporary erosion protection and vegetation establishment on moderate slopes and in moderate flow channels.



Erosion Control on Slopes

Immediate erosion protection on steep slopes while creating optimal conditions for vegetation establishment.



Drainage Channel Protection

Our turf reinforcement mats and erosion control blankets are designed for drainage swales and channels.



Shoreline Stabilization

Wind-induced wave action can cause serious erosion problems. The Vmax Composite Reinforcement Series provides both erosion protection and permanent turf reinforcement.



Sediment Control for Active Job Sites

Sediment loss can cause serious and expensive problems on active job sites. North American Green's SedimentSTOP® keeps job site sediment in check.

► SC150® and SC150BN™ are double-net temporary erosion control blankets that include a mixture of straw and coconut fiber for more severe applications requiring erosion protection for 18-24 months.

► C125® and C125BN™ are

EROSION CONTROL Products



Guaranteed SOLUTIONS

double-net 100% coconut fiber blankets for providing protection under severe conditions up to three years.
► P300®, SC250™, C350® and P550™ are permanent and Composite Turf Reinforcement Mats. These products are designed to provide immediate erosion protection and permanent vegetative reinforcement for use in place of rock riprap or concrete.

Most North American Green rolled erosion control products are now available in 16-ft. wide rolls, which, in suitable applications, enables faster coverage of ground area with fewer seams and less waste in material overlaps, making RECP installation quicker and more cost-effective. North American Green continues to lead the industry with the most complete line of erosion control solutions; unmatched customer and technical support; independent product testing; and carrying a large inventory of products to meet delivery demand.

Greg Crawford
President

MISSION STATEMENT

Our mission is to meet the interests of all stakeholders in a manner that shows we care about:

- ▶ The growth and success of the business;
- ▶ The well-being of our employees;
- ▶ The environment and the communities in which we operate;
- ▶ Our customers and suppliers and the reputation and performance of our products and service.



NufarmTurf & Specialty
1333 Burr Ridge Parkway
Suite 125
Burr Ridge, IL 60527-0866

Toll-free customer service:
800-345-3330
Fax: 708-754-0314
E-mail:
ask@us.nufarm.com
Web site:
www.turf.us.nufarm.com

Nufarm Turf & Specialty

Product focus:

The newest additions to the Nufarm Turf & Specialty product portfolio are Triplet® Low Odor, Escalade™ Low Odor and Escalade™ herbicides.

- ▶ Triplet Low Odor is a proven three-way herbicide that effectively controls broadleaf invaders in turfgrass without the harsh chemical smell. This highly-refined formulation of 2,4-D TIPA significantly reduces the initial odor with little to no lingering smell – leaving applicators and customers happy.
- ▶ The newest and most advanced technology, the Escalade products contain Spotlight™ specialty herbicide (Fluroxypyr) from Dow AgroSciences. In combination with two proven powerful herbicides, these new products are a triple-threat to broadleaf weeds in turf. Most noticeably, the control of clover will be unsurpassed. This is also available in a low-odor formulation to ease customer concerns about the initial and lingering smell.

Manufacturing facility:

The Nufarm Manufacturing facility is in Chicago Heights, IL, and consists of four buildings on eight acres, which provides 60,000 square feet of warehouse space and 80,000 square feet of manufacturing, formulating and packaging capabilities. Although the facility primarily produces herbicides, it also formulates and packages fungicides. It can produce water-based products, emulsifiable concentrates, crystalline water soluble granules and impregnable granular products. Additionally, the facility can package any size container from one gallon to 20,000 gallon railcars.

Technical support:

The customer service call center is open from 7 a.m. to 5 p.m. CST. Feel free to speak with any of the customer service representatives to facilitate your order. The expert sales force has a long history in the turf market and many have been a part of this company for years. To find a sales professional in your area, visit Nufarm on the web at www.turf.us.nufarm.com.

≡ **TRIPLET®** *Low Odor*

ESCALADE™

ESCALADE™ *Low Odor*

*Escalade and Triplet are trademarks of Nufarm Americas Inc.

*Spotlight specialty herbicide is a trademark of Dow AgroSciences LLC.



Richard Martin
President & CEO

MISSION STATEMENT

PBI/Gordon Corporation, a 100% employee-owned company, is a national leader in specialty pest management products and those related products and services which keep our environment beautiful and bountiful.

Our mission is to continually improve our products and services to meet the needs of the many specialty markets which make up the professional turf and ornamental, home, lawn and garden, agricultural and industrial vegetation management industries.



PBI/Gordon Corporation
1217 W. 12th St.
Kansas City, MO
64101-04090

Toll-free customer service:
800-821-7925
Fax: 816-474-0462
E-mail:
webmaster@pbigordon.com
Web site:
www.pbigordon.com

PBI/Gordon Corporation

Product focus:

At PBI/Gordon, innovative product development for the turf and ornamental industry is our primary focus. We were the first to formulate products specifically for this industry.

We continually search for and evaluate products or product combinations that fill the needs of the professional end-use

market we service. Our professional field sales team keeps us constantly alerted to these needs.

A recent example is Azatrol® EC Insecticide, a botanical product that provides broad-spectrum control through multiple modes of action and has a very low potential for resistance development.

In the past, PBI/Gordon has been best known for quality herbicide products, first Trimec®, and more recently, SpeedZone®. But we're no longer "just an herbicide company." We were the first to offer plant growth regulators for fine turf. And since becoming an employee-owned company, we have taken a more aggressive position in the marketplace, have formed important strategic alliances in the industry and have introduced several new products — and there's more to come.



Manufacturing facilities:

We have two manufacturing facilities — in Kansas City, KS, and Crestline, KS.

Technical support:

Technical support service is available from dedicated support personnel on our toll-free line at 800-821-7925 (answered by real people!) or online at www.pbigordon.com or www.weedalert.com.

Major product lines:

Gordon's Professional Turf and Ornamental Products:

- ▶ SpeedZone® Herbicides
- ▶ Trimec® Herbicides
- ▶ Embark® Plant Growth Regulators
- ▶ Atrimmec® Plant Growth Regulators
- ▶ Azatrol® EC Insecticide
- ▶ Ferromec Liquid Iron
- ▶ Bensumec and PreSan Pre-Emergent Herbicides
- ▶ Launch and Focus Biostimulants



John Brady
President & CEO

MISSION STATEMENT

PHC is a socially and environmentally responsible company dedicated to the preservation of the environment through the discovery, development and sale of its innovative "earth friendly" line of products. The company markets the products as a natural systems solution to plant fertility. PHC's products are distinguished from competitors' products by their shelf life, ease of use and quality guarantees.



