

RECESSION-PROOF
YOUR BUSINESS

\$50,000 GET MORE FROM
YOUR SALES TEAM

Landscape Management

*The preferred resource
for large contractors*



\$40,000

\$35,000

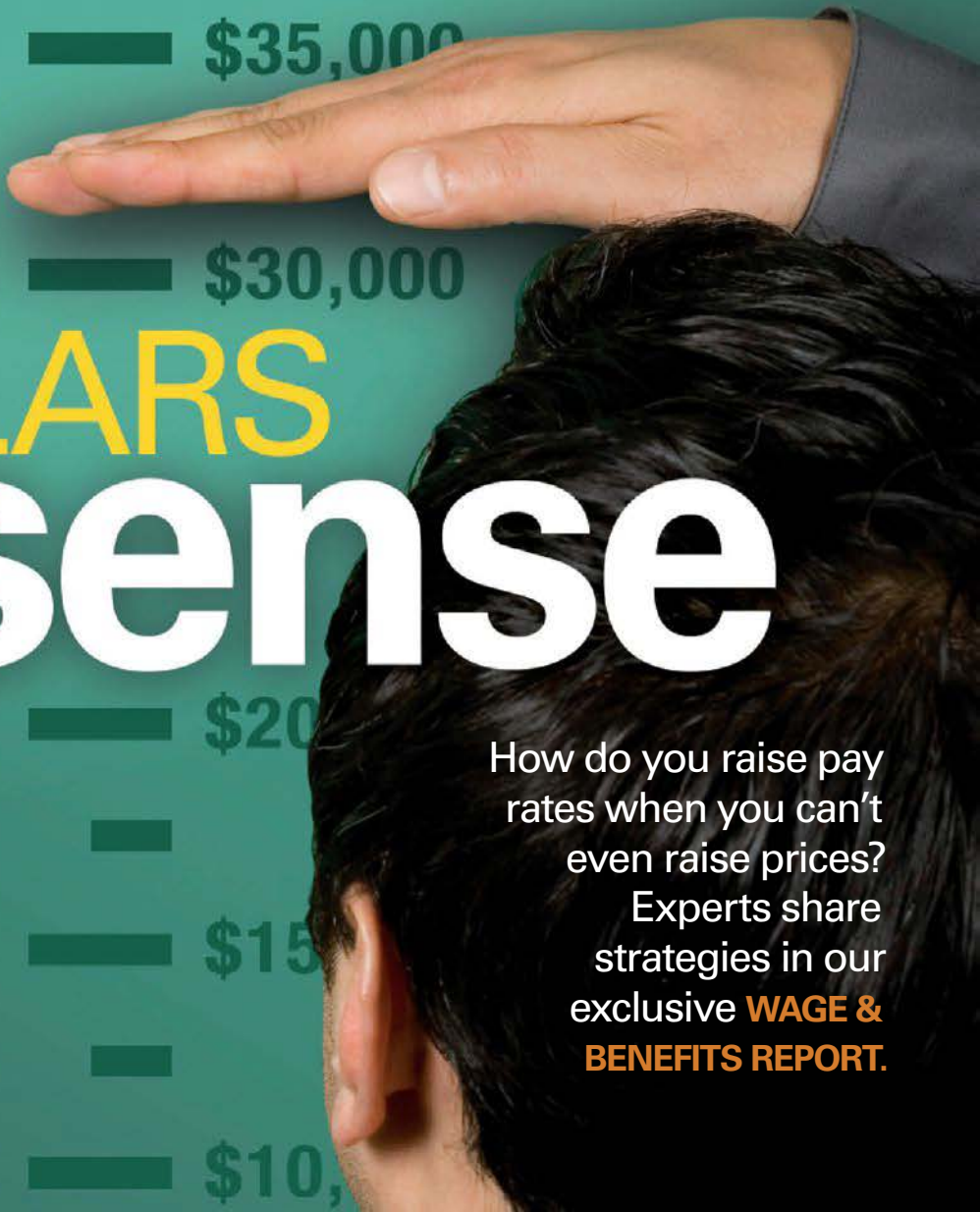
\$30,000

DOLLARS & sense

\$20,000

\$15,000

\$10,000



How do you raise pay rates when you can't even raise prices? Experts share strategies in our exclusive **WAGE & BENEFITS REPORT.**



FATHER NATURE.

GENUS: POWER PLANT. IT ALL STARTS WITH THE LEGENDARY 5.7-LITER HEMI® V8 THAT PRODUCES 383 HORSEPOWER AND COMES WITH A BEST-IN-CLASS¹ STANDARD SINGLE 52-GALLON FUEL TANK FOR EXCELLENT DRIVING RANGE. NOT TO MENTION THE LARGEST BRAKE ROTORS AND PADS IN THE CLASS,¹ AND AVAILABLE INTEGRATED TRAILER BRAKE CONTROLLER. A TRAILER TOW RATING OF UP TO 18,750 POUNDS MEANS ALMOST NO JOB IS TOO BIG TO HANDLE. AND WHEN EQUIPPED WITH THE PROVEN 6.7L CUMMINS® TURBO DIESEL ENGINE, IT MEANS ONE LESS THING TO WORRY ABOUT. MOTHER NATURE DOESN'T COMPROMISE. AND NEITHER DO WE.



PROPERLY SECURE ALL CARGO.

RAM MEANS BUSINESS

RAM 3500/4500/5500 CHASSIS CABS

INCREASED FRONT GAWR UP TO 5500 LB
AND GVWR UP TO 13,000 LB (ON 3500)

AVAILABLE 6.7L CUMMINS TURBO DIESEL
WITH STANDARD DIESEL EXHAUST BRAKE

BEST-IN-CLASS STANDARD GVWR
FOR 5500 TRUCKS⁽¹⁾ (18,750-19,500 LB)

ALL-NEW CREW CAB DESIGN

BEST-IN-CLASS 5-YEAR/100,000-MILE
POWERTRAIN LIMITED WARRANTY⁽²⁾



RAM

RAMTRUCKS.COM/COMMERCIAL

BUSINESS



DISCOVER SMALL-BUSINESS BENEFITS AND MORE AT RAMTRUCKS.COM/BUSINESSLINK.

(1) CLASS 3-5 PICKUP-BASED CONVENTIONAL CAB CHASSIS.
(2) BASED ON FULL-LINE CLASS 3-5 CONVENTIONAL CAB
CHASSIS. RAM AND HEMI ARE REGISTERED TRADEMARKS OF
CHRYSLER GROUP LLC.

CONTENTS »

MARCH 2011
VOL 50, ISSUE 3



How do you raise pay rates when you can't even raise prices? Experts share strategies in our exclusive **WAGE & BENEFITS REPORT**.

BY NICOLE WISNIEWSKI (B) (D/B) (I) (LC) (M)

LM MARKET MATCH We've made your life a little easier by supplying icons that direct you to stories targeting your core business.

B – Business, D/B – Design/Build, I – Irrigation, LC – Lawn Care, M – Maintenance



ON THE COVER
Photo by iStock International Inc.

