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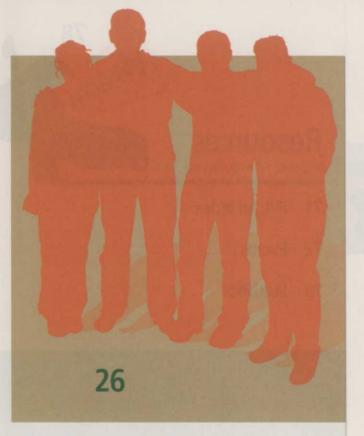
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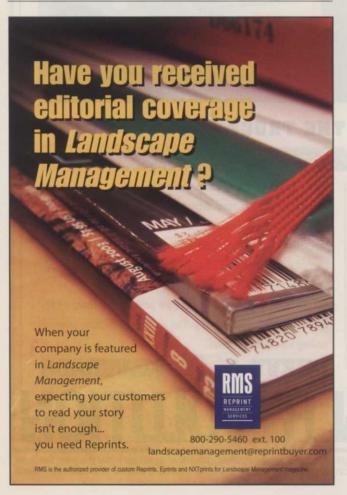
Dr. Steven Cohan is fired up about the Professional Development Academy, an exciting new program that builds confidence and leadership skills in new hires. Cohan coordinates the landscape management and internship programs at the University of Maryland, site of the 2005 PLANET Career Days. We can't do justice to Dr. Cohan's many

achievements in both the private sector and academia so we'll drop back and punt and tell you that he's a pretty fair tennis player and that he and his wife, Diane, have two sons and one grandson who they adore. Turn to page 32 to learn more about getting your young managers pumped up about being leaders.

Peter Fretty spent 15 years in automotive manufacturing before joining the nobel profession of journalism. Peter travels the country following fascinating projects and discoveries. In addition to reporting for Landscape Management, Fretty writes for an array of trade, consumer and in-flight magazines. The Press Club of Dallas



recently named him as a finalist for the 47th annual Katie Awards for top magazine feature article. Having worked for a family business for 10 years and going through the process himself, he brings a fine perspective to the topic of business succession starting on page 26.



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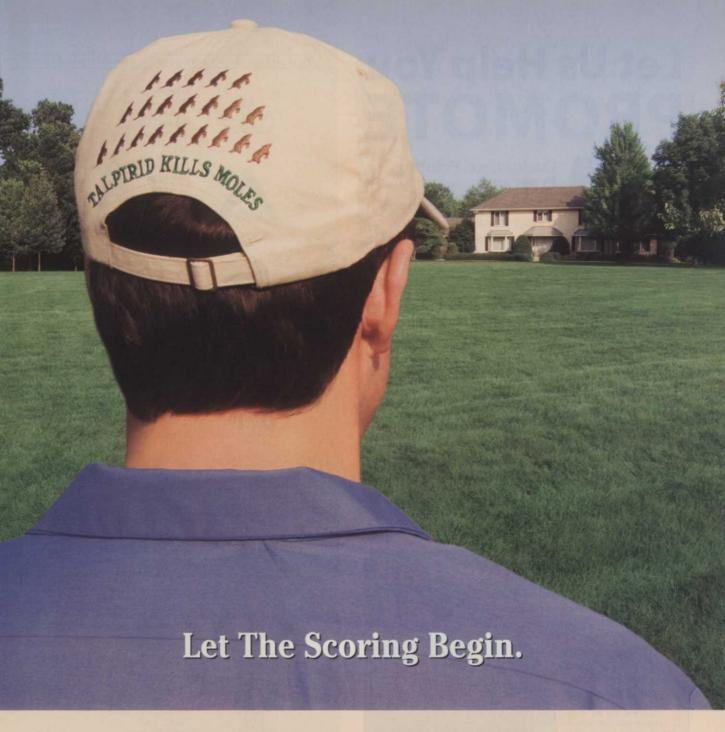
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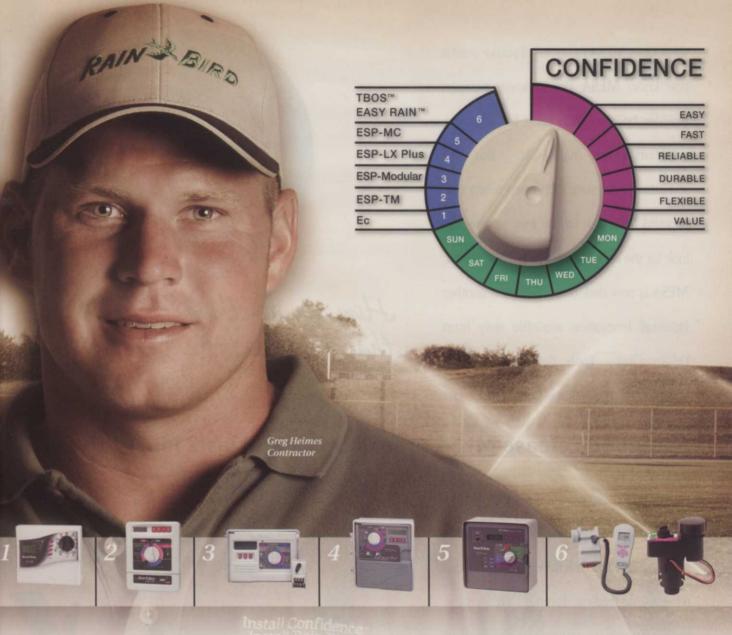
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## On the Record

BUSINES:

AS WE SEE IT

## Desperate yet?

BY STEPHANIE RICCA / Managing Editor

eautiful lawns, spacious homes, happy families. These are the hallmarks of suburbia." So began a recent episode of that addicting Sunday night soap, "Desperate Housewives." Do you watch it? Come on, admit it. You've seen it at least once.

Men tend to tune in for a glimpse of Teri Hatcher's character Susan and women don't mind the hunky lawnmowing boy, John.

What an entrepreneur. This kid doesn't drive a fancy van or sport a company logo on his shirt (probably because he'd have to wear a shirt to do that, which he doesn't). But wow, does he make out. Literally. With Gabrielle, one of the desperate housewives, every time he comes to mow her lawn, which he does just about every day. Talk about a contract.

Actually, whether it's Shirtless John or a more professional fictitious landscaper, whoever has the corner on the Wisteria Lane market must be doing well: Every single lawn is lush, green and perfect in every way.

Somehow the Wisteria Lane Homeowner's Association has managed to weed out all the nutty neighbors who think 6-in. crabgrass is "fine just because it's green," or who believe that a few rusty cars up on cement blocks in the yard substitute for a lawn.

This is such a flawless suburban greenscape, there's not even a garden gnome or chrome gazing ball in sight. No, in fact, I think this is a street full of those homeowners who hand-water their lawns under cover of darkness just to sidestep summer water restrictions.

This neighborhood has a commitment to quality landscaping and lawn care. Take Carlos, Gabrielle's husband. In one episode he got down on his knees to inspect the cut length of his newly mown grass. Of course, the grass hadn't been cut at all since the aforementioned Shirtless John just had the mower parked out front while he was inside with Gabrielle.

But revenge is sweet on Wisteria Lane. Just a few weeks ago, Gabrielle discovered her former flame and lawnmowing boy setting up a similar "contract" with another neighborhood woman. In revenge, she picked up John's trimmer and destroyed this woman's hedges while they were inside, ahem, signing the contract.

Clearly Shirtless John has a problem securing his equipment. He should have locked that trimmer up in his trailer. Except he doesn't have a trailer. It must be where he left his shirt.

So yes the landscapes are perfect, but like everything else about the show, perfect exteriors give way to crumbling interiors. So next time you watch, pay attention to the grass. There's got to be a few white grubs out there, just waiting to

strike. But don't expect
Shirtless John to come to
the rescue. I hear he's
getting killed off.

Contact Stephanie at
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This is such a flawless suburban greenscape, there's not even a garden gnome or chrome gazing ball in sight.

BUSINESS

**NEW OPPORTUNITIES** 

If you concentrate most of your business in a single segment, sooner or later you will feel the brunt of hard times.



## **Build a good customer mix**

BY BRUCE WILSON

any companies believe that homeowners association (HOA) work isn't good work. Some companies say that the best market segment is highend office. Others focus on getting public work. Yet I work with many companies that do HOA work and make a nice profit at it.

My belief is that a diversified client portfolio is best. There are several reasons for this.

If you concentrate most of your business in a single segment, sooner or later you will feel the brunt of hard times for that segment.

There have been several times in my career that the high-end office market became overbuilt, recession hit and maintenance prices in that segment took a big hit.

Apartments have gone through their cycles as well. Public work goes through outsourcing and self-performing cycles.

Another less-obvious problem with concentrating too much work in a single segment is that a company may inadvertently become too dependent on a single customer. I have seen this happen to companies when two or more property management companies that they

had business with merged. Suddenly half of their business was with one customer. This is not a good thing.

To me a good market mix is to be in multiple market segments. There are some challenges in that the needs of each segment vary slightly, but not enough to be an impenetrable barrier. I would prefer that no one segment be more than 50 % of a portfolio of a business.

It becomes somewhat of a challenge to get into some segments because clients want references of similar accounts. But if you have good references overall, your price is competitive and you sell yourself well, you can overcome that rather easily with most prospective customers.

When looking at new segments of the market, take into consideration the pros and cons of each type of work. Is there high or low potential for enhancement work? Does the customer, as in the case of public work, look primarily at low bids? How about the ability to maintain long-term business relationships? How do

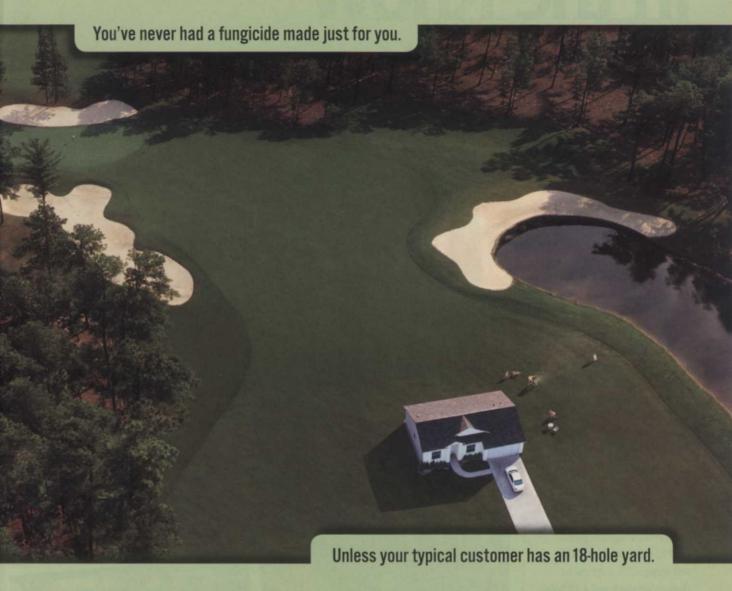
the customer's needs line up with your own company culture in terms of being able to meet the customer's expectations?