Plant Health Care, Inc.
440 William Pitt Way
Pittsburgh, PA 15238

Toll-free customer service:
800-421-9051
Fax: 412-826-5445
E-mail:
info@planthealthcare.com
Web site:
www.planthealthcare.com

Plant Health Care, Inc.

Company focus:

Plant Health Care, Inc. (PHC), headquartered in Pittsburgh, PA, is the world's leading developer of mycorrhizal inoculants and biofertility products for the green industry. Since 1994, PHC has harnessed the power of nature and put it into your hands. Our company is dedicated to promoting biorational practices and helping professionals embrace A Natural System's Approach® to landscape design, installation and maintenance. PHC's extensive product line of mycorrhizal fungal inoculants, biofertilizers and water management products is designed to work 'from the root up' to improve the health, vigor and sustainability of all landscape plantings. We provide outstanding technical, customer and sales support to ensure the best customer experience. Our products are



sold through a network of more than 200 distributors in the United States and Internationally under the PHC® brand name.

Major product lines:

► **Mycorrhizal.** Installing trees, palms, shrubs, flowers or turf? Start with a mycorrhizal product that fits your planting needs. Our easy-to-use planting products are designed to quickly establish new plantings and reduce transplant loss. Application-specific products include Tree Saver®, Palm Saver®, Plant Saver®, Flower Saver® Plus and Turf Saver®.



► **Biofertility.** Need a high-quality fertilizer? Are your plantings suffering from depleted soils, chlorosis or nutrient deficiencies? Choose a biofertilizer product that is compatible with your planting requirements, maintenance schedule and equipment. Beneficial rhizosphere bacteria, biofertilizer, humates and a comprehensive selection of micronutrients combine to restore soil fertility and promote the health and survivability of plants. Products include PHC BioPak® Plus, PHC® for Trees 27-9-9 and 11-22-22, Healthy Start® 3-4-3, Healthy Start® 12-16-12 for Flowers, Healthy Turf™ 8-1-9 and Flexx® Turf Premix.

► **Specialty.** Concerned about heat and drought stress? Want to boost the infectivity of existing or applied mycorrhizal fungi? PHC has products to meet your needs. Yuccah® (performance enhanced wetting agent/soil penetrant) and Terra-Sorb® (hydrogel) work to get and keep water where plants need it most – in the root zone. Compete® Plus and Colonize™ T&O (the only product of its kind) improve the bioactivity of the soil and increase the development of native or applied VA mycorrhizal fungi.

Anthony LaFetra
President

MISSION STATEMENT

Rain Bird's mission is to be the industry leader by:

- ▶ Profitably providing defect-free, high value products and services that promote the intelligent use of water for worldwide irrigation applications.
- ▶ Achieving customer satisfaction by meeting or exceeding customer expectations.
- ▶ Being a responsible employer respected by employees and the community.
- ▶ Enabling employees to be the best they can be.

Rain Bird

Product focus:

Rain Bird is the leading manufacturer of irrigation products and services. Since its beginning in 1933, Rain Bird has offered

the industry's broadest range of irrigation products for farms, golf courses, sports arenas, commercial developments and homes in more than 130 countries around the world.

Today the company produces a variety of products including:

- ▶ Spray heads
- ▶ Rotary nozzles
- ▶ Rotors
- ▶ Impact Sprinklers
- ▶ Valves
- ▶ Controllers
- ▶ Central controls
- ▶ Drip/Xerigation
- ▶ Commercial pump stations
- ▶ Lake management aerators
- ▶ Business software
- ▶ Accessories

Rain Bird has been awarded more than 130 patents, including the first in 1935 for the impact sprinkler. Rain Bird and The Intelligent Use of

Water is about using water wisely.

Its commitment extends beyond products to education, training and services for the industry and the community.



Manufacturing facilities:

Rain Bird has several state-of-the-art manufacturing, assembly and distribution facilities in the United States (California, Arizona and Alabama), and internationally in France, Sweden and Mexico.

Sales offices are also located in more than 20 countries around the world.

In addition, Rain Bird maintains one of the largest indoor irrigation testing centers in the world to ensure the development of quality products.



Technical support:

Customer support is available at Rain Bird's technical support toll-free line, 1-800-RAINBIRD (1-800-724-6247) Monday through Friday from 6 a.m. to 5 p.m. (PST).

Major product lines:

- ▶ Rain Bird™ 5500 Series Rotor
- ▶ Rain Bird™ Site Control
- ▶ Rain Bird™ ESP Modular Controller
- ▶ Rain Bird™ Low Flow Valve
- ▶ Rain Bird™ 1800 Series Pop-Up Spray Head

RAIN BIRD

Rain Bird
145 N. Grand Ave.
Glendora, CA 91741
Toll-free customer service:
1-800-RAINBIRD
(1-800-724-6247)
Fax: 626-963-4287
E-mail:
JRiley-Chetwynd@rainbird.com
Web site:
www.rainbird.com





Tony Bass
President

MISSION STATEMENT

Super Lawn Trucks improve lawn maintenance companies' efficiency and professionalism by eliminating trailers, organizing hand tools, reducing fuel stops, deterring theft, supercharging marketing and super easy operation. Our custom built, enclosed body truck systems make the perfect system for loading, mobilizing and storing landscape equipment.



Super Lawn Truck, Inc.
470 Old Hawkinsville Road
Bonaire, GA 31005

Toll-free customer service:
866-923-0027
Fax: 478-923-9444
E-mail:
info@superlawntrucks.com
Web site:
www.superlawntrucks.com

Super Lawn Truck

Product focus:

Design, build and deliver road-ready commercial trucks for landscape and lawn maintenance contractors in the United States and Canada. Our patented system operates in private landscape companies, municipalities, state and federal government agencies. Call us toll free at 866-923-0027 for Super Lawn Truck users in your area.

Manufacturing facility:

Super Lawn Truck, Inc.'s world headquarters are located in Bonaire, GA.