DEPARTMENTS

- 8 News & Views**
Common senses; innovate ... or wither away
- 16 Progress** NEW!
Recession-proof your business
BY NICOLE WISNIEWSKI
- 40 A Cut Above**
Mariani Landscape, Lake Bluff, IL
BY DAN JACOBS
- 42 Add-on Biz**
Hayden Landscaping, Greenup, IL, adds irrigation
BY CASEY PAYTON
- 44 Lawn Care Pro**
Robert Windish, Hillsborough, NJ
BY RON HALL
- 46 Weed Watch**
White clover; Carpetweed
- 58 LM Reports**
Compact construction equipment; Herbicides
- 72 My Biggest Mistake**
Handshake agreements vs. written contracts
BY CASEY PAYTON



COLUMNS

- 6 First Cut**
BY NICOLE WISNIEWSKI
- 17 The Hall Mark**
BY RON HALL
- 38 Best Practices**
BY BRUCE WILSON
- 56 The Benchmark**
BY KEVIN KEHOE

IN EVERY ISSUE

70 Classifieds **71** Resources

SPECIAL SECTION

48 LIVESCAPES
Plant purchasing: Planning and partners ease material sourcing frustrations.



THINKING ABOUT BECOMING A BUSINESS OWNER?

We can help.
We start with you. We stay with you.

Our Franchise Support Team has over 260 years of combined commercial landscape industry experience to assist you with business and industry knowledge.



INVEST IN YOUR FUTURE

BECOME A
FRANCHISE OWNER WITH
U.S. LAWNS

**YOUR
SUCCESS**
is everything to
US



NATIONAL STRENGTH
LOCAL COMMITMENT

1-866-781-4875
franchise@uslawns.net
www.uslawns.com/franchise

TAKE YOUR OFFICE WITH YOU CLIP2Go



GPS
Tracking
of Crews*

+



Bilingual
Directions

+



Start/Stop
Times for
each Job



Also with this amazing Software ...

- Route sheets for the crews
- Access to Customers, Jobs, Notes, History and Billing out in the field
- Modify information in the field and sync back to office
- Syncs with office via cable, Wi Fi or cell phone (with data plan)
- Multi level password protection
- Spanish and English built in

* Requires CLIPx, a Windows Mobile 5.0 device, TomTom mapping software, Microsoft MapPoint and GPS receiver.

Call **800-635-8485** to learn how
to get started using **CLIP2Go!**

CLIP
www.clip.com

Landscape Management

CLEVELAND HEADQUARTERS

600 SUPERIOR AVE. EAST SUITE 1100
CLEVELAND OH 44114 800/669-1668

EDITORIAL STAFF

Editorial Director Marty Whitford 216/706-3766 |
mwhitford@questex.com

Editor-in-Chief Nicole Wisniewski 216/706-3735 |
nwisniewski@questex.com

Editor-at-Large Ron Hall 216/706-3739 | rhall@questex.com

Managing Editor Daniel G. Jacobs 216/706-3754 |
djacobs@questex.com

Technical Editor Pete Grasso 216/706-3775 |
pgrasso@questex.com

Contributing Editors Heather & Jamie Gooch 330/723-3539 |
hgooch@questex.com, jgooch@questex.com

Art Director Carrie Parkhill 216/706-3780 |
cparkhill@questex.com

ADVERTISING STAFF

Publisher Patrick Roberts
216/706-3736 Fax: 216/706-3712 | proberts@questex.com

Northern National Sales Manager Dave Huisman
732/493-4951 Fax: 732/493-4951 | dhuisman@questex.com

Southern National Sales Manager Jason DeSarle
216/706-3758 Fax: 216/706-3712 | jdesarle@questex.com

Business Development Manager Ric Abernethy
216/706-3723 Fax: 216/706-3712 | rabernethy@questex.com

Account Executive Classifieds Kelli Velasquez
216/706-3767 Fax: 216/706-3712 | kvelasquez@questex.com

BUSINESS STAFF

Vice President Kevin Stoltman 216/706-3740 |
kstoltman@questex.com

Administrative Coordinator Petra Turko 216/706-3768 |
pturko@questex.com

Production Manager Amber Terch 218/279-8835 |
Amber.terch@superiormediasolutions.net

Production Director Jamie Kleist 218/206-2107 |
Jamie.kleist@superiormediasolutions.net

Audience Development Manager Carol Hatcher
216/706-3785 | chatcher@questex.com

MARKETING/MAGAZINE SERVICES

Reprints landscapemanagement@theygsgroup.com |
800/290-5460 x100

Ilene Schwartz Circulation List Rental 216/371-1667

Customer Services Subscriber/Customer Service
landscapemanagement@halldata.com |
866/344-1315; 847/763-9594 if outside the U.S.

Paul Semple International Licensing
714/513-8614 Fax: 714/513-8845 | psemple@questex.com

For current single copy, back issues, or CD-ROM,
call 866/344-1315; 847/763-9594 if outside the U.S.

QUESTEX MEDIA CORPORATE OFFICERS

President & Chief Executive Officer Kerry C. Gumas

Executive Vice President & Chief Financial Officer Tom Caridi

Executive Vice President Antony D'Avino

Executive Vice President Gideon Dean

Join a Winning Team

Eastern Land Management of Stamford, CT is seeking key team players with a desire to learn, earn excellent wages, incentive compensation, uniforms, training, first-rate benefits all while beginning a superior career path.

Landscape Management Department Account Manager:

- ✓ 3+ years experience in a similar position developing & maintaining customer relationships

Production Manager:

- ✓ 2+ years experience in a similar position w/focus on training & employee development - Bilingual preferred

ELM has experienced an average annual growth rate of 20% over the last 3 years and is listed on INC 5000



EST. 1976

Fax your resume to 203.316.5434
or email careers@easternland.com
visit www.EasternLand.com for more information.

ONLINE NOW

WWW.LANDSCAPEMANAGEMENT.NET <<

DIGITAL VAULT

Select stories from our e-newsletters. Visit www.landscapemanagement.net/enewsletters to sign up or view.

LMdirect!

"You can offer the greatest service in the world at an incredible price, and if the person on the front lines representing your company is a jerk, you might as well be selling Mel Gibson's 'Guide to Making Friends.'"

Athletic Turf News

"It's a joy and a wonder to see the several hundred young men and women so

hungry to learn and so eager to join the profession at each year's Sports Turf Managers Association Conference."

LD/B Solutions

"Since launching Black Velvet and its companion petunias Phantom and Pin-stripe at Spring Trials in 2010, consumer media interest has built around these varieties."

i-News

"The terms water conservation and irrigation efficiency increasingly dominate conversations relating to water use on our residential and commercial properties, parks, sports fields and golf courses. Well, they should."

WEB EXCLUSIVE

Scientists at Mississippi State University are looking to the ground, specifically to the mowed landscapes surrounding runways and terminals, for ways to reduce wildlife hazards and possibly provide biofuel sources.

Landscape Management is now on Twitter and Facebook.



Get the latest news and blogs by becoming a fan of the magazine on Facebook at: facebook.com/LandscapeManagement.

Or you can follow LM's tweets at: twitter.com/LandscapeMgmt.



THE LM DAILY

If you want to know where the landscape industry is going — or at least where some of its most progressive companies think it should be going — you need to be paying attention to The Next Level Network.

ILLUSTRATIONS BY: ISTOCK INTERNATIONAL INC.

Clients itching to go indoors? MistAway systems help solve their mosquito problems today.




We are actively seeking Landscaping Professionals to sell, install and service our innovative outdoor misting systems that effectively control mosquitoes and other annoying insects.

Great margins and recurring revenues!

1-866-485-7255
WWW.MISTAWAY.COM

BECOME A MISTAWAY DEALER TODAY!



Follow your white rabbit

Alice in Wonderland has been called one of the best examples of the “literary nonsense” genre. Not really the biggest compliment. In fact, when the book was released in 1865 depicting a ‘Wonderland’ behind a small door reminiscent of the forbidden Cathedral Garden in which the author wasn’t allowed to play, it received little attention and poor reviews.

But by the end of the 19th century, Sir Walter Besant said it “was a book of that extremely rare kind which will belong to all the generations to come.”

From nonsense to infamy.