These are important questions to consider as you plan to diversify.

— The author is a partner
with Tom Oyler in the
Wilson-Oyler Group,
which offers consulting services.
He is also the director of the Symbiot
Landscape Network.

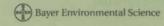
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## In the Know

ISINESS NEWS YOU CAN USE

BY RON HALL / Editor-in-Chief

OUISVILLE, KY - Perfect October weather blessed the '05 International Lawn, Garden & Power Equipment EXPO, where the biggest attraction is a 20acre outside demo area where you can try out the equipment. By the end of the 2 1/2-day EXPO the 17,487 visitors (706 from other countries) had beaten the grounds outside of the renovated Kentucky Exposition Center into dust. (Of course, vendors put all right again after the last mower was tucked onto a trailer and the last backhoe powered down.)

#### Nice growth in '05

Attendance at the outdoor power extravaganza grew by 7%, compared to 2004, reflecting a 5% increase in dealers/retailers and a 14% increase in lawn and landscape professionals, reported the Outdoor Power Equipment Institute (OPEI).

More than 5,000 supplier personnel greeted attendees and promoted an incredible variety of power equipment. Included in this year's mix were more than 50 products in the New Products and Innovations Showroom.

This year saw a nice uptick in the number of people taking advantage of educational seminars. Most remarkable were the 100 or so attendees, almost all of them men, who spent their Saturday afternoon listening to landscape presentations — and this during one of the biggest college foot-

EXPO '05 rocked L'ville

Attendees were amazed at the engine cutaways at the Briggs & Stratton booth. Center, The pitching machine at the Shindaiwa display was busy. Below, LM Managing Editor Stephanie Ricca tested a propane Dixie Chopper.



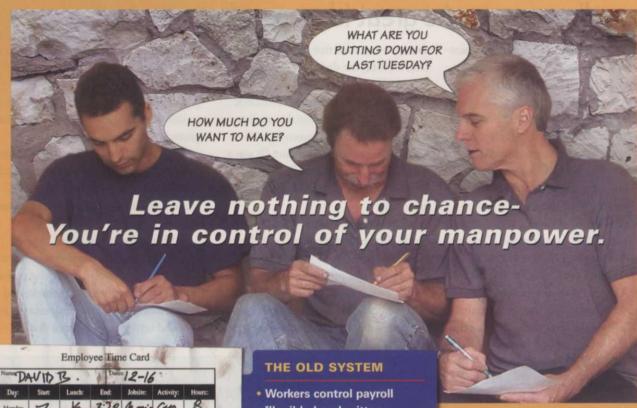
ball games of the season, USC vs. Notre Dame.

Apart from the weather, the mix of vendors and the growing variety and quality of educational sessions, were some of EXPO's highlights.

Don't forget the bands. Briggs & Stratton's corporate band opened for legendary rockers Paul Revere and the Raiders. The next evening, Ariens, to kick off next season's 90th anniversary for its Gravely brand, sponsored a kick-butt performance by country rockers the Charlie Daniels band.

EXPO rocks back into Louisville next year for an Oct. 6-8 run.

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| Tue                            | 12/13 | 7:12 AM<br>12:43 PM          | 12:07 PM<br>3:23 PM        | Irrigation<br>Irrigation             |            | hours<br>hours | 7:35 hours |
| Wed                            | 12/14 | 7:12 AM<br>12:46 PM          | 12:02 PM<br>3:49 PM        | Irrigation<br>Irrigation             | 4:50       |                | 7:53 hours |
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## In the Know

## Canadian pros make great idea even better

OTTAWA, CANADA — Landcare professionals here took a popular U.S. public service project and made it their own. And they hope to take it national in '06.

In late October about 50 landscape and lawn care pros gathered at Beechwood Cemetery, a historic cemetery overlooking Parliament Hill here, and improved the grounds of a portion of the 160-cemetery.

Borrowing from the annual Remembrance and Renewal project at Arlington National and Old Congressional Cemeteries in Washington, D.C., the Canadian Green Industry pros concentrated their efforts on about 10 acres set aside for the country's veterans. The worked hard that day to make that particular portion of the

the cemetery attractive for Remembrance Day, Nov. 11, the day Canada honors its veterans.

Chris Lemcke, technical coordinator, Weed Man USA, estimates the small group donated somewhere between \$15,000-\$20,000 in services and product. "It was a start," he said. Lemcke and Sharon Urquhart, Green Unlimited, organized this first event.

Companies like Bayer, Plant Products, Scotts, Ritches and NuGrow contributed products while Tim Hortons, a popular restaurant chain, offered up coffee and donuts. Business owners and employees of local landscape, lawn care and tree care companies provided the technical expertise and labor.

"I think we came in and offered the help at the right time," said Lemcke, explaining that caretakers of the particular section of the cemetery that the group improved have a limited grounds budget.

Unlike the United States, Canada does not have a "national" cemetery dedicated to its veterans. Instead there are special sections within cemeteries across that vast country.

"What we're hoping is that this becomes a national event and that people in our industry get involved in similar projects in their local communities," Lemcke said. "There is beauty in these cemeteries, in nature, and certainly we enhance that."



### IA names 2005 award winners







FALLS CHURCH, VA — The Irrigation Association named the winners for its 2005 awards program, honoring those people, places and organizations that have taken an industry-leading role in irrigation and water conservation.

This year's winners include:

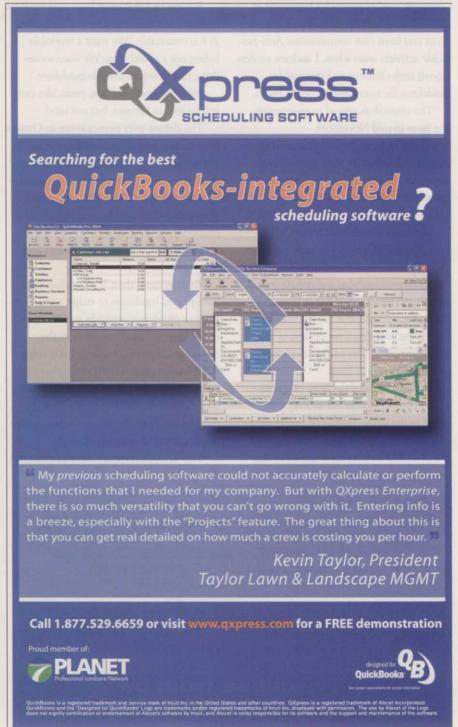
- ► The Eugene Water & Electric Board of Eugene, OR, has been named the 2005 Irrigation Association Partner of the Year for its conservation efforts and for providing a model for cooperation between the irrigation industry and water agencies.
- ► The town of Cary, NC, recognized for its progressive water conservation program, has been named recipient of the 2005 Irrigation Association National Water and Energy Conservation Award.
- ➤ Ronald Gilbert, who introduced the concept of pressurized irrigation around the world, is the 2005 recipient of the Irrigation Association Crawford Reid Memorial Award.
- ▶ Jim Barrett, recognized as an innovator in golf course irrigation design, has been named recipient of the 2005 Irrigation Association Industry Achievement Award.

#### **COMPASS** correction

The COMPASS System is not a software program as reported in the October issue of LM. COMPASS is a comprehensive business management system that teaches landscape/lawn service professionals how to "track time, not dollars," and to understand their true labor costs and overhead. Business owners protect and track net profit by using the system. It also gives owners systems to retain employees and to make their operations and office procedures more efficient. For more information about the COMPASS System call 302/324-1614 or e-mail info@compasssystem.com.

► Claude J. Phene, whose research shaped the evolution of drip irrigation technology, has been named Irrigation Association Person of the Year for 2005.

▶ John Replogle, whose research led to new methods for measuring water flow, has been named the Irrigation Association 2005 Person of the Year.



## In the Know

## Canada pesticide debate rages on

BY RON HALL / Editor-in-Chief

OTTAWA, CANADA — Lawmakers here on Oct. 26 voted 10-10 on a bylaw to ban the "cosmetic use" of pesticides beginning in 2007. The split disappointed both the activist and lawn care communities. Anti-pesticide activists want a ban. Landcare professionals seek clear-cut and reasonable guidelines for maintaining clients' lawns.

The councilors agreed to re-examine the issue in mid November.

At the heart of the controversy is the concept of "cosmetic use," defined as the non-essential use of chemical pesticides for "purely aesthetic reasons" to enhance the appearance of property.

Less than a week before the Oct. 26 vote, the city's Health, Recreation and Social Services Committee listened to more than 120 presentations and debate over two days. Then it voted 6-2 in favor of the bylaw. On Oct. 26, the day the vote came before the councilors, supporters of the bylaw arrived at City Hall with placards and megaphones in hand.

Thom Bourne of the lawn care company Nutrilawn, who has actively participated in the bylaw discussions, received a chorus of boos when he arrived. It wasn't the first time Bourne drew the ire of the anti-pesticide group, or the councilors sup-

porting the bylaw. In a previous hearing Bourne presented the councilors with more than 4,000 letters from lawn care customers opposing the bylaw.

Bourne said that most lawn care business owners are not opposed to a bylaw as long as it is reasonable. "We want a workable bylaw, not a prohibition. We want something that provides sensible guidelines."

As the bylaw is written, pesticides can still be sold in Ottawa, but not used.

The debate over pesticide use in Ottawa took on much of its present form in 2002 when the city council adopted a three-year strategy to encourage residents to voluntarily reduce pesticide use. The goal at that time was a 70% reduction on residential properties by 2005 and a 100% reduction at schools, hospitals, daycare centers and nursing homes.

To date, more than 70 Canadian cities have passed legislation to either severely restrict or phase out pesticide use. Almost all of this activity has occurred since the Supreme Court of Canada in 2001 ruled that Hudson (pop. 5,000) in Quebec Province, could regulate "the non-essential" use of pesticides. Most recently, Victoria, the capital of British Columbia, began considering pesticide legislation.

Visit <u>www.landscapemanagement.net</u> for updates.

LIPPINGS

#### Make your Yellow Pages ad work

Looking for more information after reading Adams Hudson's excellent article in the Oct. issue of LM, "Get more green from your Yellow Pages ad"? The Web site cited was incorrect. The correct site for more information is www.hudsonink.com.

#### CE-Minne buys Fertimix

JORDAN, MN — CE-Minne Industries recently acquired Fertimix, Inc., a Jordan, MN-based specialty fertilizer and ice melt products company. Daren Klegstad, CE-Minne's owner, reports he will continue to do business as Fertimix and focus the company's marketing and distribution in the Midwest region, concentrating in the Minnesota, Wisconsin, Northern Iowa and Dakota areas.