Technical support:

Toll-free support is available by calling 866-923-0027.

Major product lines:

- ▶ Trucks – Lawn trucks, trucks, commercial trucks, truck bodies
- ▶ Ramps and hydraulic ramps
- ▶ Tool storage system
- ▶ Tool racks
- ▶ Fuel tanks and fuel transfer tanks
- ▶ Tool boxes

- ▶ Marketing systems
- ▶ Fleet graphics
- ▶ Truck painting and graphics
- ▶ Isuzu Trucks, GMC Trucks, Chevrolet, Ford, UD, Hino





Bruce Wilson
CEO

MISSION STATEMENT

Symbiot is committed to improving the efficiency and profitability of our premier service providers by disseminating innovative, high quality, and cost-effective business solutions and programs. Symbiot will serve as a trustworthy and efficient facilitator between our premier service providers and the property service industry.



Symbiot

8180 S. Highland Drive
Suite B-2
Sandy, UT 84093
Toll-free customer service:
888-233-5518
Fax: 801-733-6902

400 Bellerive Blvd.
Suite 150
Nicholasville, KY 40356
Toll-free customer service:
866-223-9049
Fax: 859-422-5152

E-mail:
bwilson@symbiot.biz
Web site:
www.symbiot.biz

Symbiot

Symbiot is a top provider of integrated property services to commercial, retail, hospitality and industrial clients throughout the United States, managing:

- Landscape
- Interior plant care
- Full service pest control
- Snow & ice removal
- Parking lot sweeping

Symbiot's unique business model utilizes screened, local and independently owned service providers that have been invited to perform the service work. Currently, more than 600 of these companies are involved with an aggregate sales volume of over \$1.5 billion annually. Symbiot provides multiple property services to more than 450 sites in 37 states across the United States.

It is the only consortium of its kind in the nation that links property service companies to facility owners and managers, bringing one package, on one invoice, at a lower fulfillment cost.

► **Symbiot's Economic Ecosystem** – An economic ecosystem is defined as a system in which companies that are both related and seemingly unrelated can interact with each other in a global, vertical and integrated manner to benefit all. Symbiot has designed the Symbiot Economic EcoSystem to benefit its Network Partners, Purchase Power Program Partners, employees of Symbiot Partner Companies and national property and facility management contract clients.

For example, one of Symbiot's national contract clients, a fuel and gasoline provider, receives its landscaping services from the Symbiot Landscape Network. In turn, all Symbiot Network Partners can purchase their fuel at a reduced rate at the national client's fuel stations through the Purchase Power Program (P3). The fuel company can



purchase uniforms for its fuel station employees through one of Symbiot's national purchasing contracts. The system results in increased sales and lower costs for the entire Symbiot population, allowing everyone to benefit.

► **Symbiot's Purchase Power Program** – The Purchase Power Program (P3) is an integral part of the Symbiot system. Through the P3 Program, Symbiot Network Partners, National Contract Clients and the P3s themselves can control their costs through negotiated buying programs, many of which include network price structuring, rebates, modified payment terms and financing agreements. Symbiot's Network Partners often find that their cost benefits at year-end are many times greater than their initial investment in the Network.

► **Symbiot's Technology Solutions** – Symbiot is positioning itself as the R&D unit for each of its partners in the technology area. Symbiot uses its relationship with these companies and its industry expertise to develop technology products and services that enhance its partner's productivity and profitability. The essence of Symbiot is empowering its partner companies with competitive advantages in sales, purchasing, best practices and technology. Symbiot's technology solutions assist our clients in achieving their main goals of partnership and profit by adding efficiency, access to information, communication and networking as well as cost controls.

Mike Mack
President, Syngenta Crop
Protection North America

MISSION STATEMENT

The vision of Syngenta is to provide the best products and services in the industry and to build optimal packages of chemistries and technology to help our customers meet their goals. For lawn care operators, Syngenta offers industry leading products for weed and disease prevention and control, and growth regulators to help manage turf – as well as a wide variety of additional resources to help customers better manage their operations.



Syngenta Professional
Products
410 Swing Road
Greensboro, NC 27409

Toll-free customer service:
800-334-9481
Fax: 336-632-6278
E-mail:
steve.stansell@syngenta.com
Web site:
www.syngenta
professionalproducts.com

Syngenta Professional Products

Product focus:

Syngenta offers some of the most highly regarded products in the industry, including:

► **Barricade® herbicide**

Flexible long-lasting pre-emergence control of crabgrass, and more than 30 other weeds, that offers the flexibility to apply in the fall to free up the spring for other activities. Available in either water dispensable granular or flowable formulations.

► **Heritage® fungicide** – Only systemic strobilurin with up to 28 days of outstanding preventive control on 21 disease organisms on turf. Heritage is ideal for disease management in lawn care and commercial and general landscape turf.

► **Daconil® fungicide** – The premium contact fungicide in a leading-edge formulation with proven disease control for commercial turf markets.

► **Banner MAXX®** – Broad-spectrum and systemic disease control for turf and ornamentals.

► **Subdue MAXX® fungicide** – Industry standard for Pythium control.

► **Primo MAXX® turf growth regulator** – Growth regulator

for clipping management and pre-stress conditioning of turf.

of non-product-related offerings. These include the Web-based service GreenCast™



Manufacturing facilities:

Syngenta Crop Protection operates five manufacturing facilities and two formulation facilities in the United States. Syngenta also contracts 43 other formulation and packaging facilities. These state-of-the-art facilities manufacture many of our herbicides, fungicides and insecticides. Worker safety is top priority for manufacturing operations while producing the highest quality products possible for our customers. Contract formulation and packaging allows rapid response to changing needs.

Technical support:

In addition to its strong portfolio, Syngenta has the industry's most complete line

(www.greencastonline.com) that can deliver pest, weather and product information directly to a customer's desktop. In addition, Syngenta has an experienced staff of field sales representatives and technical representatives who live and work in all growing regions across the United States. Through the GreenPartners™ (www.greenpartnersonline.com) reward program, customers can accrue points for each Syngenta product purchase. These points can be redeemed for business tools such as computers, equipment, and educational seminars and conferences through PLCAA.



Lon Records
President

MISSION STATEMENT

To be the best wholesale distributor of specialty agricultural chemicals and supplies to the specialty markets, while striving to serve the needs of our customers, employees, suppliers, community and owners.