Alice has been on my mind a lot lately. During February’s Great Big Home & Garden Expo in Cleveland, OH, landscape contractor exhibitors created gardens inspired by films. Attendees were lined

up outside some of the most iconic, which included the *Alice in Wonderland* garden by Barnes Nursery. No one can deny the imagery an Alice-themed garden can inspire.

To become a literary classic, *Alice in Wonderland* had to be different, unusual. The author had to take extreme risks, fearing ridicule and failure.

As business owners, you make these same choices

everyday. You can choose to follow the status quo, conduct business as usual and be moderately successful as a result (the straight and narrow path). Or you can step outside of your comfort zone and do something completely different, risking failure and remarkable success beyond industry expectations and business norms (Wonderland). It’s a classic gamble where the resulting failures and successes are equally great.

One of the best examples of a risk-taking innovator who took a chance on an idea and is today experiencing great success while its main competitor suffers great failure is Netflix. When Netflix execs

first came up with their business model of mail-order video based on convenience and limited fees and labor costs, they took the concept to Blockbuster, and “they just about laughed us out of their office,” says Barry McCarthy, Netflix CEO.

Today, Blockbuster execs aren’t laughing. Netflix has more than 20 million members as of January. With a \$9 per month membership fee, that amounts to more than \$2 billion annually in gross revenue. Basically, “a small new entrant ran by a brilliant tech savvy individual tore the heart out of a giant video rental,” shares Don Seal of the Smallcap Network. “Blockbuster’s board members ... didn’t understand that generation ‘Y’ would rather watch TV on their laptops.”

Today, Blockbuster has stock trading at \$0.09 and is going through a slow, painful bankruptcy, while Netflix remains one of the hottest stocks, trading at \$217 per share, Seal explains.

All because one business was thinking outside of the box and the other was “too little, too late,” Seal says.

If the rise and fall of Blockbuster has taught us anything it’s “evolve or fall by the wayside,” points out Mike Schuster, a Minyanville.com staff writer.

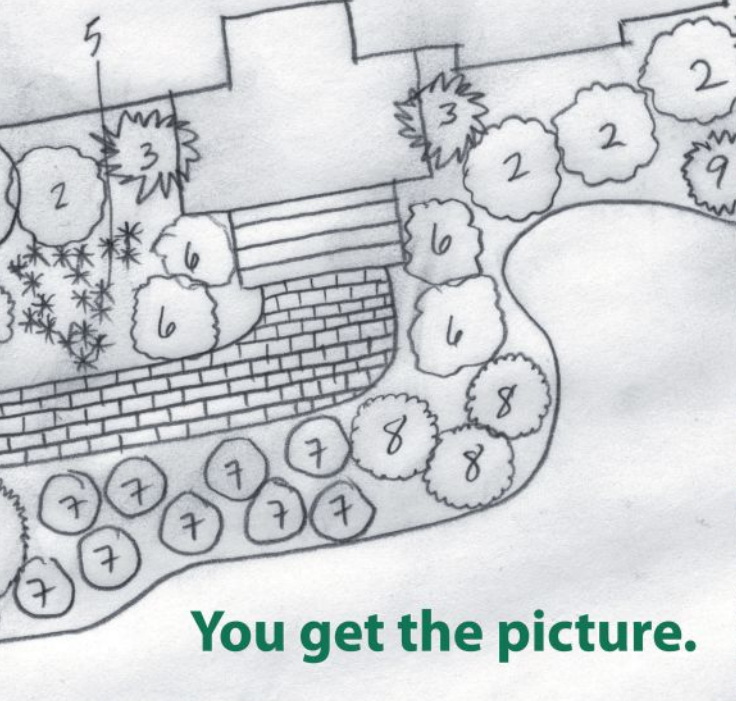
While it’s not easy to translate Netflix’s idea to the landscape industry, it’s not as hard as you think to put a new spin on something you do. At PLAN-ET’s Executive Forum this February, innovation was the theme, and I was surrounded by new ideas. Yardmaster’s Kurt Kluznik tried a weekend work schedule to gain better equipment utilization (see more on page 28). Davey Tree helped the USDA Forest Service develop i-Tree to track the relevance and value of trees on properties (see more on page 14). Dennis’ Seven Dees Landscaping’s David Snodgrass introduced “checkbook” thinking to his foremen to help them better understand job costs.

The ideas don’t have to be big or transform the industry. In fact, they may even prove unsuccessful. That’s the risk you take. If the new concept ultimately improves the way you and your people think, you win.

The lesson: Never be afraid to follow your white rabbit. You never know where it’ll take you.



Tea party anyone? Barnes Nursery’s *Alice in Wonderland* garden.



You get the picture.



Now they do.

*To win bids, customers need to visualize your design ideas.
With PRO Landscape, they can.*

Whether you are designing new installations or renovation projects, **PRO Landscape** has all the tools necessary to quickly create visual designs that will impress customers. **PRO Landscape** also lets you create accurate CAD drawings, customer-friendly proposals, night and holiday lighting designs, and 3D renderings. No wonder **PRO Landscape** is the easiest-to-use and most complete landscape design software available.

**Photo realistic imaging • Easy-to-use CAD • Night and holiday lighting
Complete customer proposals • True 3D photo and CAD renderings**

60-Day Money-Back Guarantee

Discover why **PRO Landscape** is the most popular design software for landscape professionals.

- » Visit prolandscape.com
- » Call (800) 231-8574
- » Email prolandscape@drafix.com

drafix software, inc.

PRO Landscape
The Standard in Design Software for Landscape Professionals!



COMMON

senses

Consumer confidence levels got you down? Help clients relax ... in the landscape.

BY NICOLE WISNIEWSKI EDITOR-IN-CHIEF

Built or urban environments with the hustle and bustle of traffic, work and crime tend to evoke stress. Even just thinking about these spaces can make people feel edgy. Pile that on to recent low consumer confidence levels and the outlook is rather grim.

But there's a reason why researchers say urbanites escape to beaches and parks for vacation: Natural spaces help them reduce stress by taking necessary breaks from these highly noisy and visually complex environments.

In fact, natural settings have been favored during two to 3 million years of evolution, so it's possible people may even be genetically inclined to respond positively to them, according to Roger Ulrich, professor and director of the Center for Health Systems & Design at Texas A&M's College of Architecture.

"While the sensory qualities of sight, touch, sound, etc. suggest something a bit different to each of us, we share common threads in our response patterns to natural elements," agrees David Slawson, a landscape artist and designer with more than 30 years of experience and author of books on Japanese-inspired garden



Compositions of water, plants and walls create distinct garden experiences. Thin rivulets of water fall into a shallow pool, creating a bright sound to help muffle nearby traffic noise.

design. Slawson highlighted design inspirations that come from popular landscape elements during "The Art of Evoking the Natural World in Restorative Gardens" at the Cleveland Botanical Garden's 6th annual Sustainability Symposium this February. "Certain natural patterns have universal appeal."

"You can design an outdoor space that

uniquely invites each person to be a part of the experience, connecting themselves to the larger world," adds David Kamp, landscape architect and founder of Dirtworks, PC, as well as designer of the Elizabeth and Nona Evans Restorative Garden at the Cleveland Botanical Gardens and keynote presenter at the Sustain-

continued on page 10



With four-wheel steering,
it's easy to handle,
well, anything.



© 2011 Cub Cadet

On campus at The University of Akron.

THE TANK™ S ZERO-TURN RIDER. STEERING-WHEEL CONTROL MEETS DIESEL DURABILITY.