## Ariens partners with JP Horizons

CLEVELAND — Ariens Co. has agreed to sponsor JP Horizons' signature educational events including Sales Jam, Leadership Jam and the Training Challenge. Ariens manufactures lawn care and snow removal equipment, while JP Horizons teaches practical methods of how to effectively manage and motivate employees.

## Online shopping CANTON, OH — C&S Turf Care

Equipment, Inc., headquartered in North Canton, Ohio, unveiled its new shop-online Web site, www.csturfequip.com. Now customers can purchase the complete line of equipment, parts and accessories and take advantage of online savings. To kick off the new Web site, C&S is giving away a new Turf Tracker Time Machine. Visit the site and register to win.

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## New leadership for Bayer, LESCO

#### RESEARCH TRIANGLE PARK/CLEVELAND

 Two industry-leading companies recently experienced changes in their top management teams.

At Bayer Environmental Science, Research Triangle Park, NC, Neil Cleveland was named director of the U.S. Green Business. Cleveland will assume his new position on April 1, 2006, taking over for Dan Carrothers, who resigns effective Dec. 31 to become chief operating officer of Datacore, a database marketing firm in Kansas City, KS.

Josh Weeks, vice president, Professional Products North America, will assume management of Bayer's Green Business on an interim basis from Jan. 1 through March 31, 2006. He will work closely with Cleveland, who holds the position of global portfolio manager of Green Business, based at the global headquarters for Bayer Environmental Science in Lyon, France.

Jeffrey L. Rutherford replaces Michael P. DiMino as president and CEO of LESCO.

"We expect this to be a smooth transition, as Neil is very familiar with both our industry and our customers," said Weeks. "He has successfully held many positions within Bayer, including sales, product management and sales management, in addition to his current global responsibilities."

Likewise, Cleveland-based LESCO named Jeffrey L. Rutherford president and CEO, replacing Michael P. DiMino, who resigned both positions as well as his directorship effective Oct. 20. Rutherford was previously senior vice president and CFO.

The company rounded out its senior management team, promoting Bruce Thorn to chief operating officer, Michael Weisbarth to chief financial officer and controller and Kathleen Minahan to general counsel and secretary.

"I would like to thank Michael DiMino

for his contributions to LESCO over the past four years," said J. Martin Erbaugh, LESCO chairman of the board. "With the sale of our supply chain assets, these management changes put the right team in place to drive our store-focused strategy."



## In the Know

## People & companies

Professional irrigation equipment manufacturer K-Rain Manufacturing Corp. appointed Christopher (Ren) Zhong as regional sales representative for China.



Textron Inc. named Daniel F. Wilkinson president of Jacobsen, the Charlotte, NC-

based manufacturer of golf and sports turf, commercial grounds care, turfgrass production, and large estate lawn care equipment. He replaces **Jon Carlson**, who left Jacobsen to pursue other opportunities.

Crystal Marmo joined
Sanford, FL-based Girard
Environmental Services as
director of human resources.
Jared Bonshire, a graduate
of the University of Kentucky,
also comes to GES as an estimator of construction services.

**The Toro Co.**, Irrigation Division, hired **Brian Ries** as marketing and product manager of valve and control products for the residential and commercial landscape markets.

Andy Smith, a Michigan irrigation contractor, has been named director of state and affiliate relations for the Irrigation Association.

Smith is president of Smith Irrigation Inc., but plans to sell the company to focus on his new duties with the IA.

**Gro-Pro LLC** of Inverness, FL, hired **Greg Thompson** as director of National Accounts. Thompson has 10 years experience in the non-crop markets working with American Cyanamid and BASF.





Ferris Industries of Munnsville, NY, promoted Dan Dean (above, left) to regional sales manager for the Oklahoma, Arkansas, Kansas and Missouri markets. Jim Lawton (above, right), regional sales manager for the Southwest region.

Chemilizer Products, Inc., a manufacturer of quality fluid injectors in Largo, FL, has named **Shelly Remmel** operations manager and Wilma Pennino inventory control manager.

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Consider business protocol and family dynamics to make a smooth transition from one generation to the next

they? Go into the family business, that is. Young children who grow up in the industry often gravitate to the shiny trucks and tools, giving their eager entrepreneur parents hope that an interest is brewing to carry on the family business. But Gordon Lohman, founder of the Montague, MI-based Double L Enterprises, warns against reading too far into that childhood curiosity.

"Anyone who starts a business has dreams of their children carrying it forward, but it is important to realize that everyone has their own niche," Lohman says. "If they have an interest, you want to be there

# Moving.

BY PETER FRETTY

to support them, but at no point do you want to force anyone into a role where they may not be comfortable."

In his case, his sons Kyle, Kevin and Jeff did choose to enter the business their father started, but via different routes that led them eventually back to the family enterprise.

For most business owners like Gordon Lohman, the prospect of succession, even if family is involved, is daunting. You have worked hard and are ready to move on and enjoy the life you've built, but an important question remains: Are you and your business prepared for the transition, especially considering how difficult it can be to

## Family ties

While it may be difficult for any entrepreneur to let go of his business, the complexity only increases when the successor is a family member.

"Family members bring their own set of dynamics into the equation, which is why being able to separate out family dynamics and maintain the relationships is so important," says Frank Merritt, president of the Atlanta-based Corporate Psychology Resources. "You want to keep the family aspect separate from the performance and business judgment component. Once you transfer family difficulties into the work-place you have difficulty sorting anything out."

Merritt adds that it is usually most effective for the next generation to go out and work other places immediately out of school rather than come directly into the business. "This creates a confidence level apart from the family, which is very important because there is a perception externally and sometimes internally that they have been taken care of by the patriarch or matriarch," he says.

Montague, MI-based Double L Enterprises principal Kyle Lohman agrees that it is important that children work outside the business before taking on roles within the business. "This way they know how other businesses work and it is possible to avoid individuals placing themselves into roles where they are not best suited," he says. "In our business, when the kids do come in they will also go through each department and see what it is like before they take on any role."

Kyle Lohman knew the business would be a good fit for him from the start, back in high school, while his brothers took different routes. Kyle and Jeff purchased the business from their father in 1997. Kevin joined as a partner in 2003 after military obligations overseas. "Kyle came down to visit me in Texas and

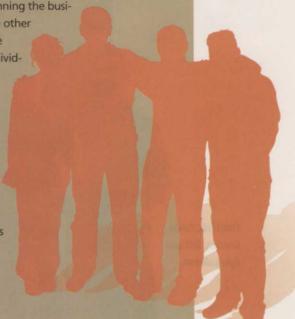
started talking about his plans and it was at that point that I knew I wanted to get involved," Kevin says. "With a degree in business management, and having worked for a few other businesses, I had knowledge of how to run an efficient business and looked forward to apply those principals to practice."

Jeff combined his love of the outdoors component of landscaping with a strong interest in building customer service. "Once I had the opportunity to start interacting with customers, along with the immediate satisfaction of seeing a job through to completion, I knew it was the right fit," he says. "I just adjusted to the business day by day. Fortunately, we have made a solid team and continue to complement one another with differing sets of strengths.

According to Merritt, this type of comprehensive approach is especially important when multiple family members have an interest in taking over the reins. "Often times it makes sense to install the child that is

most suited to running the business and treat the other children as passive investors or as individuals taken care of financially or estate-wise by the business," he says. "It is tough enough to manage normal family relationships — trying to do so in a business environment can ruin both the business and the

family." - P.F.



let go and allow someone else to take the reins?

Unfortunately for most business owners, this is one of the most feared times in the growth cycle, so most tend to avoid the topic entirely. According to Frank Merritt, president of Atlanta-based Corporate Psychology Resources, this is a relatively common issue regardless of the type of business structure or the size.

Jayme Broudy, founder and

principal of Pinnacle Consulting Group, agrees, adding that an owner's immersion in the business usually becomes the biggest challenge to overcome. "As a result, they have a hard time separating themselves from the business even though they know deep down that it is time to move on," Broudy says. "Often it is the small things that trip up the process as much as the major issues."

According to Broudy, owners must prepare themselves both mentally and physically so that it is possible to work through smaller steps of the transaction rather than experience an overwhelming shock. "Many owners want to work full force, full time and then draw the line in the sand and have someone else take over," she says. "However, the best-case scenario, while sometimes difficult, is a gradual transition from owner to owner."

#### **Consider the components**

■ Plan ahead — Even though the light at the end of the tunnel may seem far away, it is never too early to put a succession plan in place. "Doing so can mean avoiding a great deal of financial risk, especially if one of the owners dies," Merritt says. "If it helps put things in perspective, the succession plan can actually be more of a contingency plan until the owner begins to get older. You need to set the seeds for plans that will come to fruition many years down the road."

Through advance planning, it continued on page 30

### Father knows best

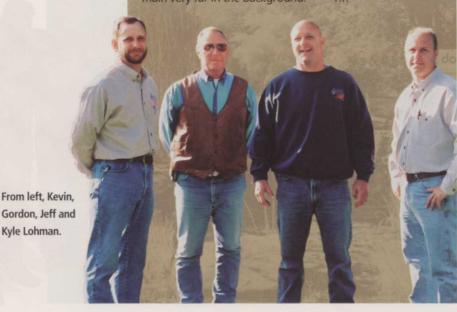
Kyle, Kevin and Jeff Lohman say their dad, Double L Enterprises founder Gordon Lohman, is the reason their business transition has been successful. "Dad has been a sounding board and a great fill-in operator when we need one. Having someone around with his ability and understanding of the entire industry has been invaluable," Kyle says.

"He has been instrumental in providing advice and being there when we have needed to make decisions to move in different directions," Kevin says of his father.

"His role has been to provide us with the knowledge that can only come with experience," Jeff says. "Having him around has allowed us to speed things up a little as we continue to progress."

What about dad's take on it?

"It was nice to see that they were willing and interested in continuing on with what I started," Gordon says. I never wanted to force anything on them; I just wanted to provide an opportunity for them to succeed in the business. Now, While I want to be here when they need me, I want to remain very far in the background." -P.F.



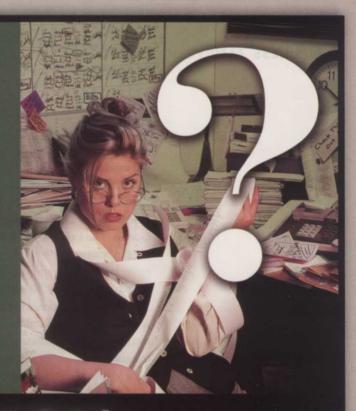
sometimes difficult, is a gradual transition from owner to owner.