SPECIALTY PRODUCTS
Delivering Value

Target Specialty Products
15415 Marquardt Ave.
Santa Fe Springs, CA 90670

Customer service:
562-802-2238
Fax: 562-802-1786
E-mail:
heidi.luce@target-specialty.com
Web site:
www.target-specialty.com

Target Specialty Products

Delivering Value and Developing Great Relationships for over 35 Years

Headquarters in the West!
Offices in the West!
Serving landscape professionals
in the West!

Delivering value is the foundation on which Target has built its reputation. We recognize that in order to meet the needs of today's landscape management industry, we must deliver more than just product. We deliver value to today's landscape management industry in many ways:

- ▶ Experienced Staff
- ▶ Training Programs & Seminars
- ▶ Regulatory Assistance
- ▶ Plus a complete product line including:

- Disease Control Products
- Fertilizers
- Insect Control Products
- Application Equipment
- Safety Equipment

Branch offices:

- ▶ San Jose, CA 800-767-0719
- ▶ Santa Fe Springs, CA 800-352-2870
- ▶ Fresno, CA 800-827-4389
- ▶ San Marcos, CA 800-237-5233
- ▶ Tempe, AZ 800-352-5548
- ▶ Portland, OR 877-827-4381



Ken Melrose
Chairman and CEO

John Wright
Director of Marketing,
Commercial

Tim Koch, Sr.
Marketing Manager,
Grounds

MISSION STATEMENT

To be the leading worldwide provider of outdoor landscaping products, support services and integrated systems.

The Toro Company

Product focus:

Grounds managers achieve superior productivity with Toro products like Groundsmaster® mowers, Z-Master® landscape mowers, Workman® utility vehicles, Infield Pro® sand rakes, Dingo® compact utility loaders and Sentinel® irrigation control. In addition, key professional services including Toro Financing and the Toro Protection Plus extended service protection supports budget optimization and balance sheet stabilization.

Manufacturing facility:

Toro commercial and landscape mowers, utility vehicles and sand rakes are produced in Tomah, WI. Toro® irrigation products are

manufactured in El Paso, TX, and Juarez, Mexico.

Technical support:

Toro supports its product lines with a variety of industry-leading professional services including technical support and training for equipment and irrigation maintenance through its distributor network. In addition, Toro offers technical training classes for grounds equipment at its training facility in Bloomington, MN.

Major product lines:

Landscape contractors and grounds managers discover



optimal productivity in an 11-foot mower with the Toro Groundsmaster 4000-D and 4100-D. Both mowers are equipped with a powerful Kubota® 60-horsepower turbo-charged diesel engine for outstanding productivity. The all out-front deck on the 4100 gives the operator superior maneuverability and visibility. The Toro Groundsmaster 4000-D and 4100-D provide more torque than other mowers in their class. This translates into increased capacity to mow in all grass conditions. Full-time bi-directional four-wheel drive provides superior mowing capacity on hills and slippery conditions. Both mowers achieve a 0-inch uncut circle without the use of wheel brakes. This allows the operator to easily mow back and forth patterns without leaving any uncut grass.



The Toro Company
8111 Lyndale Ave. South
Bloomington, MN 55420

Toll-free customer service:
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800-348-2424
Fax: 952-887-8693
E-mail:
turfequipment@toro.com
Web sites:
www.toro.com
www.torosports.com

Bill Rose
President

MISSION STATEMENT

Turf-Seed, Inc. is a family-owned operation dedicated to the philosophy that the establishment and good health of turfgrasses is vital to the welfare of our environment. The company is committed to researching and developing the finest grass seed available and sells certified seed — a customer's assurance that the grass seed they've purchased from Turf-Seed, Inc. is of the highest purity and quality.

Turf-Seed, Inc.

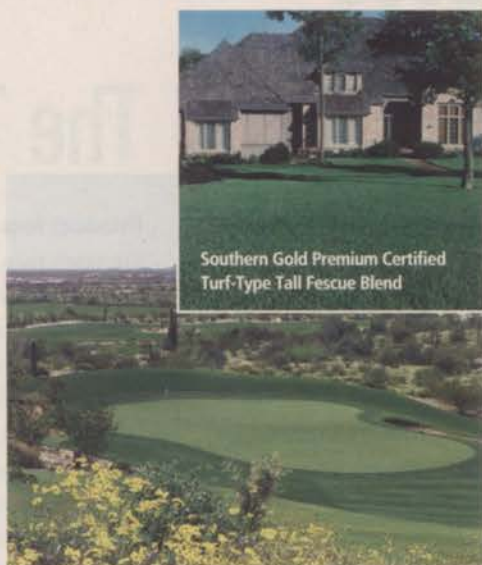
Groundbreaking Innovation, Quality Production

Approaching 35 years in business, Turf-Seed, Inc. is a worldwide leader in the turfgrass industry, providing quality production and intense marketing of top turf and forage grass seed varieties. Turf-Seed, Inc. has remained at the forefront by focusing on groundbreaking innovation from their research and development arm, Pure Seed Testing, Inc.

Turf-Seed, Inc. currently has 128 PVP varieties (varieties numbered under the Plant Variety Protection Act), a designation that helps ensure the continual advancement of turf grass varieties over time. Four of the company's varieties are patented, with another two in process, and 83 varieties are listed with the European Economic Community.

New Varieties Offer Salt Tolerance, Disease Resistance

Turf-Seed, Inc. has many turf grasses available that are bred for heat tolerance, salt tolerance and disease resistance. The new Kentucky bluegrasses, including Midnight Star and



Southern Gold Premium Certified
Turf-Type Tall Fescue Blend

Estrella Mountain Ranch (Goodyear, AZ)
Mick Twito, Superintendent
Green: Bermudagrass overseeded with Seaside II
Creeping Bentgrass
Fairways & Roughs: Brightstar SLT Perennial Ryegrass

Midnight II, are rich, dark green-blue with improved summer performance, strong resistance to rust and mildew, and greater seed yield for improved economy.

Recent landmark research was achieved by Turf-Seed, Inc.'s family of companies with the successful production of male sterile turfgrasses that are herbicide resistant but produce no viable pollen. This makes these grasses as easy to manage as present varieties but with no risk to the environment from cross-pollination.