Where else can you find a zero-turn rider that delivers consistently remarkable results? With four-wheel steering and steering-wheel control through patented Synchro Steer® technology, you enjoy unparalleled stability on hills. Plus, a rugged 31.2 HP* Yanmar® diesel engine to easily handle the most vigorous workload. And an innovative Select Cut System™ for incredibly precise cutting. No wonder no one else can match it. Experience a Cub Cadet today to understand why it's a better choice.



Visit cubcadetcommercial.com/lm to find your nearest dealer and unbeatable factory financing, including 0%**



*as rated by engine manufacturer

**Not all buyers qualify. See dealer or cubcadet.com for details.
Cub Cadet Commercial products are intended for professional use.



cubcadetcommercial.com/lm



The stone retaining wall defines and separates gardens. The 6-ft. wall steps in height and features cascading plants, water features and interesting native stones.

continued from page 8

ability Symposium, speaking on “Creating Restorative Environments.” “We want to emphasize a close connection to nature in our design solutions — we believe this is essential to the health and well-being of ourselves and our communities.”

Both Kamp and Slawson shared their tips for creating these healing spaces with approximately 60 landscape professionals during the symposium. Whether creating a public garden or one intended for a client’s private use, there are restorative elements that can be used to make every space more memorable and valued, both professionals agreed. It all starts with the senses.



The sense of **SIGHT**: seeing is believing

Kamp uses plants as a veil to create intimacy in larger spaces

but also provide a way to peek through and see more. Reflective ponds can also enhance the sense of sight by doubling natural images, he says.

Slawson draws visual inspiration from beautiful, well-loved landscape elements, such as a misty lake or a

mountain ridge. He recreates these elements in a space by using various plants to replicate the inspiration — differing heights of spruce, for instance, to evoke a mountain ridge.

“Meandering lines always invite visitors to enjoy the journey,” Slawson adds, pointing out another visually intriguing element in landscape design. “An ‘S’ curve suggests hidden mysteries around the corner — people prefer them to straight lines every time.” Exaggerating this pattern, Slawson has also drawn landscape design inspiration from the spiral galaxy pattern of the Milky Way, another soft and home-inspiring shape people tend to embrace.

Mimicking the effects of weather on the landscape can also create inspiring visuals. Slawson suggests copying the look of wind-blown trees.



The sense of **TOUCH**: a touch of Zen

Kamp incorporated a variety of textured stones

and planting pockets into a retaining wall in the Elizabeth and Nona Evans Restorative Garden. The 6-ft. wall cre-

ates separation for “private moments in a public setting,” Kamp says, and “ranges of touch within a small space.” This creates layers of sensation from the cool moisture of a water feature to fuzzy mossy plants, prickly leaves and hard and smooth rock edges.



The sense of **SOUND**: selective hearing

Slawson suggests landscape professionals study and copy water patterns in landscape design. Single thread water falls or braided falls, for instance, are not only peaceful to view, as people watch the water cascade over rocks in a specific pattern, but they also bring soothing and interesting sounds. In the case of the Cleveland Botanical Gardens restorative garden, these sounds also muffle other undesirable noises like traffic.



The senses of **SMELL & TASTE**: ‘scent’sational spaces

Creating areas of tension, as Kamp describes them, can enhance certain sensory experiences. In the Elizabeth and Nona Evans Restorative Garden, he created a wide path that slowly becomes narrow. This smaller pathway is then cascaded over on each side by various types of basil plants. The combination creates an intoxicating scent, “one that even goes home with you on your sweater as you brush by the basil,” Kamp says, adding that this could go one step further inspiring what that person then chooses to have for dinner.

Heightening the senses in the landscape by creating areas where people see a beautiful space, hear water and birds, “enjoy fragrances and catch their breath takes a level of detail and focus,” Kamp explains.

And designing to enhance the senses in a client’s space is worth it, Slawson adds, because it “makes customer experiences more memorable” - and you more memorable as their service provider. **LMM**



See all of our new, lower list prices at
www.rainbird.com/PocketTheSavings

**Demanding more
and paying less.**

That's intelligent.



**TALK TO YOUR
SALES REP OR
DISTRIBUTOR**

Save nearly 35% with the industry-leading quality of Rain Bird® 1804 Sprays. From the co-molded wiper seal to the stainless steel retraction spring to the five-year trade warranty, the dependability of the 1804 Spray cannot be beat. With a new, lower list price, neither can its value. Putting performance in the ground and savings in your pocket. That's The Intelligent Use of Water.™

Rain Bird® 1804 Sprays:
Save nearly 35% over
Hunter® PROS-04 Sprays*

Rain Bird List Price
\$2¹⁵

**Hunter
List Price**
\$3²⁵

*Based on 2011 U.S. Rain Bird® and Hunter® List Pricing effective January 1, 2011.

RAIN  BIRD®

Innovate ... or wither away

PLANET Executive Forum attendees learn how to make their businesses more relevant in the new economy.

BY NICOLE WISNIEWSKI EDITOR-IN-CHIEF

Seventy-five percent of today's Standard & Poor 500 companies will disappear by 2020. That's 375 out of 500 companies that will go bankrupt, be acquired by another or just fail.

This according to *Creative Destruction: Why Companies That Are Built to Last Underperform the Market – And How to Successfully Transform Them*, by Richard Foster and Sarah Kaplan, a book referenced in the Professional Landcare Network's *Crystal Ball Report #30, Innovate or Die: How Green Industry Companies*

Shayne Newman, Dave Zerfoss and Todd Pugh talk innovation at PLANET's Executive Forum.

Will Thrive in the New Economy.

Why will three out of four S&P 500 companies fail before 2020? Because they do not adapt to accelerating change, which will render their products and services obsolete.

In other words, they lack innovation.

This fact inspired the topic "Technology & Innovation" for PLANET's Executive Forum & Leadership Meeting Feb. 16-20 in Amelia Island, FL, where

they debuted the new report (you can get your copy in the PLANET bookstore at <http://bit.ly/h6Qfxg>). "Innovation is the best way for many companies in the green industry to differentiate themselves, increase their profits and protect their futures," the association says.

One Executive Forum session featured a roundtable of Crystal Ball Subcommittee members Dave Zerfoss, The Zerfoss *continued on page 14*



PHOTO BY: NICOLE WISNIEWSKI



EASY INSTALLATION IS A LOK.

Who says there are no sure things in construction? Hardscapes built and designed with VERSA-LOK are a cinch to go up quickly and easily. Our pinned in place design makes perfect installation and structural stability a sure thing. When you use VERSA-LOK, once it's built, it's built to last. And last. To create retaining walls, freestanding walls, columns, steps and ore with no need for special units, there's only one product to trust. Simple, reliable and beautiful. That's the VERSA-LOK promise.

To find out why landscape architects prefer VERSA-LOK, call (800) 770-4525 or visit www.versa-lok.com.