The best-case

scenario, while

28

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making
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Are you

continued from page 28
was much easier for Kyle
Lohman and his brothers Jeff
and Kevin to purchase Double L
Enterprises from their father
Gordon, who founded the landscaping business in 1986. "The
earlier you can get a jump on
the process the better," Kyle says.
"You want the experience to be
as pleasant as possible and the
more time there is to discuss the
transition and work out details,
the smoother the actual transaction will be."

nesses have the opportunity to assess the successor's abilities and the business operation's needs, while downplaying the feelings component.

"Documentation eliminates any question of responsibilities or duties. It also provides a process whereby everyone involved can come to full agreement in advance," Lohman says. "Some view written documents as overkill or a cold way of handling business, but they really can be the tool that protects the business, which in turn protects all of the families relying on its success."

■ Remember the outside world

— Business owners tend to get caught up in the day-to-day operations of the business, especially during transition.

However, Merritt explains that it is crucial that business owners remember the value of those outside the business. "For instance, you need to get objective third parties involved so that you can steer the education and skill development of the successor," he says.

Lohman agrees, adding that people who have gone through the process bring a different perspective to the situation. "As a result they can shed light on potential problems or situations that could arise, and it is much better to cover all of the bases in advance," he says. "It also provides a fresh set of eyes and a due diligence checklist that helps avoid any of the problems associated with family issues."

Another component of remembering the outside world

deals with transitioning the firm's various contacts, Lohman adds. "Our father had a number of people that he dealt with including customers, subcontractors and suppliers, so it was vital to ongoing operations that they knew us and were comfortable dealing with us prior to the time that he was planning to exit the company," he says.

■ Step back — For owners who have just handed over the keys, Merritt advises them to take breathing room. "You need to truly empower and avoid second-guessing. Many times the strains come when you need to hand over power," he says. "You need to let the individual stumble, have difficulties and learn. You cannot micromanage if your goal is to transition out. You want them to be successful. especially since these arrangements typically have long-term incentives or payoffs."

Giving successors empowerment throughout the transition is vital, Lohman explains.

"For instance, there were times when we wanted to incorporate new methods and technologies into the business that our father had not planned on," he says. "Sometimes he knew they were mistakes, but he did not stop us because he wanted us to learn firsthand from the experience. Not only does this help you better learn the operations, it also helps keep the relationship moving positively." LM

— The author is a freelance writer in Whitehall, MI. Contact him at peterfretty@msn.com.

## Quick tips for Succession success

Plan as early as possible – even if the plans are purely contingency plans

Put everything in writing

Seek outside input

Follow through with your plan

It is never too early to put a succession plan in place. It is also important to create a long-term plan a minimum of five years before you hope to get out, Lohman explains. "A lot of people get to the point where they want just to sell out and move on. If the plan is not in place, this can create confusion and when family is involved there can also be hurt feelings."

■ Document details — While some proactive businesses do have plans in place, unfortunately having a formal written plan is still relatively rare. Lohman adds that through documentation, family busi-



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# Making the critical TRANSITION

New Professional Development Academy bridges the gap between academic training and on-the-job leadership experience

BY STEVEN COHAN, PH.D.

eniors in my business management class say their biggest apprehension about entering the working environment is: "We don't know whether we can meet our employers' expectations." Colleagues tell me their students have the same concern.

With this in mind, we developed the Professional Development Academy (PDA) for developing leadership skills. This two-day workshop engages entry-level management personnel with leadership skills through interactive role-playing, problem solving and implementation of a landscape project.

The PDA got off the ground at a PLANET Summer Leadership meeting this past July when a pilot workshop was agreed upon. Dr. Phil Allen of Brigham Young University conducted the first PDA workshop Students broke into groups to install
17,000 sq. ft. of sod on the site of the '06
PLANET Student Career Days this coming
March at Brigham Young University.

with 50 of his landscape management students.

We felt the integration of academic faculty and the industry training expertise of Jim Paluch of JP Horizons would help transition landscape management graduates from academia to industry. The faculty served as mentors and facilitators while Paluch involved the participants in a series of leadership skills. Participating fac-

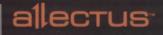
ulty at the BYU PDA workshop included: Martha Hill, Hinds Community College; Randey Wall, Illinois Central Community College; Steve O'Neal and Dick Ansley, Columbus State Community College; Dan Stearns, Pennsylvania State University; Phil Allen and Greg Jolley, Brigham Young University; and myself, Steve Cohan, representing the

continued on page 34



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Students
identified the
positive and
negative
behaviors that
could help or
harm their
companies and
also their careers.

continued from page 32 University of Maryland.

The stage was set at BYU for creating a leadership reality show with the aim of giving participants confidence in dealing with industry issues.

Paluch conducted the first general session, "Builders and Destroyers" by identifying the positive and negative impacts of individuals on productivity and the working environment. He alerted the young leaders to traits that can either improve or damage the companies they work for, not to mention their professional careers.

During role-playing the BYU participants responded to different scenarios including dealing with distraught customers and how they would accept a new crew member and incorporate the new hire into their work team. Faculty mentors critiqued their solutions.

Equipped with basic leadership skills the students then divided into 11 crews, each with a crew leader. Roy Peterman,

continued on page 36

### Participants say PDA hit the mark

he PDA weekend was amazing," says Susana Pena, a BYU horticulture major who will graduate in 2006. "Deep down everyone knows that people skills are important, and that they don't really get addressed in the formal education process. Students are taught the science behind horticulture, but that isn't enough. Students need to be taught leadership skills as well. But from what I've heard and seen so far, too many landscape workers have trouble communicating. If you can't communicate, then you can't lead."

Roel Ventura graduated from BYU in 2004 with a degree in urban horticulture and now works in sales as a concierge for Initial Tropical Plants in Los Angeles.

Responsible for serving about 80 clients, in his short career he has already recognized a need for the kinds of the people skills presented at PDA. "Being effective in this industry requires a lot of energy," Ventura says. "And PDA showed us how to build positive energy. Paluch's demonstrations were energizing, but at the same time they were extremely practical. I see a need for leadership training and how to manage people. The 'Builder and Destroyer' demonstration mirrored exactly what happens in the real world."

Among the faculty, Dr. Phil Allen's comments echo those of colleagues: "We want our graduates, and graduates across the country who are pursuing landscape management degrees to be effective at communicating and supervising people," he says. "This PDA workshop is a part of a much larger ongoing effort. Students need to recognize they have to think about working effectively with others and becoming leaders before they graduate."

— S.C.





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Patent #'s 5,484,501; 5,330,828; and Patent Pending

#### Are you a builder or destroyer?

BY JIM PALUCH

etting everyone in an organization to understand the "Builder and Destroyer" mentality is critical. We see so many destroyers. They show up every day at their companies and begin prophesying the worst. They make it their full-time work creating a grim environment. But with this awareness we are also seeing more and more builders out there who can bring people together to work out the complications that arise on the job.

One thing the Professional Development Academy does is show entry-level managers how to work with people and understand themselves. That's quite an advantage to the young person beginning his or her career and quite an advantage to the company that hires them.

Leaders who want to make a positive difference create an environment where people want to be. These are the companies that succeed, largely because they value their people. But building this kind of culture doesn't happen overnight. It often takes training to be able to communicate from a Builder's frame of reference. That's where PDA comes in for the young professional entering the working world.

Learning how to handle routine issues such as chronically late employees or workers who refuse to wear their uniforms may not seem like issues that colleges should teach, but nonetheless these are the matters that newly hired landscape supervisors have to deal with.

It's better to take a few days of company time and train workers on how to get along with people in this industry than it is to simply continue reacting to stressful situations, often with lackluster results.

 The author, through JP Horizons, offers leadership and sales training to the Green Industry.
 Contact him at Jim@jphorizons.com.

continued from page 34
head of BYU grounds, briefed
them on the installation of
17,000 sq. ft. of sod at the location of a 2006 Student Career
Days event. Working with
BYU's landscape production
standards, they coordinated
their efforts with adjacent
crews. Not everything went





smoothly, at least not initially. But as the three-hour project progressed, leaders emerged and teamwork improved.

The participants then broke into groups of ten students, each with a faculty member, to brainstorm how their presence, as an entry-level manager, could create a positive impact on their respective companies.

Each group generated 20 ideas on subjects ranging from improving a company's market nice to job cost controls. Then each selected its best idea and presented it to the others in a short skit.

Paluch wrapped up the event with a participatory exercise on the risks and rewards of change. The enthusiasm of both the emerging leaders and those who had recently entered the industry grew throughout the event and endorsed the PDA leadership development concept, all agreed.

Student feedback inspired the faculty and Paluch to begin planning regional PDA workshops at other venues. These workshops would be available for companies to send their new college recruits and current entry-level managers.

Challenges await our emerging leaders but with PDA training these future leaders will be equipped to meet those challenges. LM

— The author is dean of the Professional Development Academy, coordinator of the landscape management program, University of Maryland, and author of the book "Business Principles of Landscape Contracting" Contact him at scohan@umd.edu.



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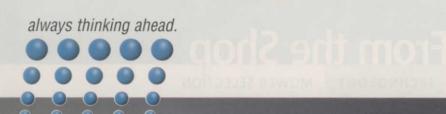
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As the seasons change, so does the use of outdoor power equipment. In northern climates, mowing equipment is stored and traded for snow removal equipment; while in the south, the amount of mowing may just slow down. No matter where you call home, it's important to have a maintenance program tailored for your equipment.

First, take an inventory of every piece of equipment that will require service. As a suggestion, create a Microsoft Excel spreadsheet for each piece. Fill in the equipment model and serial numbers along with the engine numbers and date of purchase for each piece. This inventory is your tool for future reference.

Once you have your equipment inventory, find the owner's manual for each piece. Typically, each manual includes a maintenance table. Can't find the owner's manual? Many manufacturers have manuals available online. For example, owner's and parts manuals for Briggs & Stratton Engines are available at <a href="https://www.briggsandstratton.com">www.briggsandstratton.com</a>. Copy the appropriate maintenance tables for each piece on their spreadsheet.

Next, put together a parts list. List all the necessary parts for each piece on their respective sheet using the original equipment manufacturer's part numbers. Then total all of the parts from all of your sheets to make one easy shopping list. You may gain pricing leverage from a supplier based on the size of your whole order.

If you have an idea of how many pieces of equipment you have, what maintenance is required, and the parts are in-hand, your efficiency increases.

After completing the maintenance, add notes for each piece on their sheets for future reference. This could include items such as checking a particular area for wear, or lubricating a particular fitting or replacing a particular part. If you have a very large equipment fleet, you may want to consider a computer program such as Trims Ground Management Software that keeps a maintenance schedule and tracks labor and parts costs.



By Mark Nelson, Master Instructor, Briggs & Stratton Customer Education

## From the Shop

**TECHNOLOGY** 

MOWER SELECTION

The diesel engine has the potential to be more durable, but only if the maintenance schedule is faithfully followed.