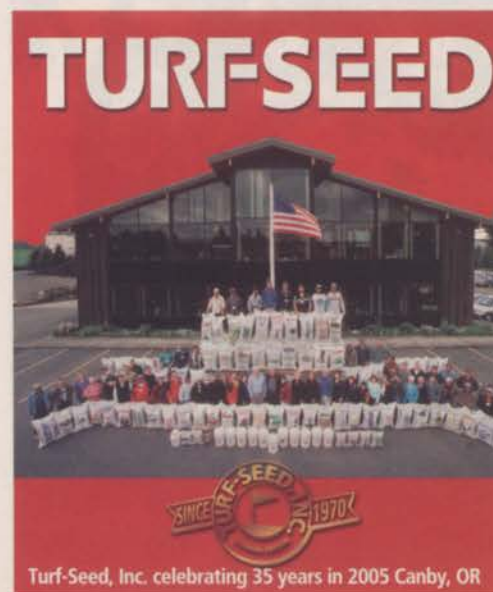
Looking ahead, varieties that will become available in 2005 and beyond include rhizomatous Tall Fescue, new salt-tolerant ryegrasses and Sea Spray seashore paspalum. Sea Spray is the first seeded seashore paspalum and has excellent salt tolerance. It adapts to a wide range of soil types, including water-logged soils, has good drought tolerance and shows strong resistance to disease under saline conditions.

For the past 22 years, Turf-Seed, Inc.'s varieties and latest advances in turf performance and seed yield from Pure Seed Testing have been shared with industry professionals at an annual field day. Field Day 23 will be held at the Rolesville, NC research facility on June 17, 2005, allowing first-hand evaluation of trials in progress.

TURF-SEED, INC.

Turf-Seed, Inc.
29975 South Barlow Road
Canby, OR 97013

Toll-free customer service:
800-247-6910
Fax: 503-651-2351
E-mail:
info@turf-seed.com
Web site:
www.turf-seed.com



Brad Oliver
Vice President—Sales
and Marketing

MISSION STATEMENT

Ty-Crop Manufacturing Ltd. designs, produces, sells and services innovative mobile material handling equipment that exceeds our customers' expectations for both value and performance.

Ty-Crop Manufacturing Ltd.

Product focus:

Ty-Crop's Turf Products include a full line of material handling and topdressing equipment designed for the daily rigors of golf course or sports field maintenance. Customers can select from a range of sizes, configurations, and prices to find the products that make the most sense for their facility, tow vehicle and budget. Product performance, simplicity and reliability have become the hallmarks of the Ty-Crop brand.

Technical support:

At Ty-Crop, we know that our customers want to be supported locally, by people they know and trust. That's why we are so committed to our distributors, and why we work tirelessly to ensure that Ty-Crop distributors are equipped with the tools and



information they need to satisfy each and every Ty-Crop owner. Every Ty-Crop representative has extensive experience and is happy to walk customers through the what, how, and when of material handling, topdressing, and everything related to these important operations. To learn more about how material handling and topdressing can help you affordably create the best possible playing conditions

visit our web site at www.tycrop.com or call us toll free today at 800-845-7249.

Major product lines:

► MH-400 Material Handling Unit

For more than 15 years, superintendents have relied on their Ty-Crop MH-400. The original material handler, the MH-400 is perfect for daily maintenance, renovations and construction, surprisingly affordable for what it can do, very simple to use, and never needs a day off.

► PP-180 Light and Frequent Topdresser

Imagine topdressing anytime, anywhere without anyone noticing. The ProPass delivers the lightest footprint and a level of spread accuracy that makes irrigating or brushing afterward optional. This technology makes light and frequent topdressing a cornerstone practice for creating greens that are faster and more consistent than ever before.



Ty-Crop Manufacturing Ltd.
9880 McGrath Road
Rosedale, British Columbia
Canada V0X 1X0

Toll-free customer service:
800-845-7249
Fax: 604-794-3446
E-mail:
turfsales@tycrop.com
Web site:
www.tycrop.com



Roger Mongeon
CEO

MISSION STATEMENT
LET US AMAZE YOU!

Weed Man

The Weed Man franchise system provides homeowners everywhere with reasonably priced, fully guaranteed lawn care services. These services include regular applications of high quality, slow-release, granular fertilizer, specially formulated for Weed Man franchisees. Other services include: seasonal applications of weed control, custom applications of insect

and crabgrass control, liming and mechanical core lawn aeration.

We encourage you to open your mind to a new and exciting lifestyle. Starting a business of your own may be the most important and fulfilling decision of your business career.

There are significant advantages to being your own boss. You want the rewards and satisfaction that

can be realized only through ownership and management of a successful and profitable business. A Weed Man franchise offers you this opportunity.

In recent years there has been considerable consolidation in the lawn care industry, and the opportunity for the owner-operated lawn care company has never been better. Our history has proven Weed Man to be recession-proof. Combine this with a busier and aging population of homeowners, and the outlook for our industry is incredible over the next 20 years.

Weed Man has achieved success through its selection of qualified individuals who show a strong desire to own their own businesses and build secure futures for themselves and their families. These individuals have succeeded in making Weed Man the fastest-growing franchised lawn care company in North America.



Weed Man

Weed Man
11 Grand Marshall Drive
Scarborough, Ontario
M1B 5N6, Canada

Toll-free customer service:
888-321-9333
Fax: 416-269-8233
E-mail:
turfholdings@aol.com
Web site:
www.weed-man.com

Henric Andersson
President

Denis Bedard
VP of Sales & Marketing

Dusty Sparks
Director of Sales

Yazoo/Kees

Product focus:

At Yazoo/Kees we stake our reputation on building tough, durable machines that get the job done. We know how much our customers rely on them and we're proud to stand behind them. Decades of engineering prowess ensure that the Max series of zero-turn mowers exceed the demands of the true landscaping professional. Yazoo/Kees takes walk-behind mowers to new heights with revolutionary designs and a focus on comfort, convenience and productivity. Yazoo/Kees is a division of Electrolux Professional Outdoor Products, one of the world's most well-respected brands of outdoor power equipment.