Freestanding Walls



Mosaic Random Face Patterns



Fully Integrated Stairs



Random-Pattern Tall Walls



Freestanding Columns



Multi-Angle Corners





PENDulum^{Herbicide}
AquaCap™

You've got enough things to worry about. But the proven performance of **Pendulum® AquaCap™ herbicide** means weeds aren't one of them. Its water-based formulation gives you long-lasting, broad-spectrum preemergent grass and broadleaf weed control, with reduced staining and odor, plus easier clean-up. So don't worry about weeds popping up. Use **Pendulum AquaCap**.

betterturf.basf.us

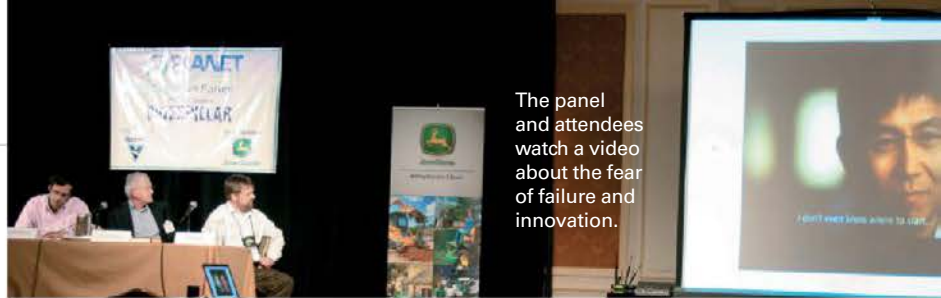
 **BASF**
The Chemical Company

continued from page 12

Group (previously with Husqvarna); Shayne Newman, owner of YardApes in New Milford, CT; Todd Pugh owner of

WEB EXTRA

For more coverage of PLANET's Executive Forum, check out Landscape Management's April issue, as well as facebook.com/LandscapeManagement, twitter.com/LandscapeMgmt and landscapemanagement.blogspot.com.



The panel and attendees watch a video about the fear of failure and innovation.

Todd's Enviroscapes and Green Industry Innovators in Louisville, OH; and moderator Jim McCutcheon, owner of HighGrove Partners in Austell, GA.

The group shared their innovation

secrets, inspiring discussion from the 113 attendees.

Pugh, for instance, used USDA Forest Service innovation i-Tree, a software suite designed to measure and quantify the benefits trees provide a property, with a client who manages hospital grounds. Pugh was able to help the hospital's management team transform its thinking about the cost of tree maintenance from being seen as an unwelcome expense to being a sound investment that adds measurable economic benefits to the hospital operation as well as to the surrounding community. "By switching the perception of 'tree maintenance' from a cost to a benefit, landscape management took on new importance, and even created a new marketing opportunity for the hospital," explained Greg Ina of The Davey Tree Expert Co., one of the partnering companies that helped create i-Tree (itreetools.com). This innovation and others are highlighted in the report.

Part of the process of being an innovative business comes from creating an innovative culture. "When an effective leader shares his purpose and direction, he creates energy and excitement," Zerfoss explained.


Newman agreed. "Encouraging employees and rewarding them for great ideas is much bigger than a paycheck," he said. "Creativity is just connecting things. If we can connect our ideas with customer needs, that's how we'll get innovative."

The whole process can be a little uncomfortable for the owner, Pugh points out. "When you take yourself out of your comfort zone and push yourself, it's a lonely place," he admits.

But "if we don't get comfortable being uncomfortable we won't innovate," Zerfoss added. "We have to move our people and ourselves past our comfort zones."

Is the process worth it? According to these innovators, it will ensure their landscape businesses don't end up on the failure list. As Newman says: "The only way to get ahead is to do something different than everyone else is doing."

SO SMOOTH, YOU'LL FORGET IT'S AN AERATOR.



**THE NEW
STEERABLE
AND
REVERSIBLE
TURFCO™
TURNAER™
XT5**

**AERATION HAS
NEVER BEEN
THIS EASY,
COMFORTABLE
OR PROFITABLE.**

- > More lawns per day
- > Easier on the operator
- > Smoother, quieter operation
- > Easier to service
- > Better hill-holding ability
- > All for a great price

Call today to see what
the XT5 can do for you.
800-679-8201

TURFCO

◀ DIRECT ▶

WWW.TURFCODIRECT.COM



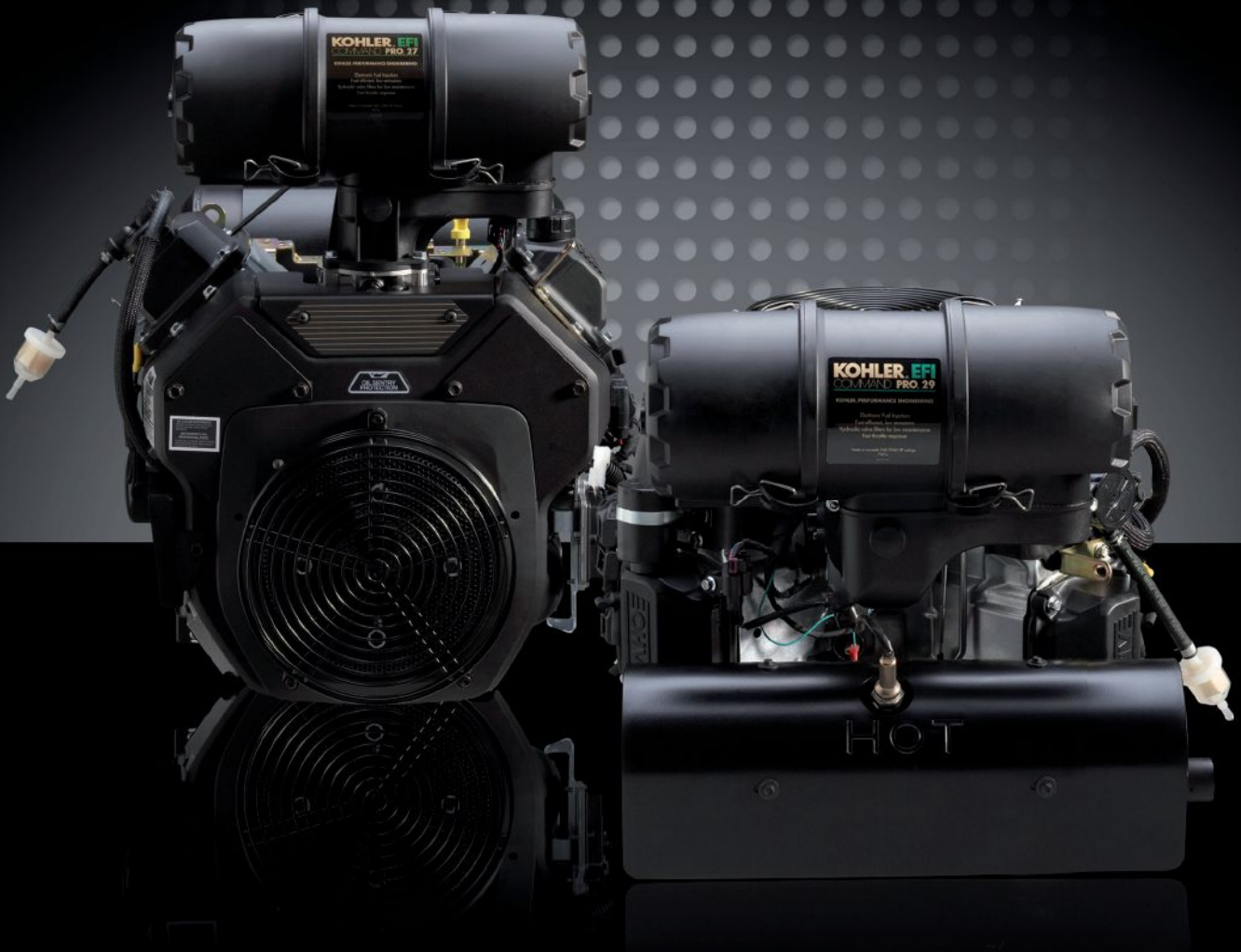




PHOTO BY: NICOLE WISNIEWSKI

Tough on performance. Easy on the wallet.



KOHLER® EFI. LESS DOWNTIME. LOWEST OPERATING COST.

As the industry's only closed-loop system, the KOHLER EFI (electronic fuel injection) delivers the precise fuel-air mixture to optimize power, performance and efficiency in all mowing conditions. The result is superior reliability, less downtime and fuel savings up to 20%. Innovation like this is tough to ignore. And is backed by over 90 years of experience.