#### Diesel vs gasoline

BY HARRY SMITH

reader recently inquired which engine would be better for his zero turn mowers. He had the choice between a 3-cylinder diesel and a 2-cylinder gasoline engine. My answer was, "it depends." That is not an evasive answer. You must consider many factors when you make these decisions. So what are some of the questions you must answer to reach this decision?

#### First considerations

My reader's first decision will be based on initial cost. The liquid-cooled diesel unit costs more.

The second issue is maintenance. How good is his maintenance and is he willing to meet the somewhat more demanding maintenance schedule of a diesel? Admittedly, part of the additional maintenance involves cooling system service on this liquid-cooled engine.

The third issue is contending with an additional fuel. Unless the diesel unit would run all day on a single fill up, he will need another fuel container on the truck. Many landscape contractors complain that fuel handling is costly and time consuming. So far there are few companies that can run successfully on just one fuel. No

diesel weed trimmers and no 2-cycle zero turn mowers exist.

#### Reliability, efficiency, durability

The diesel engine has the potential to be more durable, but only if the maintenance schedule is faithfully followed. Diesel engines are rough on oil so it is not a good idea to try to extend oil change intervals. Your diesel engine may require more frequent oil and filter changes than a comparable gas engine, plus you must change fuel filters faithfully. Diesels have a very low tolerance for dirty fuel.

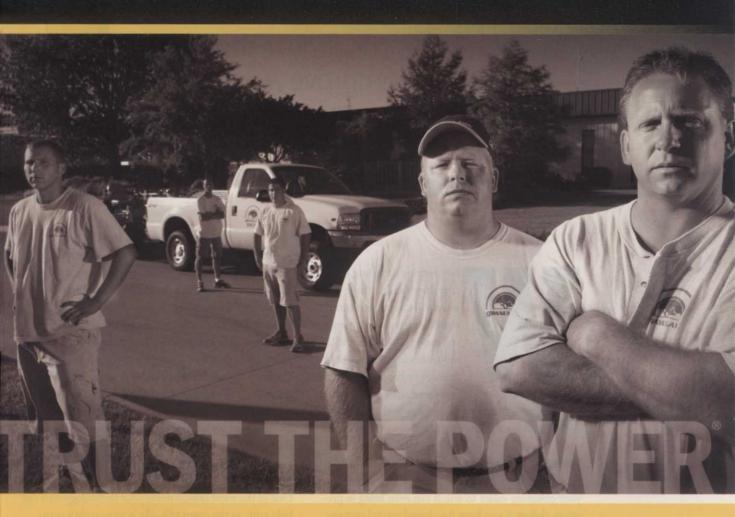
Diesels do have more torque than comparable gas engines and therefore can handle high-load situations better. A diesel engine is usually a bit more fuel efficient than a comparable gas engine, but be sure to factor in the additional service costs of the diesel.

Diesel engine mowers will have a higher resale value, so if you turn your fleet at regular intervals this can be a consideration.

As usual we raise more questions than answers. Is there a diesel in your future? There might be. Answer all the questions; address all the costs, potential savings and maintenance requirements. Your answer might be yes.

— The author is turf equipment professor at Lake City Community College, Lake City, FL. Contact him at smith@lakecitycc.edu.

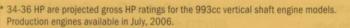
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BUILDING VALUE

Developing a healthy technology department will improve your options when selling your business.



#### Put your tech house in order

BY TYLER WHITAKER

hen retiring or selling your company the last thing you want to worry about is the stability of your company's technology. Ask yourself, "Is my technology department an asset or liability?" As retirement approaches or you are faced with the prospect of selling your business, the answer to this question depends on your previous technology investments.

#### Systems boost profits

Smooth running and efficient technology can make your company easier to sell. It can even bring in premium dollars if you have developed special systems that give you a competitive edge. Even modest investments in useful technology can create advantages for your business now and fewer headaches later. It's proven that efficiently run businesses drop more money to the bottom line and result in higher company valuation.

What you need are systems that provide visibility into the inner workings of the business. Everything from timely financials with accurate job costing, to upto-the-minute inventory status for your shop, can alert you or the future business owner of problems before they become nightmares. By automating the collection of business metrics, your technology department can create a "dashboard report" for you to understand how fast your business in moving, how much gas is in the tank, and how far you can drive it. Stone cold facts can keep your business growing without you and help guar-

antee you get the payments you deserve.

Defined processes, policies, and procedures are a clear sign of a valuable technology department. Typically they are stored in a central knowledge base or repository for easy access in the case of an emergency. Great technology staffs understand the need to document how everything works. This comes from too many late nights trying to repair complex systems. Contrary to popular belief, technology professionals do value sleep. Documentation creates productive and competent staff members, ensures less down time, and lowers your overhead; all resulting in increased value of the company.

#### Stress tech investments

One of the most critical items your technology staff can help with, in the event of a sale, is to provide a complete asset inventory of computer hardware and software licenses. Too often these items are not properly tracked on the company's asset list. Software is routinely expensed and forgotten about. Hardware failures occur and replacement parts are rarely updated to the original systems specs. We spend a lot of money on these items; why not get paid for that investment? Without this inventory, you will lack a clear understanding of the company's technology investment.

Developing a healthy technology department will improve your options when selling your business. It takes time and investment to get your technology house in order, but during your exit strategy it's definitely worth the effort.

— The author is chief technology officer for the Symbiot Business Group. Contact him at 801/733-6900 or twhitaker@symbiot.biz.



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# RUBBER

**Contractors** share the advantages of rubber track loaders BY JAY LEMKE

ohn Perkins, owner of Perkins Landscape Contractor in Minneapolis, credits rubber track loaders for much of the success of his business. "Everyone is coming over to rubber track loaders," he says.

Indeed, a quick review of industry sales shows that rubber track loaders are one of the fastest growing segments of the compact construction market. In 1997, for example, the entire rubber track loader market accounted for only 850 units sold. In 2004, however, the market was estimated to have been approximately 16,000 units, many of them going to landscape company owners. Rubber track loaders offer advantages for the landscaper in terms of traction, stability, operator sensitivity and productivity.

"About six months ago, we were applying infield mix to a very wet baseball diamond," says Jeff Telgenhoff, founder and president of Pacific Landscape, Inc. in Snohomish, WA. "The skid steer we had was useless in those conditions. We finished the job with a [rubber track loader], and the next day we sold the skid steer."

For Perkins, the main advantage of rubber track loaders is that he can operate on turf with zero damage while at the same time get good traction. In winter, he replaces the smooth tracks with the standard treaded versions. He reports even better traction.

In general, Perkins says one big reason that compact track loaders are so popular is that they are extremely stable and balanced.

"They hold grade so well and they are so stable, any attachment works much better on a tracked machine," he says.

Dennis Dixon, who founded Dixon Concrete Designs a year ago in Redding, CA, tried out his new rubber track loader on his

continued on page 46

# but PHYSICS

How can a several-thousand-pound machine exert a force on the earth as light as that of a small child? How can a machine capable of climbing and moving the earth with exceptional ability be gentle to the environment? It seems as unbelievable as a perpetual motion machine.

But Brad Lemke, director of new product development at rubber track loader manufacturer ASV, says the machines don't defy the laws of physics, they just seem to.

A rubber track loader can weigh more than 10,000 pounds, while a small child might weigh 60 pounds, but they can have similar impact on the ground. This is because the weight of the loader can be spread out over a much wider area, while the child's weight is focused on the surface area of his feet.

"The secret is in the undercarriage itself," Lemke says. "We're able to transfer the weight of the machine through as many as 42 wheeled contact points. These points then spread the weight evenly over the entire ground contact area of the rubber tracks. A suspension system via rubber torsion axles allows it to have a smooth ride.

"A rubber track loader will have multiple contact points that spread the weight of the machine to the ground, but a skid steer with overthe-tire rubber tracks will still have only four contact points," explains Lemke. "That means that it is not

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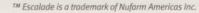


Escalade <sup>2</sup> also has "actimized" features that ensure the best performance:

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continued from page 44 own back yard before attempting a commercial job with it. He says the experience convinced him he had made a wise purchase.

"The vard is odd-shaped with a steep hill and hard, native soil," Dixon says. "A

wheeled skid steer wouldn't have made it without tearing everything up underneath. But the RC-60 (ASV) just kept traction, kept going and kept pushing, without leaving a mark."

Inevitably, when a product category be-

gins to grow it attracts manufacturers and several now manufacture rubber track load-

ers. Finding the model that suits your particular needs may require some research, but it is out there - or you may see your competitor using it on a property in your area.

However, once you've researched and decided on the model that's perfect for your business, you too will be on the forefront of a significant equipment trend. LM

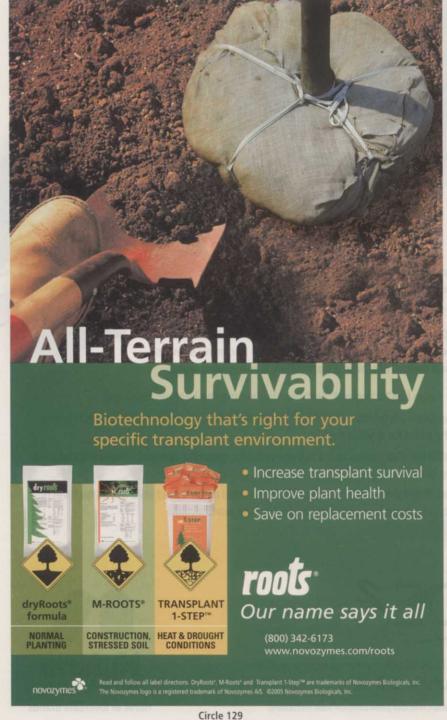
- The author is with Carmichael Lynch, Minneapolis. Contact him at jlemke@clynch.com.

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the rubber track that makes the differences, but the undercarriage that gives a rubber track loader such high performance.

"Ground pressure is determined mathematically by dividing the weight of the machine by the amount of rubber track on the ground, but that can be misleading if you don't factor in how much of that track is truly transferring the weight of the machine," he says. "That is why the number of contact points is so important. For the most part, the more, the better."

Lemke adds, "A landscape professional should not assume that all rubber track loaders will perform the same way, or have the same true ground pressure, traction and sensitivity to the earth," said Lemke. "This is because there are differences in how they are designed, and that translates to performance." -J.L.





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# Spread the wealth

It's almost snow season. Applications and equipment can sway spreader purchases



hen buying a spreader, the first thing to consider is the scope of the work you'll be doing, says Har-

vey Barnett, general manager at Customers Outdoor Services in Milford, MI. This view is echoed by Mike Nelson, CSP, president of M.J. Nelson Group, Inc., (formerly New York Snow Pros). Nelson adds that another important consideration is the quality and proximity of the dealer from whom you'll be purchasing the spreader.