Manufacturing facility:

All Yazoo/Kees equipment is manufactured in Beatrice, NE. In Spring 2005, Yazoo/Kees – along with its sister company, BlueBird International – will move into a new state-of-the-art 274,000-square-foot manufacturing facility in Beatrice.

Technical support:

Listening to customers' needs has always been a priority at Yazoo/Kees. Having a responsive customer service staff, sufficient inventory and prompt shipment of orders has resulted in a great deal of loyalty from our customers.



As growth continues, these qualities will help Yazoo/Kees stay focused on the corporate vision of being the easiest company with which to do business.

Our new manufacturing facility will offer a training center with all the bells and whistles that will allow our technical support team and our customers to experience hands-on training with the latest technology.

Major product lines:

Yazoo/Kees is a leading manufacturer of commercial mowing equipment, including zero-turn-radius, walk-behind units and accessories. The line of commercial zero-turn radius mowers includes the largest and most powerful series (Mega-Max), the large frame series (Max2) and the mid-size (Mid-Max) series. Yazoo/Kees also manufactures a consumer zero-turn radius model. YK also offers gear drive and hydro drive commercial walk-behind mowers.

YAZOO/KEES

Yazoo/Kees
700 Park St.
Beatrice, NE 68310

Toll-free customer service:
877-368-8873
Fax: 800-254-2473
E-mail:
yazookees@electrolux.com
Web site:
www.yazookees.com



This page is your direct pipeline to solutions for all of your business planning needs. Use these pages to index the companies that are advertising in this planner. For more information, these companies have agreed to respond to your questions.

Simply fill in your contact information, check the companies you're interested in and describe your biggest business planning challenge. Then fax to Landscape Management and we'll do the rest!

► FAX: 440/891-2675

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ADVERTISER	CIRCLE NUMBER	AD PAGE	PROFILE PAGE
<input type="checkbox"/> A L C A		129	
<input type="checkbox"/> A S I C		140	
<input type="checkbox"/> Adkad Technologies	153	123	151
<input type="checkbox"/> Altumamats Inc	146	103	150
<input type="checkbox"/> Amigos Inc	148	110	
<input type="checkbox"/> Ariens Stens Gravely	102,160	CV3,204	152
<input type="checkbox"/> Auburn Consolidated	129	73	153
<input type="checkbox"/> Bayer Corp	110, 172	(reg)15	154
<input type="checkbox"/> Beacon Ballfields	152	111	
<input type="checkbox"/> Blizzard Plows	150	109	
<input type="checkbox"/> BlueYellow	140	91	155
<input type="checkbox"/> Bobcat Co	112	31	156
<input type="checkbox"/> Briggs & Stratton	115	35	157
<input type="checkbox"/> Bucks Fabricating	163	205	
<input type="checkbox"/> Chevrolet Truck		45	
<input type="checkbox"/> CLIP Sensible	108	11	158
<input type="checkbox"/> Dig Corp.	158	204	
<input type="checkbox"/> Dodge Chrysler		59	

ADVERTISER	CIRCLE NUMBER	AD PAGE	PROFILE PAGE
<input type="checkbox"/> Dow Agrosiences		19,21,23,61	159
<input type="checkbox"/> ECHO Inc	128	71	160
<input type="checkbox"/> Evergreen Fnd		203	
<input type="checkbox"/> Ewing Irrigation	122	56	161
<input type="checkbox"/> Exaktime	125	65	162
<input type="checkbox"/> Express Blower Inc		83	163
<input type="checkbox"/> FMC Corp	135	51	164
<input type="checkbox"/> Ferris Ind Inc	105, 164	7,205	165
<input type="checkbox"/> Ford Motor Co		16-17	
<input type="checkbox"/> GMC Truck		2-3	
<input type="checkbox"/> Grasshopper Co	141, 151	53,111	166
<input type="checkbox"/> Griffin Ind Inc	142	95	167
<input type="checkbox"/> Holland Equip	161	205	
<input type="checkbox"/> Hunter Ind	143	97	168
<input type="checkbox"/> Husqvarna	101	CV2-1	169
<input type="checkbox"/> Hustler Turf Equip	124	63	170
<input type="checkbox"/> Isuzu Motors Inc	114	26	
<input type="checkbox"/> JP Horizons		121	171

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YOUR NAME	TITLE
COMPANY	
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EMAIL	

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ADVERTISER	CIRCLE NUMBER	AD PAGE	PROFILE PAGE
<input type="checkbox"/> Jacobsen Inc.	107	10	172
<input type="checkbox"/> John Deere and Co	104, 126	4,67	174
<input type="checkbox"/> John Deere Const	103	CV4	173
<input type="checkbox"/> Kawasaki Motors	120	49	
<input type="checkbox"/> Kubota Tractor	130	75	175
<input type="checkbox"/> LESCO Inc.	116	37	176
<input type="checkbox"/> Marcus Drake Consultants	157	145	
<input type="checkbox"/> Mclaughlin Mfg	123	57	
<input type="checkbox"/> Meyer Products Inc	137	79	177
<input type="checkbox"/> Mid Am	133	80	178
<input type="checkbox"/> Mid-Atlantic Solutions	149	107	179
<input type="checkbox"/> Navix Software	136	86	180
<input type="checkbox"/> Nemetschek	109	LDB21	181
<input type="checkbox"/> NY State Turfgrass		200	
<input type="checkbox"/> North American Green	111	25	182
<input type="checkbox"/> Nufarm Turf & Specialty	106	9	183
<input type="checkbox"/> Ohio Turfgrass Fnd		127	
<input type="checkbox"/> Oregon Tall Fescue	171	93	

ADVERTISER	CIRCLE NUMBER	AD PAGE	PROFILE PAGE
<input type="checkbox"/> P A Landscape & Nursery	154	(reg) 125	
<input type="checkbox"/> PBI Gordon Corp.	134	43	184
<input type="checkbox"/> Pennington Seeds Inc	117	39	
<input type="checkbox"/> Plant Health Care	121,147,156	55,105,133	185
<input type="checkbox"/> Quality Diamond Tools	155	131	
<input type="checkbox"/> RainBird	109	12	186
<input type="checkbox"/> Super Lawn Truck	138	85	187
<input type="checkbox"/> Symbiot	144	98	188
<input type="checkbox"/> Syngenta	118	40-41	189
<input type="checkbox"/> Target Specialty Prods	145, 170	101,199	190
<input type="checkbox"/> Toro Co.	119	47	191
<input type="checkbox"/> Turf-Seed Inc	132	77	192
<input type="checkbox"/> Ty-Crop Turf Equip	127	69	193
<input type="checkbox"/> Walker Mfg Co	162	205	
<input type="checkbox"/> Weed Man	139	89	194
<input type="checkbox"/> Wilkins Operation Zurn	113	32	
<input type="checkbox"/> Worksaver Inc.	159	204	
<input type="checkbox"/> Yazoo Kees	173	135	195