PROGRESS

Recession-proof your business

According to *U.S. News & World Report*, the best comparison to the most recent economic recession is the one from 1981-82. It lasted 16 months, had several quarters where the economy shrank 3% or more and saw unemployment rise as high as 10.8%.

The 2008-2009 recession was — if it is indeed over (nearly two-thirds of American believe the economy has yet to hit bottom, according to a *Wall Street Journal* poll taken in late 2010) — different from any other because of its depth and causes. “The first trigger was the drop in housing prices, which robbed many people of their primary access to capital,” explained Douglas A. McIntyre in a 24/7 Wall St. article appearing in the Yahoo Finance news section. “As that access disappeared, so did the availability of credit. Consumer buying power evaporated and businesses cut inventory and production. Joblessness rose. Finally, consumer confidence plunged.”

The latest “downturn was so great that in some months more than 500,000 people lost jobs,” he continued. “The unemployment rolls are now more than 8 million, and over 1.4 million people have been out of work for over 99 weeks.”

The statistics speak volumes. But what does the landscape industry think? Was the recent recession the worst they’ve ever experienced, particularly compared to the 1981-81 recession? We revisited 1982 issues of *Weeds, Trees & Turf*

Landscape businesses experiencing numerous recessions have learned a thing or two about survival.

(*Landscape Management* today) to find out.

In January 1982, Bruce Shank, then executive editor of *Weeds, Trees & Turf*, reported 1981 as a growth year for the landscape industry. But a survey he conducted revealed the challenges landscape contractors were facing and why they expected less growth in 1982.

- ▶ Nearly two-thirds of contractors delayed purchasing equipment in 1981 due to interest rates. The same number raised prices to cover higher interest costs.
- ▶ Half of respondents cut credit use to buy equipment and cut credit terms allowed customers.
- ▶ 40% of landscape contractors avoided using credit to finance expansions.
- ▶ Half of landscape contractors reduced their number of employees.
- ▶ More than 40% of landscape contractors expanded into new types of landscape services to counter rising costs (mainly design and lawn care).

prolonged recession was listed as the top concern for landscape contractors this year, and 27% of contractors reported the industry as down (14% of which said it was down significantly), while another 26% called it flat. Seventy-five percent of business owners think another recession is likely before full recovery, according to Discover’s Small Business Watch. When it comes to employee pay, only 40% of contractors gave raises to hourly/seasonally workers, 36% gave them to salaried employees and 31% gave them to owners/management team members.

For further comparison we asked Bruce Wilson, *Landscape Management* columnist and consultant with the Wilson-Oyler Group who experienced both recessions, for some more guidance.

“This one is much worse it seems,” he says of the most recent recession compared to 1981-82. “It has been longer and even in somewhat of a recovery, construction is still very weak. Housing has been hit particularly hard. And I believe maintenance prices were hit much harder in this recession.”

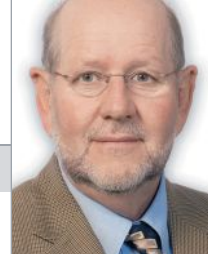
Want to be better prepared for future recessions? Wilson noticed a trend. “The companies doing the best in this recession are companies that took cost cutting seriously and with a sense of urgency,” he explains. “Several people told me they made cuts in overhead they should have made a long time ago.”



Bruce Shank shares data on the 1981-82 recession.

▶ 33% of landscape contractors moderated growth goals, tightened routing and used smaller plant material when possible to cut operating costs.

Comparing the research to today, contractors are experiencing some pretty tough times — just on a different scale. According to 2010 *Landscape Management* research, a



Our changing landscapes?

Great Lakes winters can be long, cold and snowy. This one has been a doozy. So those of us living and working here look forward to escaping for a week or two mid-winter. We head south, way south, counting on the sight of green grass and colorful early spring bloomers to restore our dulled, salt-rusted spirits.

Florida is often our destination of choice. We crave the respite of sunshine and softly swaying palms as avidly as a starving man craves the prospect of a Ryan's buffet.

But even after arriving and breathing in warm coastal breezes, many of us in the landscape business find it impossible to leave our professions behind. The Green Industry surrounds us regardless of where we live or travel. It's a fact that I discovered again during a recent visit to southwest Florida.

Walking the streets in my son's Ft. Myers neighborhood, I was struck by the diversity of residential landscapes there. Precisely trimmed ornamentals and the manicured, uniformly green and weed-free lawns of some of the properties strongly hinted at professional care. Most other properties in the same neighborhood were nice enough — St. Augustine-grass lawns, live oaks, pines, palms, citrus and other typically Florida foliage. These were obviously irrigated and being maintained by their owners.

Several properties, however, stuck out in stark contrast to the others. They had no turfgrass, at least none visible from the street. While neighbors or a passerby might view them as untidy, the residents likely see them as attractive, easy to maintain and environmentally responsible.

These properties, I surmised, were representative of the low-input (reduced mowing, irrigation and chemical use) landscapes advocated by environmental organizations and some governmental agencies. For example, the University of Florida's Institute of Food and Agricultural Sciences offers a Florida-friendly landscaping guide (fyn.ifas.ufl.edu) for homeowners and related best manage-



Which type of landscape do you prefer?

(A) A professionally maintained property or (B) A landscape of native and adapted plants requiring fewer inputs?

ment practices (BMPs) for professionals.

These types of landscapes, dominated by stones and drought-tolerant native and regionally adapted plants rather than maintained turfgrass, are becoming the rule and not the exception in the arid U.S. Southwest. Their popularity in Florida (at least judging from the single neighborhood that I walked) doesn't appear that strong yet. This is probably due to the large number of lawn-loving Yanks that have migrated or live there seasonally. Their tastes in landscapes could change, of course.

Regulations directed at the use of potable water for irrigation and fertilizer use on residential properties is growing in Florida. In the end, though, cost could be as big a factor — and not just in the Sunshine State. If the price of water, fuel, chemicals or professional services rises substantially, low-maintenance, low-input landscapes will certainly become more popular.



DOLLARS

How do you raise pay rates when you can't even raise prices? Experts share strategies in our exclusive

WAGE & BENEFITS REPORT.

BY **NICOLE WISNIEWSKI** EDITOR-IN-CHIEF



BRIAN GOLEMBIEWSKI sometimes feels like he's trapped in a vice grip. On one side, the president of \$2.6 million, Tempe, AZ-based Paramount Landscape, must push his employees to do quality work and boost job efficiency, maintaining customer retention in the midst of stalled service pricing.

On the other side, he can't reward his employees with a raise because margins are razor thin despite their efforts. It's been two years since any of his workers have received one, unless they were promoted.

In the middle, he feels at times someone is twisting the two iron bars closer and closer together, squeezing him dry of a solution to this dilemma.

To gain some strength — and space — back, he stays focused. He has processes and systems in place to measure performance and quality. And he educates his team constantly, explaining why he can't afford raises.

But, he says, "keeping employees doing good work when they aren't happy because they've had no raise — that's a challenge."

Golembiewski isn't alone in his struggle.

Todd Cole froze pay rates last year "because we were down 10% of sales from the year before with lower profit margins," says the president of Asheville, N.C.-based Highland Heritage Landscapes.

As a result of lost market share in most business segments due to a lack

of new construction, the foreclosure situation and its affect on HOA work, and cut backs in both commercial and government contract services as well as increased competition for the work that is available, Orlando's Carol King Landscape Maintenance has also had to be "very cautious with pay rates, raises and bonuses," says Vice President Bruce Bachand. "In most positions, rates have been frozen and any decreases have been in the 5% or less range."

And for Ron Skover, owner of Greenlawn, LLC in North Street, MI, "this will be the third year we've basically had a salary freeze, but I'm hoping to change that this year."