Nelson's firm operates in the Hudson Valley area of New York State, where the winters can be brutally challenging. Barnett's firm faces a similar situation in Michigan. Barnett says that the type of spreader purchased depends to some extent on the equipment, particularly trucks, that the company already has. So you may need to go back a step, to the purchase of the truck to which you'll be attaching the spreader. "If you only salt one condo or a small area in the winter, where you'd use a few tons of salt per event, that level of use doesn't justify the purchase of a dump truck," says Barnett. "If you don't need a dump truck, then you won't want to buy a dump truckmounted spreader." He suggests that if you are getting jobs done using a pick up truck, consider a V-box spreader. On the other hand, a tailgate spreader is easier to store in the off-season.

The strength of the dealer is an important issue. "The first thing I look at when buying any equipment is, 'Who is selling this to me?' "says Nelson. "Proximity is my No. 1 consideration. If my equipment goes down during an event, I need someone who can get my operation up and running as quickly as possible. I've been with the same dealer for 15, 20 years," Nelson says. "The fact that this dealer has always provided support is very important to our operation."

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#### TECHNOLOGY SPREADER FACTS





▲ Sno-Way's receiver hitch spreader

◀ Hiniker Co.'s stainless steel salt and sand spreader

continued from page 48

#### Liquid vs. salt

Another consideration is liquid vs. salt spreaders. Nelson says that when he considers the extra cost involved in purchasing a liquid spreader, "we look at how many tons per lane-mile can we cover when we spread the liquid. We have to ensure that the capacity and yield we get is worth the cost." And when it comes to liquid, the costs can be prohibitive. Barnett says that his company bought liquid-spreading equipment a few years back. Initially, it was a mistake. "We listened to the sales pitch [for the liquid spreader]. We heard what we wanted to hear, so we bought. But we hadn't done any research. We didn't know whether liquid would replace salt in our operations. So the equipment sat unused for a few years."

The spreader didn't see the light of day until Barnett's company did the research through SIMA and other sources to determine the appropriate conditions for using liquid. "Once we figured out the niche for the equipment, we could use it. There are applications that justify the cost difference in using liquids - parking structures for example, where you don't want a material that is too corrosive. On the other hand, we don't expect liquids to ever replace salt." LM

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| Skid-Steer 10'           | \$2,500            | \$2,000            | Angle Pusher 14' | \$6,300   | \$5,040     |
| Skid-Steer 12'           | \$2,800            | \$2,240            | Angle Pusher 16' | \$6,600   | \$5,280     |
| Skid-Steer Pull Back 8'  | \$3,150            | \$2,520            | Hydro-Turn 12'   | \$10,800  | \$8,640     |
| Skid-Steer Pull Back 12' | \$4,850            | \$3,880            | Hydro-Turn 20'   | \$13,800  | \$11,040    |
|                          |                    |                    | Hydro-Turn 36'   | \$16,000  | \$12,800    |
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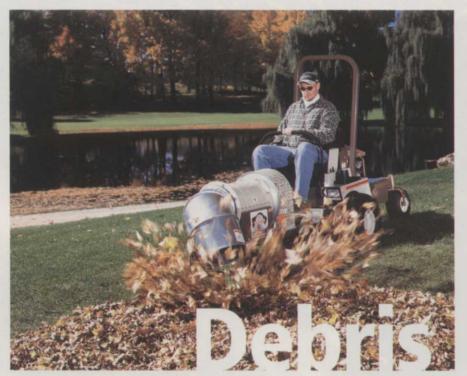
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# LM Reports TECHNOLOGY YOUR GUIDE TO PRODUCT RESEARCH



person can do it in 5 minutes. Sweeper itself is made of durable polyurethane and has no complex hydraulic or electrical system. It is powered by a self-contained, gasoline engine with its own battery and fuel supply. A part of the system's air is vented off, increasing vacuum power. Remaining air is recirculated, producing the blast force under the sweeping head.

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#### Bradco

Bradco Bucket Brooms from ATI attach quickly to skid steer loaders. Units come in 72- or 84-in. widths. They hold 17-19.9 cubic ft. of debris, respectively. Hookup is with simple pins. An optional 25-gallon water kit is available. Comes with two-year warranty.

For more information contact Bradco at 800/922-2981 or www.get-attached.com / circle no. 256

#### Buying tips

- Check the unit's weight.
- Check the unit's noise level.
- ► Is the unit EPA Phase-II and CARB Tier-II approved?
- ➤ Can it multi-task or run off other power sources?
- ► These units work in tough conditions. Is it built tough?
- ▶ Be aware of the different uses of rubber, nylon or steel brushes and order accordingly.
- ➤ How comfortable is the driver's seat for a day's worth of bouncing and jolting?
- ▶ Be sure blowers offer a wide pivot range.

# handling

#### Grasshopper A

Debris blower produces 9,500 cfm at 150 mph for high-volume cleanup. Unit is pto driven, making it quieter than most. Works with the company's 700/900 FrontMount ZeroTurn mowers and mounts easily when job requirements change. 360-degree nozzle rotation, controlled by remote from the operator's station, makes it easy to precisely direct airflow for faster cleanup.

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#### Schwartze

The AA-Tach PVII fits into almost any pickup truck that can move 1-15 mph. Unit weighs only 1,000 lbs. and comes with camper-style jacks that make it easy to load or unload. One

#### Echo

The ES-230 Shred 'N' Vac is designed for professional use. Powered by a 22.8-cc Tornado Power Boost engine, it reduces debris volume by 12:1. A 35-in. intake tube provides good reach for getting to debris. Unit comes with pipes to easily convert it to a blower.

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#### RedMax

The EPA Phase-II, CARB Tier-II certified EBZ8000 blower is powered by an air-cooled, Strato-charged 2-cycle gas engine. Unit weighs 24.9 lbs. and has a fuel capacity of 4.8 pints. Unit has an extra-large dual, foam-plus-paper Fresh-Flow filter system and patent-pending FreeFlow non-clog air intake. The extra-large diameter

continued on page 54



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#### **LM Reports**

continued from page 52 blower tubes increase leaf and debris movement. Operates at 78 dB.

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#### **American Water Broom**

The C4 Water Broom connects to any water spigot and cleans well-drained surfaces in about one-fifth the time and uses about one-tenth the water of a hose alone. Turns tap water into a high pressure, highly maneuverable line of water that cleans quickly and easily. Unit has almost no moving parts. Removes small, abrasive dirt and dust that sweepers and vacuums miss.

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disc is equipped with four reversible chipper blades to allow many hours of chipping. This four-blade system produces a small chip, maximizing the volume of chips in the truck. Includes turbo-charged Kubota 86-hp, 4-cylinder diesel liquid cooled, Tier II diesel and live hydraulics. For more information contact Bear Cat at 800/247-7335 or www.BearCatProducts.com / circle no. 261

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#### John Deere

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move should check the new 2112E fixed-blade ejector scraper. Combined with a 9020 Series scraper tractor with a short drawbar, it moves up to 42 cubic yards of material per cycle. It can be pulled as a single unit or in tandem. It features box-welded tongue design with a round, high-clearance torque cross-tube for maximum visibility and easier loading and unloading; a built-in rear bumper; a fixed-blade, front-

pivot design that provides the best response time for controlling cutting depth; and a singlecylinder, six-roller, jam-free ejection system. For more information contact John Deere at 800/537-8233 or <a href="https://www.deere.com/">www.deere.com/</a> circle no. 263

#### Rockaway

Remove rock and debris as you fluff the soil. The new Rockaway requires only 2 pins and 2 hoses to install. Three models fit various size buckets: 67-in. unit fits 60-66.5-in. buckets, 69-in. version for 62-68.5-in. buckets and the 74-in. version fits 68-73.5-in. buckets. One rotor, with carbide-tipped mining teeth, does all the work. For more information contact Rockaway at 800/355-6507 or www.mdsgroup.net / circle no. 264

#### **Walco Equipment**

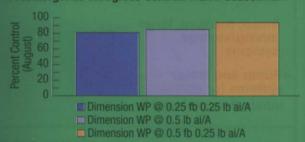
Broomer is made from heavy gauge steel, with a durable finish for long life. Comes in 5.5-ft. wide, 10-row or 3-ft., 8-row models. Tough polypropylene bristles are thermally bonded into an extruded polypropylene strip that is inserted into the steel base. Replacement of bristles is as simple as sliding out the old and sliding in new strips. Broomer can be mounted on trucks, tractors, forklifts, skid steer units, bucket loaders and mowers. Unit is the one formerly sold by Sno-Way.

For more information contact Walco Equipment at 519/669-1401 or <a href="https://www.walcoequipment.com/">www.walcoequipment.com/</a> circle no. 265

continued on page 56

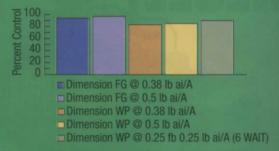
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#### **Preemergence Crabgrass Control: Warm-Season Turf**

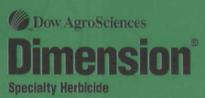


Summary of Dow AgroSciences field trials, 2002-2004, GA, SC, FL, TN, NC, AL, OK, TX. Repeat application occurs six to 10 weeks after initial application.

#### **Preemergence Crabgrass Control: Cool-Season Turf**



Summary of Dow AgroSciences field trials, 2001-2004, IL, MI, PA, IN, NJ, RI, MD, VA.



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#### **LM Reports**

continued from page 54

#### Bobcat ▶

Remove roots, brush, rocks and other debris while leaving dirt behind with the new root grapple. It can clear brush and overgrowth on landscaping projects or when natural disasters hit. Skeletal design allows dirt to fall between the teeth, minimizing topsoil removal. Curved bottom teeth let operator scoop material without plunging the grapple into the ground. Available in 72- and 82-in. widths, it may be used with Bobcat skid steer loaders (models S175 through S300), Bobcat compact track loaders (models T180 through T300) and the A300 all-wheel steer loader. The hydraulic-controlled grapple features the Bob-Tach mounting system.

For more information contact Bobcat at 866/823-7898 or <u>www.bobcat.com</u> / circle no. 266



#### Toro

The Toro Power Box Rake attachment, for use with Toro Dingo compact utility loaders, transforms rough terrain into a prepared seedbed. It is designed for construction and renovation projects including seedbed and sod preparation, trench filling, blending grades and leveling surfaces, plus job site cleanup. It features triple-sealed, shielded roller bearings that stand up to harsh soil conditions. Pure carbide proprietary teeth are designed for long life and ensure the

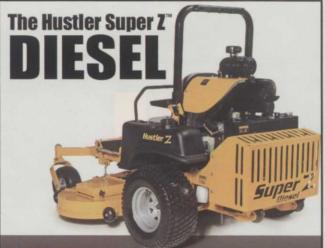
best possible seedbed sub-base fracture pattern, promoting optimum moisture retention and release.