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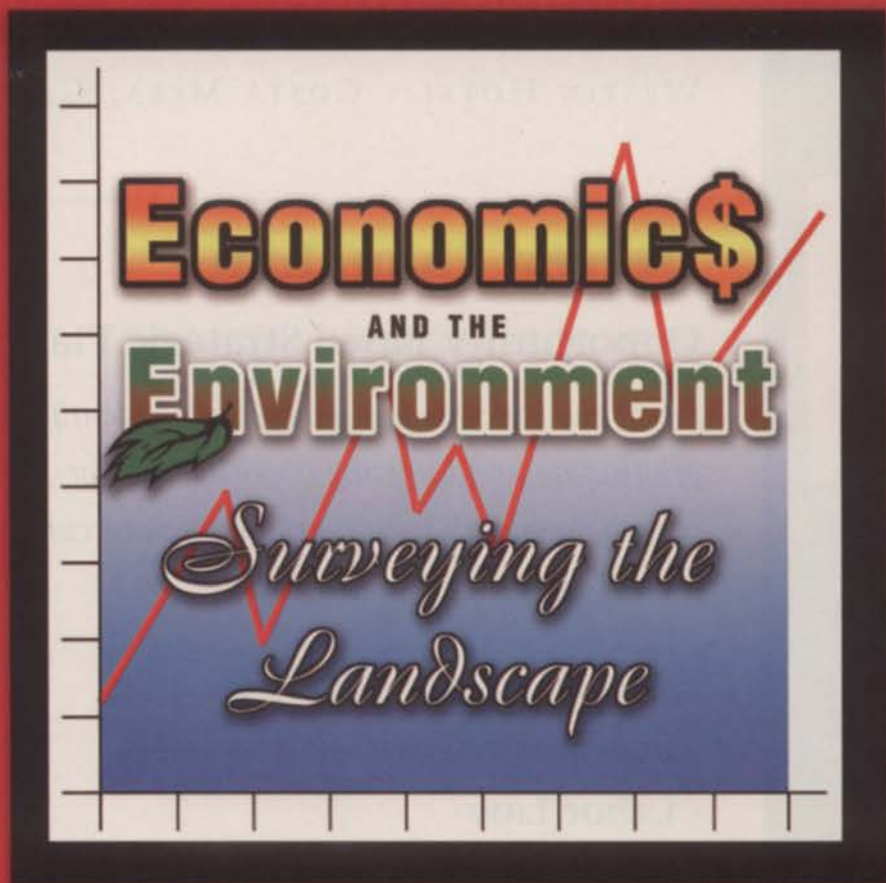
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NEW YORK CHAPTER

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1. My primary business at this location is: (Fill in ONE only)

CONTRACTORS/SERVICE COMPANIES

255 ☐ Landscape Contractors (Installation & Maintenance)

260 ☐ Lawn Care Service Companies & Custom Chemical Applicators (ground & air)

285 ☐ Irrigation Contractors & Consultants

800 ☐ Other Contractors/Service Companies (please specify) _____

LANDSCAPING/GROUNDS CARE FACILITIES

290 ☐ Sports Complexes 295 ☐ Parks 305 ☐ Schools, Colleges & Universities

825 ☐ Other Grounds Care Facilities (please specify) _____

SUPPLIERS AND CONSULTANTS

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

365 ☐ Dealers, Distributors, Formulators & Brokers 370 ☐ Manufacturers

850 ☐ Other (please specify) _____

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

10 ☐ Executive/Administrator - President, Owner, Partner, Director, General Manager, Chairman of the Board,

Purchasing Agent, Director of Physical Plant

20 ☐ Manager/Supervisor - Architect, Landscape/Grounds Manager, Superintendent, Foreman,

Supervisor

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

40 ☐ Specialist - Forester, Consultant, Agronomist, Pilot, Instructor, Researcher, Horticulturist, Certified Specialist

50 ☐ Other Titled and Non-Titled Personnel (please specify) _____

3. Which of the following services does your company provide? (Fill in ALL that apply)

MAINTENANCE/SERVICES

A ☐ Mowing

F ☐ Turf Fertilization

C ☐ Tree Care

B ☐ Turf Insect Control

D ☐ Turf Aeration

L ☐ Pond/Lake Care

J ☐ Turf Weed Control

E ☐ Irrigation Services

N ☐ Snow Removal

G ☐ Turf Disease Control

H ☐ Ornamental Care

O ☐ Other (please specify) _____

DESIGN/BUILD

I ☐ Landscape Design

M ☐ Landscape Installation

P ☐ Irrigation Installation

K ☐ Paving/Deck/Patio Installation

Q ☐ Other (please specify) _____

404RS

4. Type of customer served? (Fill in ONE ONLY)

A ☐ Commercial B ☐ Residential C ☐ Both

5. Which of the following landscape products do you purchase or specify? (Fill in ALL that apply)

B ☐ Blowers

H ☐ Herbicides

Y ☐ Ornamental/Nursery Products

F ☐ Tractors

C ☐ Chain Saws

I ☐ Insecticides

Z ☐ Pavers/Masonry/Bricks/Rocks

Q ☐ Truck Trailers/Attachments

U ☐ Engines

W ☐ Irrigation Systems

(Hardscape Materials)