According to PayScale's 2010 review, wage levels by the end of 2010 were no higher than they were nearly three years ago (rising only 0.3%), although the cost of goods has increased by 4.5% in the same period. In fact, "2010 was a year when the economy really did not move up or down, rather it moved sideways," says Al Lee, director of quantitative analysis at PayScale. "Mirroring the stubbornly high unemployment, pay was virtually unchanged in 2010, down 0.1% nationally vs. the year before. While better than the declining pay of 2009, it was a long way from the 'normal' annual increases of 3% or more before the recession."

The outlook for this year, accord-

& sense

ing to The Conference Board annual survey, is that employers will set aside an average budget of no more than 3% for increases.

For the landscaping field specifically, in 2009, the Bureau of Labor Statistics reported an average wage for landscaping and groundskeeping workers at \$12.18 and a median (or mid-point) at \$11.29. Compared to PayScale's \$10.19 median rate for the same position in 2011, that's a 0.97% decrease. *Landscape Management Wage & Benefits Report* research shows only 40% of employers gave 2011 raises to hourly/seasonal workers, 36% gave them to salaried employees and only 31% of owners/management team members were awarded 2011 raises.

The situation is tough but not insurmountable.

Using the research and intelligence we've gathered for this Wage & Benefits Report, *Landscape Management* can help you come up with a solid plan to overcome your labor woes.

We can't give your employees raises. We can't make your customers pay a higher price. We can't determine your benefits and health care strategy in the midst of new and changing legislation. (Even though we'd like to.) But we can help relieve some pressure from that vice by providing you with the information you need to help you better make tough employee decisions.





Pay today



Position	Nat'l hourly rate	Nat'l salary
Landscaping or groundskeeping worker	\$10.22	n/a
Landscaper	\$11.84	n/a
Grounds maintenance foreman	\$14.10	n/a
Landscape supervisor	\$14.44	\$37,145
Administrative/office manager	\$14.70	\$39,906
Landscape designer	\$16.93	\$39,328
Landscape architect	\$19.86	\$48,640
Operations manager	n/a	\$42,640
Account manager	n/a	\$44,368
General manager	n/a	\$54,164



Source: PayScale, February 2011; all numbers are median or mid-point, not average

POSITION

Landscaping Worker

OVERVIEW

Nat'l hourly rate: \$8.95-\$12.42
 Overtime: \$12.75-\$19.74
 Bonus: \$103.48-\$1,179
 Total pay: \$19,999-\$31,043

HOURLY RATES BY STATE

Georgia: \$7.75-\$10.11
 Pennsylvania: \$8.17-\$10.28
 Ohio: \$8.22-\$12.77
 New York: \$8.42-\$10.04
 Washington: \$9.50-\$14.87
 California: \$9.50-\$18.50*
 Texas: \$9.96-\$13.16
 Massachusetts: \$11.00-\$17.50

HOURLY RATES BY EXPERIENCE

Less than 1 year: \$7.76-\$10.14
 1-4 years: \$8.69-\$11.62
 5-9 years: \$9.72-\$14.25
 10-19 years: \$10.24-\$15.33

POSITION

Grounds Maintenance Foreman

OVERVIEW

Nat'l hourly rate: \$11.97-16.88
 Overtime: \$16.65-\$24.39
 Bonus: \$253.19-\$1,458
 Total pay: \$27,616-\$41,083

HOURLY RATES BY STATE

Florida: \$10.84-\$15.42
 Texas: \$10.93-\$17.74
 Michigan: \$11.40-\$15.59
 North Carolina: \$11.68-\$13.80
 Ohio: \$12.22-\$17.33
 Pennsylvania: \$12.35-\$19.21
 Massachusetts: \$14.89-\$20.00

HOURLY RATES BY EXPERIENCE

1-4 years: \$10.03-\$14.12
 5-9 years: \$12.43-\$16.52
 10-19 years: \$13.20-\$17.97
 More than 20 years: \$14.42-\$20.95

POSITION

Account Manager

OVERVIEW

Nat'l salary: \$38,155-\$59,512
 Bonus: \$1,238-\$8,799
 Profit sharing: \$1,017-\$4,988
 Commission: \$5019-\$24,100
 Total pay: \$38,380-\$63,840

SALARIES BY STATE

Florida: \$34,408-\$47,055
 Georgia: \$36,176-\$58,717
 Texas: \$37,425-\$56,586
 Illinois: \$38,716-\$58,858
 Massachusetts: \$40,676-\$58,858
 New York: \$41,540-\$67,193
 California: \$42,179-\$66,395

SALARIES BY EXPERIENCE

Less than 1 year: \$29,892-\$41,158
 1-4 years: \$35,283-\$50,577
 5-9 years: \$41,690-\$62,010
 10-19 years: \$44,914-\$71,840
 20 years or more: \$46,236-\$76,890

POSITION

Landscape Contractor

OVERVIEW

Nat'l salary: \$36,720-\$73,407
 Bonus: \$850-\$9,887
 Profit sharing: \$2,500-\$40,000
 Commission: \$509-\$19,442
 Total pay: \$33,529-\$68,092

SALARIES BY STATE

North Carolina: \$39,305-\$101,736
 Illinois: \$45,000-\$81,951
 California: \$51,500-\$92,500

SALARIES BY EXPERIENCE

1-4 years: \$37,000-\$57,519
 5-9 years: \$34,583-\$50,868
 10-19 years: \$44,748-\$81,748
 20 years or more: \$44,219-\$77,425

Source: PayScale, February 2011
*Source: PayScale, March 2011

LOW ODOR • LOW PROFILE • DEAD WEEDS!



UNDILUTED



STANDARD 3-WAY

TRIMEC® 1000

TRIMEC® 1000
(AFTER 5 DAYS)

- ▶ PROVEN INGREDIENTS INCLUDING THE UNIQUE DEA 2,4-D
- ▶ CONTROLS DEEP-ROOTED PERENNIALS



800.821.7925 • pbigordon.com/trimec1000

ALWAYS READ AND FOLLOW LABEL DIRECTIONS. Trimec is a registered trademark of PBI-Gordon Corporation. 01200



The last time turf herbicides saw
an innovation this big, man
had yet to walk on the moon.

**Introducing DuPont™ Imprelis™ herbicide—
one giant leap for broadleaf weed control.**

DuPont™ Imprelis™ is the most scientifically advanced turf herbicide in over 40 years. Thanks to its innovative new technology, you can control even the toughest broadleaf weeds—like ground ivy and wild violets—with more application freedom than ever before. Apply Imprelis™ on rainy days, hot days, dry days, cold days ... even reseeding days, and experience longer-lasting residual control on a wider range of broadleaf weeds. Imprelis™ is easy on the environment too—with one of the lowest application rates in lawn care, combined with low mammalian toxicity.

Make the leap with DuPont™ Imprelis™ herbicide.



The miracles of science™

DuPont™ Imprelis™ may not be registered for sale or use in all states. Contact your DuPont sales representative for details and availability in your state. The DuPont Oval Logo, DuPont™, The miracles of science™ and Imprelis™ are trademarks or registered trademarks of DuPont or its affiliates. Copyright © 2010 E. I. du Pont de Nemours and Company. All rights reserved.