For more information contact Toro at 800/803-8676 or www.toro.com / circle no. 267

#### Worksaver

Ideal for loading logs or piling brush and other hard-to-handle debris, the Worksaver Grapple Rake has dual upper grapples for picking up

continued on page 59



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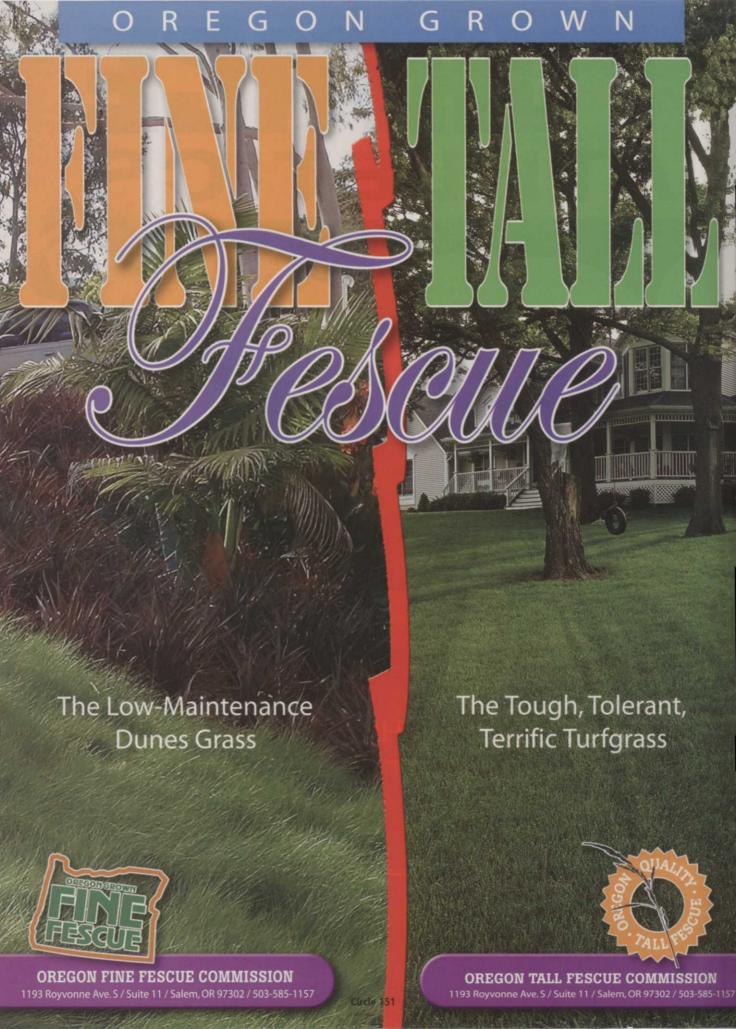
makes turf stronger, more damageresistant and quicker to recuperate under heavy use. No wonder it was chosen for the Olympic fields and is the #1 choice of groundskeepers and coaches around the world!

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Goals. Heavy play wears turf away and compacts soil so it can't drain. Applied as topdressing after aerification, Turface wicks water from saturated soils, leaving air pockets for turf to develop roots. C Benches. Muddy benches and sidelines can be easily fixed with an application of Turface MVP on the surface—just let the players cleat it in.

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Circle 138



#### **LM Reports**

continued from page 56

brush and leaving dirt behind. It fits most frontend loaders or skid steers. Brackets available for most tractor models including Deere, AGCO, CNH, Bush Hog and others. Comes in 62- or 77-in. widths.

For more information contact Worksaver at 217/324-5973 or <u>www.worksaver.com</u> / circle no. 268



#### Swisher A

This 2-in-1 Lawn Vacuum and Trailer is perfect for a myriad of chores. The Lawn Vacuum quickly converts to a trailer by removing the mesh cover to get a sturdy 11.7-cubic ft., 500-pound capacity trailer with dump feature. Exclusive Snap Fit blower tube provides quick and easy dumping and reattachment to the debris bag. Vacuum is powered by a 5.5-hp Briggs & Stratton Intek engine. Vacuum bag capacity is 37 cubic ft., and it folds for easy storage.

For more information contact Swisher at 800/222-8183 or www.SwisherInc.com / circle no. 269

#### **Buffalo Turbine** ▶

The KB2 and Hurricane/pto blowers will produce up to 10,000 cfm at 175 mph. The self-contained KB2 comes with a 23-hp Kohler engine, bolt-on trailer package and remote throttle and nozzle control kit. The model Hurricane/pto model is a 3-point hitch, belt driven blower unit, equipped with a remote nozzle control kit and built-in

rear roller (designed for turf protection).

For more information contact Buffalo Turbine at 760/599-6915 or <u>www.buffaloturbine.com</u> / circle no. 270

#### **Woods Equipment Co.**

XB Extreme Duty Box Scraper works with either Category 1 or 2 tractors with 40-80 hp. Features two distinct cutting edges: one curved on the interior fixed blade, and a second flat cutting edge on the tailgate that minimizes the digging effect caused by traditional scraper designs. The specialized tailgate allows the XB to float over sand and coarse soil. Offers 28 cubic ft. capacity. Optional scarifer kit can be ordered to handle hard soil or rocky ground.

For more information contact Woods Equipment at 866/869-6637 or <u>www.woodsonline.com</u> / circle no. 271

#### **Winch Enterprises**

The hand-held Litter Catch is perfect for light jobs. It is 14 in. wide, 8 in. high, with a 30-in. handle. Made of steel, it has tear-resistant collection bag. Also available is the book, "Cleaning Up for Cash," on how to leverage commercial lawn care customers into cleanup

For more information contact Winch Enterprises at 519/669-1401 / circle no. 272

#### **Patriot Products**

CSV-3090H Wood Chipper Shredder combines 9hp-Honda engine with a heavy duty, tri-plated rotor. Outboard bearing supports the rotor, taking the load off the engine shaft for longer life and smoother running. Also includes low oil shutdown, semi-pneumatic tires, 3-in. chipping



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#### **LM Reports**



and 1-in. shredding capacity. Triple-layered rotor is laminated for greater strength. Weighs 140 lbs.

For more information contact Patriot Products at 800/798-2447 or www.patriot-products-inc.com/ circle no. 273

#### Express Blower ►

The Express Blower RB-20HD Rock & Soil Blower is powered by a 335-hp Caterpillar C-9 engine. It includes heavy duty hydraulic and blower package, solid belt reversible floor, remote radio control, electronic control module, hydraulic tailgate. It will move more than 91 tons of sand per hour, or 125 tons of threeeighths round rock.

For more information contact Express Blower at 800/285-7227 or www.rockblower.com/ circle no. 274

#### TrynEx International ▶

Designed for cleanup, material handling and snow removal applications, the SweepEx Mega 480 is ideal for use with compact utility loaders. Built with a 48-in. mainframe, it is adaptable to most service vehicles. Unit has 11 brush rows.

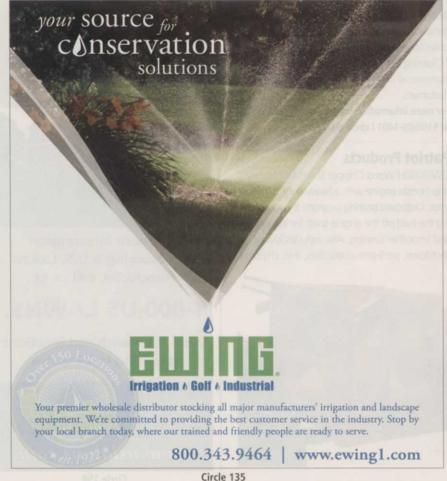




Attach broom extenders to each end of the broom to increased width to 84 in. SweepEx brooms have no moving parts, eliminating cleaning and lubrication of sprockets and bearings.

For more information contact TrynEx International at 800/725-8377 / circle no. 275







#### Redexim Charterhouse

The Turf Tidy works with 25-hp or larger tractors. Model 1710 is trailed by a standard draw bar and powered by tractor pto. Fully floating, bearing-mounted 3-in-1 cutting head follows the contours of the ground, ensuring clean, even pick-up. The whole unit runs on four large rear flotation tires to minimize compaction.

For more information contact Redexim Charterhouse at 570/602-3058 or www.redexim.com / circle no. 276

#### Glenmac ▼

The Harley Power Box Rake uses a tooth roller to handle rocks down to one-half in. in diameter. Comes in two versions: 48-, 72- or 90-in. roller widths for skid steers; and 48- and 66-in. widths for tractors.

For more information contact Glenmac at 800/437-9779 or www.glenmac.com / circle no. 277







# **Post Briarcliff Apt. Homes**

2004 PGMS Grand Award Winner for Condominium or Apartment Complex

#### Property at a glance

Location: Atlanta, GA

Grounds Supervisor: Mike Pullen

Category: Condominium or

Apartment complex

Total budget: \$168,552

Year site built: 1998

Acres of turf: 3

Acres of woody ornamentals: 9

Acres of display beds: one

Total paved area: 8

Total man-hours/week: 84

#### Maintenance challenges

- ► Providing "Top Shelf" color program with organic-only practices
- ► Hand pruning all ornamentals for natural look
- ► Urban vegetable garden

#### Project checklist

Completed in last two years:

- Conversion of selected annual beds to perennial beds
- ► Irrigation upgraded in pots to lowvolume emitters
- Removing maturing ornamentals from pots and incorporating them into the on-site landscape

#### On the job

► Three full-time staff, two seasonal workers, two licensed pesticide applicators

ust a few miles from downtown Atlanta, the Post Briarcliff Apartment Homes' lush grounds give the feeling of being back on an old Southern plantation. Except that this plantation has swimming pools, a fitness center, tennis courts, a sculpture garden, picnic areas and all the other modern amenities expected at a Post property.

The Post Briarcliff property consists of 688 apartment units in 18 buildings, spread over 30 acres, including nine acres of woody ornamentals that surround the property. There are two acres of Meyer zoysia and Tift Bermudagrass cut in diagonal lines, which the landscaping crews alternate directions on weekly.

"Year-round color is one of the highlights of Post Briarcliff," says Mike Pullen, grounds supervisor for the past six years. "Each spring and fall our annual color beds are changed out by our landscape teams. In October, our 3,500 sq. ft. of annual beds are planted with pansies to provide color throught the winter. Tulips and hyacinths are added in November for spring color. In mid-April, the pansies and tulips are replaced by vibrant summer annual displays."