R ☐ Trucks

V ☐ Erosion Control

X ☐ Landscape Lighting

3 ☐ Seed/Sod

S ☐ Turfseed

F ☐ Fertilizers

J ☐ Line Trimmers

1 ☐ Skid Steers

T ☐ Utility Vehicles

G ☐ Fungicides

K ☐ Mowers

N ☐ Spreaders

Z ☐ Water Features

6. My firm's annual revenue is: (Fill in ONE only)

F ☐ More than \$4,000,000

B ☐ \$1,500,000 - \$1,999,999

D ☐ \$500,000 - \$999,999

G ☐ \$2,000,000 - \$4,000,000

C ☐ \$1,000,000 - \$1,499,999

E ☐ Less than \$500,000

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103	115	127	139	151	163	175	187	199	211	223	235	247	259	271	283	295	307
104	116	128	140	152	164	176	188	200	212	224	236	248	260	272	284	296	308
105	117	129	141	153	165	177	189	201	213	225	237	249	261	273	285	297	309
106	118	130	142	154	166	178	190	202	214	226	238	250	262	274	286	298	310
107	119	131	143	155	167	179	191	203	215	227	239	251	263	275	287	299	311
108	120	132	144	156	168	180	192	204	216	228	240	252	264	276	288	300	312
109	121	133	145	157	169	181	193	205	217	229	241	253	265	277	289	301	313
110	122	134	146	158	170	182	194	206	218	230	242	254	266	278	290	302	314
111	123	135	147	159	171	183	195	207	219	231	243	255	267	279	291	303	315
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Landscape MANAGEMENT

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

800 ☐ Other Contractors/Service Companies (please specify) _____

LANDSCAPING/GROUNDS CARE FACILITIES

- 290 ☐ Sports Complexes 295 ☐ Parks 305 ☐ Schools, Colleges & Universities
825 ☐ Other Grounds Care Facilities (please specify) _____

SUPPLIERS AND CONSULTANTS

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850 ☐ Other (please specify) _____

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Purchasing Agent, Director of Physical Plant
20 ☐ Manager/Superintendent - Arborist, Architect, Landscape/Grounds Manager, Superintendent, Foreman,
Supervisor
30 ☐ Government Official - Government Commissioner, Agent, Other Government Official
40 ☐ Specialist - Forester, Consultant, Agronomist, Pilot, Instructor, Researcher, Horticulturist, Certified Specialist
50 ☐ Other Titled and Non-Titled Personnel (please specify) _____

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MAINTENANCE/SERVICES

- A ☐ Mowing F ☐ Turf Fertilization C ☐ Tree Care
B ☐ Turf Insect Control D ☐ Turf Aeration L ☐ Pond/Lake Care
J ☐ Turf Weed Control E ☐ Irrigation Services N ☐ Snow Removal
G ☐ Turf Disease Control H ☐ Ornamental Care O ☐ Other (please specify) _____

DESIGN/BUILD

- I ☐ Landscape Design M ☐ Landscape Installation P ☐ Irrigation Installation
K ☐ Paving/Deck/Patio Installation Q ☐ Other (please specify) _____

404RS

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- B ☐ Blowers H ☐ Herbicides Y ☐ Ornamental/Nursery Products P ☐ Tractors
C ☐ Chain Saws I ☐ Insecticides Z ☐ Pavers/Masonry/Bricks/Rocks Q ☐ Truck Trailers/Attachments
U ☐ Engines W ☐ Irrigation Systems (Landscape Materials) R ☐ Trucks
V ☐ Erosion Control X ☐ Landscape Lighting J ☐ Seed/Sod S ☐ Turfseed
F ☐ Fertilizers J ☐ Line Trimmers T ☐ Utility Vehicles
G ☐ Fungicides K ☐ Mowers N ☐ Spreaders Z ☐ Water Features

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- F ☐ More than \$4,000,000 H ☐ \$1,500,000 - \$1,999,999 D ☐ \$500,000 - \$999,999
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104	116	128	140	152	164	176	188	200	212	224	236	248	260	272	284	296	308
105	117	129	141	153	165	177	189	201	213	225	237	249	261	273	285	297	309
106	118	130	142	154	166	178	190	202	214	226	238	250	262	274	286	298	310
107	119	131	143	155	167	179	191	203	215	227	239	251	263	275	287	299	311
108	120	132	144	156	168	180	192	204	216	228	240	252	264	276	288	300	312
109	121	133	145	157	169	181	193	205	217	229	241	253	265	277	289	301	313
110	122	134	146	158	170	182	194	206	218	230	242	254	266	278	290	302	314
111	123	135	147	159	171	183	195	207	219	231	243	255	267	279	291	303	315
112	124	136	148	160	172	184	196	208	220	232	244	256	268	280	292	304	316



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Help Project EverGreen educate consumers on the environmental, economic and lifestyle benefits of green spaces. To make a contribution, volunteer your time or find out more information, call **1-877-758-4835** or visit [**www.projectevergreen.com**](http://www.projectevergreen.com).



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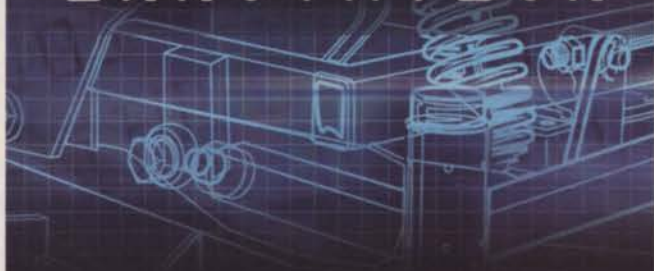
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	Design/build segment	Grounds maintenance segment
Lower profit	\$1,265,000	\$1,520,000
Higher profit	\$2,375,000	\$3,000,000
Efficiency difference	+88%	+97%

Higher profit design/build companies employ one mechanic per every \$2,375,000 in annual revenues. Compare this to their lower profit brethren who employ (on average) one mechanic for every \$1,265,000 in annual revenues.

Higher profit grounds maintenance companies employ one mechanic for every \$3,000,000 in annual revenues. Whereas their lower profit brethren employ (on average) one mechanic for every \$1,520,000 in annual revenues.

In other words, higher profit companies are almost 100% more efficient in equipment repair and maintenance as are lower profit companies in the same service segments.

SOURCE: KEHOE & CO. 2003



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How many hours a year are your service vehicles stuck in traffic jams? Here are the most congested "very large" cities to drive in, reports the Associated Press.

Very large city	Hrs. stuck per year
Los Angeles-Long Beach-Santa Ana, CA	93.1
San Francisco - Oakland, CA	73.2
Washington-VA-MD	67.3
Dallas-Fort Worth-Arlington	61.4



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- 5%  We'll have to cut something else to compensate.

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