The sculpture garden is built around six large pieces of art, as well as a water fountain, to give residents a quiet place to relax. The site also features an urban vegetable garden with 15 raised planters filled

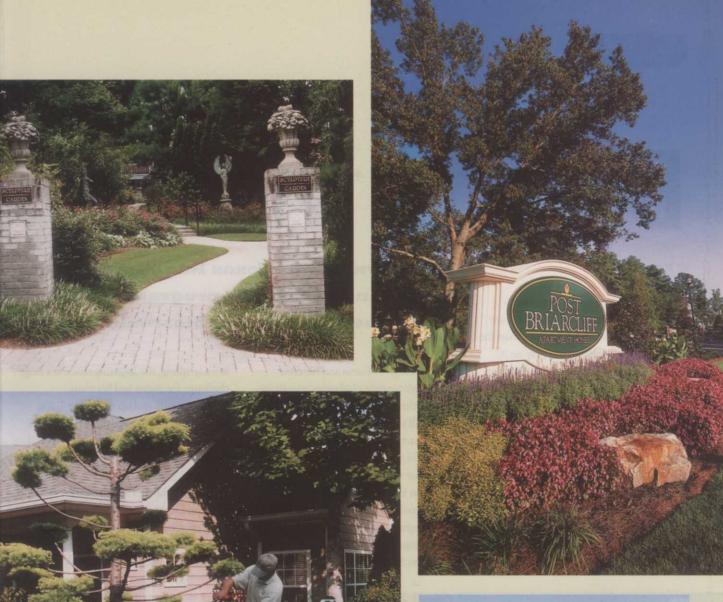
with an organically rich soil mix. Each plot is about 35 sq. ft., giving residents a chance to grow their own vegetables with the assistance of the three full-time members of the landscape team and two seasonal employees. The garden is landscaped with fruit-bearing plants and trees such as blueberries, strawberries, apples and pears, and only organic fertilizer and pesticides are used in it.

"Every month, we do a thorough grounds inspection," Pullen says. "During the inspection, improvements are noted and suggestions are made to improve the overall quality of the landscape. Our lush grounds and this attention to detail is really the calling card of this development."

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 2005 winners will be named at the annual meeting of the Professional Grounds Management Society in November. For more information on the 2004 awards, contact PGMS at: 720 Light St. • Baltimore, MD 21230



Phone: 410/223-2861. Web site: www.pgms.org





The grounds at Atlanta's Post Briarcliff Apartment Homes include a sculpture garden, annual beds and an organic vegetable garden.



63

# Bios for fine turf

BY RON HALL

trange that a guy who works in dirt would have better job security than the athletes who play on it?

Tom Burns is the director of grounds at Ameriquest Field in Arlington, home of the Texas Rangers baseball club. As any good baseball grounds pro, he's expert at two entirely different skills — preparing and maintaining the "dirt" infield where 70% of a baseball game's action takes place, and maintaining the turfgrass, which makes up more than two thirds of the field and gives the game its special charm.

The Bermudagrass outfield at

Tom Burns of the Texas Rangers says the second year of his program should reveal the true value of biostimulants

Ameriquest gives Burns and his crew tough maintenance challenges, mostly because of the stadium's architecture. The south wall of the 11-year-old stadium is the highest part of the 49,000-seat structure and shades the grass in right field from late September to mid April.

Soil on that part of the field can be 10 degrees cooler than the rest of the field. Bermudagrass requires sunshine and warm soil temperatures to come out of dormancy and thrive. Since the baseball season starts

in early spring, the lingering shade is a huge challenge for Burns and his team.

"We usually end up resodding 1,200 yards of turf in that area of the field," says Burns. This year was different though and he only had to resod a fraction of the right field area.

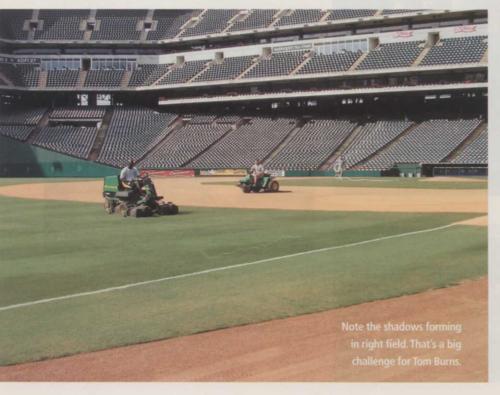
One way he met that particular challenge, and several others he faced this past season was by using biostimulants in his fertility program. The products he used were the microbial fertilizer TurfVigor and a microbial biofungicide EcoGuard. He began using them this past spring at the suggestion of his local fertilizer distributor and working in conjunction with a representative from Novozymes, the company that manufactures the products.

Soon after he began the program he saw the brown patch that had been threatening his infield disappear and the damaged area return to health.

"I was really impressed that the grass recovered in a couple of weeks," recalls Burns. He was equally pleased at how fast the field, overseeded with ryegrass, greened prior to the team's mid-April home opener, then how the ryegrass transitioned out, allowing the Bermudagrass to take over.

Burns continued applying biostimulants during the summer and says that the grass remained as healthy as he's seen it during his tenure with the Rangers. He applied the liquid products himself, spoonfeeding the

continued on page 67



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101 113

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136 148 160 continued from page 64 turf that is growing almost entirely in sand, using a John Deere sprayer with a 200-gallon tank.

Burns is cautious in attributing the field's great condition solely to the use of biostimulants. He says that last winter (2004-2005) was relatively mild and that this past summer was hot and mostly dry. The Dallas area sweltered through more than 20 days of temperatures exceeding 100 degrees or higher. But the Bermudagrass loved it.

"All I know is that with the weather we had and this new fertilizer program we used made it a lot easier to keep the field in great shape," says Burns. "I'm sure we'll be able to better gauge the effectiveness of the products as we go into the second season with them" LMK

#### Preserving the old; adapting the new

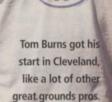
Tom Burns learned many of his field management skills at old Cleveland Municipal Stadium. He worked under the demanding eye of Marshall Bossard, son of sports turf pioneer and legend Emil Bossard.

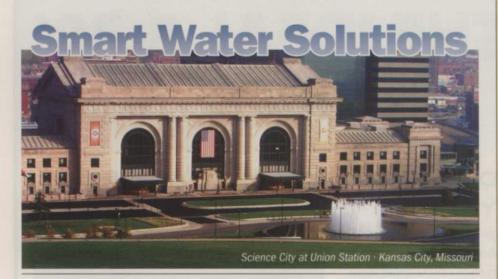
Municipal Stadium was built in 1931 and demolished in 1996. It was replaced by modern Browns Stadium.

Municipal Stadium, was often referred to as the "Mistake on the Lake," but it had its share of great moments. It was the site where Joe DiMaggio's 56-game hitting streak came to an end. And what longtime sports fan can forget NFL great Jim Brown bowling over defenders often in the freezing rain or snow so common in Cleveland in November. For decades it was home for two professional sports teams, the Browns football team and the Cleveland Indians baseball team.

continued on page 68







I ixed-use developments with heavily traveled public spaces would be wise to engage an ASIC Professional Member. They make the critical difference in developing sustainable and innovative water management solutions. I don't know who else could design an environmentally friendly bio-swales drainage network for a 1,000-car parking lot like the one we designed for the nation's second largest train station."

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What's not celebrated are the number of great grounds pros that it produced, too. Many, including Burns, are still in the industry.

Burns says the lessons he learned working on the grounds crew for Bossard can't be taught from books. "Preparing a baseball field is one of the hardest things you can do in sports turf and we got great on-the-job training," he recalls.

Has his job changed since he left Cleveland? You bet, says Burns.

For one thing, grounds pros have more tools to use, not to mention new species and varieties of turfgrass. The infield at Ameriquest Field is Sealsle seashore paspalum, which Burns refers to as "the Velcro infield" because it keeps hit baseballs in play for the infielders. The outfield is TifSport Bermudagrass, a relatively new and comparatively cold-tolerant variety of the species. Neither grass was available as few as 10 years ago.

The job is more demanding, too. Or at least the ex-



pectations of viewers.

Credit television for that, says Burns, especially high-definition television. "A viewer can see every little divot now," he says. — R.H.

Not only do fans in the seats expect a great field, so do viewers watching on television.



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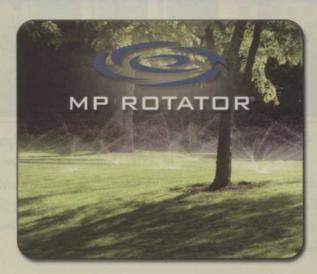
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**6-9** Ohio Turfgrass Conference and Show / Columbus, OH; Sponsored by Ohio Turfgrass Foundation; 888/683-3445; www.ohioturfgrass.org

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12-14 Texas Turfgrass Conference & Expo / San Antonio, TX; Sponsored by Texas Turfgrass Association; 800/830-8873; www.texasturf.com

#### January 2006

2 - February 16 Winter School for Turf Managers / Amherst, MA; Sponsored by: UMass Extension; 518/892-0382; www.UMassGreenInfo.org

**4-6 Minnesota Green Expo** / Minneapolis, MN; Sponsored by

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5-6 Mid-States Horticultural Expo / Louisville, KY; Sponsored by Kentucky Nursery & Landscape Association, the Tennessee Nursery & Landscape Association and the Southern Nursery Association; 770/953-3311; www.sna.org/midstates/

**8-10 WESTERN 2006** / Overland Park, KS; Sponsored by Western Nursery and Landscape Association; 816/233-1481; www.wnla.org

**8-15** Design Build Symposium at Sea / Port Canaveral, FL; Sponsored by Kinman Institute; 614/764-8733; www.kinmaninstitute.com

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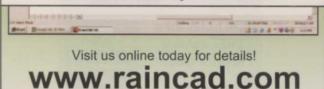


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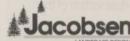
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|-------------------|------|
| Bill Inserts      | .19% |
| Don't Communicate | .17% |
| E-mail            | 5%   |
| Telephone         | 1%   |

SOURCE: CABLE AND **TELECOMMUNICATIONS** ASSOCIATION FOR MARKETING







#### FROM COST CONTROL TO GROWTH

According to a 2004 workforce study, economic prospects have brightened and business confidence has improved — and therefore the focus of companies has shifted and continues to shift.

| Overall Focus<br>of Company         | 12<br>months ago | Today | In 12<br>months |
|-------------------------------------|------------------|-------|-----------------|
| Primarily on growth                 | 26%              | 27%   | 42%             |
| Primarily on cost control           | 41%              | 32%   | 18%             |
| Evenly split, growth & cost control | 25%              | 34%   | 32%             |

SOURCE: "OUICK BITES" BY SAM GEIST AT WWW.SAMGEIST.COM

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| First seen in U.S.    | 2002 in SE Michigan             |  |
|-----------------------|---------------------------------|--|
| States where detected | 5 (MI, OH, IN, MD, VA)          |  |
| Quarantined           | 14,000 sq. miles (MI, OH, IN)   |  |
| Ash trees killed      | 10 million                      |  |
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