The benefits



BENEFIT	% OF CONTRACTORS OFFERING		
	Hourly/ seasonal labor	Salaried employees	Executive/ management team
Paid vacation	52%	78%	75%
Paid personal days	12%	43%	47%
Paid sick days	15%	46%	46%
Paid holidays off	52%	62%	67%
Health insurance	24%	50%	55%
Dental insurance	11%	20%	21%
Vision insurance	7%	14%	13%
Life insurance	6%	16%	21%
Disability insurance	7%	12%	11%
401k plan	22%	34%	31%
Profit sharing	7%	13%	23%
Company-supplied uniforms	66%	54%	49%
Use of company car	20%	47%	80%
Use of company cell/smart phone/PDA	30%	63%	80%
Performance bonus	25%	37%	33%
Year-end/holiday bonus	53%	50%	38%
2011 raise/pay increase	40%	36%	31%



Source: Landscape Management, February 2011

Health inspector

Tempe, AZ's Paramount Landscape is right around the 50-employee mark.

As a result, "I'm really on the fence on whether to pursue growth or not — all based on healthcare," says company president Brian Golembiewski.

The reason for Golembiewski's trouble is the Health Reform Act passed by Congress in 2010, requiring employers with more than 50 employees to provide health insurance or pay fines of \$2,000 per worker each year if any worker receives federal subsidies to purchase insurance.

And he isn't the only one who's worried. The new health care legislation tops the list of landscapers' employment concerns this year, followed closely by the lack of ability to offer all employees health care at No. 3 and competitively offering all employees a full array of benefits at No. 5.

As written right now, the current legislation could cost Golembiewski \$100,000 a year.

"The incentive to grow over 50

employees is just not there with this issue," he explains. "Why would I want to grow my business and put up with these headaches? It's just not worth it. Small businesses are trapped. If something doesn't change, I'm going to be in a holding pattern."



Health care costs could make or break growth for Brian Golembiewski.

TOP EMPLOYMENT CONCERNS

1. New health care legislation
2. Ability to fill middle management positions with qualified employees
3. Lack of ability to offer all employees health care
4. Recession's affects on employee morale
5. Competitively offering all employees a full array of benefits
6. Retaining employees as we come out of recession

PricewaterhouseCoopers says landscape businesses offering health care will see their costs jump 9% on average this year with most employees paying higher deductibles as a result. — *NW*



Dow AgroSciences

Dimension[®]

Specialty Herbicide



GOLF



LAWN



NURSERY



ORNAMENTAL



THE HOTTEST SHOW ON THE WEED CONTROL ROAD JUST GOT EVEN LOUDER.

Only a superstar rolls like this, and you're about to get a backstage pass to the hottest tour on the road. It's the Rock the Weeds Tour featuring Dimension[®] specialty herbicide, the No. 1 preemergence herbicide brand in the lawn and landscape markets.¹ Dimension is cranking up the volume on tough weeds like crabgrass, creeping woodsorrel, bittercress and many other grassy and broadleaf weeds. And its nonstaining formulation rocks all season long and delivers outstanding early postemergence control on crabgrass. On this tour, there are no groupies or wannabes. It's brought to you by the company that delivers only proven solutions — Dow AgroSciences. www.DowProvesIt.com

¹2008 Specialty Product Consultants. *Dimension is a trademark of Dow AgroSciences LLC. State restrictions on the sale and use of Dimension specialty herbicide products apply. Consult the label before purchase or use for full details. Always read and follow label directions. *The swinging golfer logo is a registered trademark of PGA TOUR, Inc. ©2010 Dow AgroSciences LLC T38-813-002 (12/09) BR 010-60661 DATOTURF9075

OFFICIAL
CHEMISTRY
COMPANY



PROVEN SOLUTIONS



Your business is measured in results and customer satisfaction. So is ours.

As the new, direct-to-market sales division of Agrium Advanced Technologies, Direct Solutions' dedicated sales team knows the lawn and landscape markets intimately.

We understand the challenges your business faces on a day-to-day basis, and we have the right products at the right price to help you grow the greenest, healthiest turf possible.

As your one-stop supplier, Direct Solutions' commitment to you is simple:

Our Promise.

Provide a complete range of the most advanced turf-growth solutions on the market.

Our Partnership.

Develop agronomic and economic solutions tailored to your specific turf conditions, budget and delivery schedules.

Our Performance.

Deliver proven turf management programs that integrate environmentally-responsible fertilizer technologies, micronutrients, seed and chemical products.



A Game Changer™

Setting the new standard in service excellence and solution delivery



 **Agrium
Advanced
Technologies®**

DIRECT SOLUTIONS™

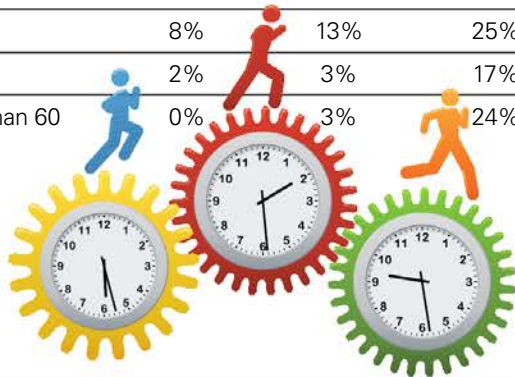
Visit us online www.aatdirectsolutions.com
or call us at 855-228-1133

The workweek

HOURS LOGGED

How many hours per week do employees work?

	HOURLY/ SEASONAL EMPLOYEES	SALARIED EMPLOYEES	OWNER/ MANAGEMENT TEAM
Less than 40	15%	9%	5%
40-45	57%	40%	13%
45-50	18%	32%	16%
50-55	8%	13%	25%
55-60	2%	3%	17%
More than 60	0%	3%	24%



5 DAYS STILL REIGN

What is the length of your company's standard workweek?



Source: Landscape Management, February 2011

Employee experiment:

Working weekends to better utilize equipment

Many contractors have wondered, "How can I get more utilization out of my equipment to get a better return on my investment?"

Kurt Kluznik is one of them. "Like most contractors, we typically worked Monday through Friday, so our equipment was idle nearly 30% of the time, not counting the five months of winter when the mowing fleet sits idle all of the time," he says in *Innovate or Die: How Green Industry Companies Will Thrive in the New Economy*, PLANET's 30th Crystal Ball Report.

"For 128 hours per week, your equipment sits idle," agrees Langdon Morris, owner of Innovation Labs LLC, Walnut Creek, CA. Morris discussed Kluznik's case study during PLANET's Executive Forum & Leadership Meeting Feb. 15-20 in

Amelia Island, FL. "Adding Saturday and Sunday to your schedule would give you a 33% utilization boost."

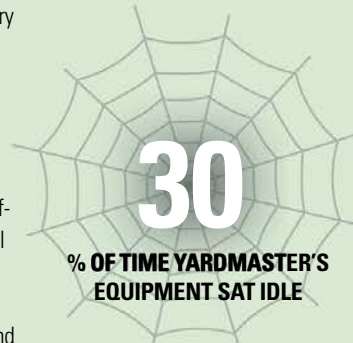
Landscape Management research shows 82% of the industry follows the standard five-day workweek, but Kluznik decided to "try something different" and give working weekends a try.

Potential gains started adding up. "We could avoid rush hour traffic delays and work on commercial sites when parking lots were empty, allowing us to complete jobs in less time and minimize hand trimming around parked cars."

The big challenge was employees. "It's difficult to find qualified account managers and supervisors who want to work weekends," Kluznik says. "To solve that problem, we developed a rotating schedule where each account manager cov-

ered one weekend a month and took a day off during the week."

Kluznik also experimented with crew scheduling. Each week, one set of crews worked four 10- to 12-hour days and another set worked three 12-hour days. Every crew worked four days one week and



30
% OF TIME YARDMASTER'S
EQUIPMENT SAT IDLE

three days the next. The rotation meant "no crews got stuck working all of the weekends, and everyone enjoyed working long days so they could get three or four days off each week," he explains.

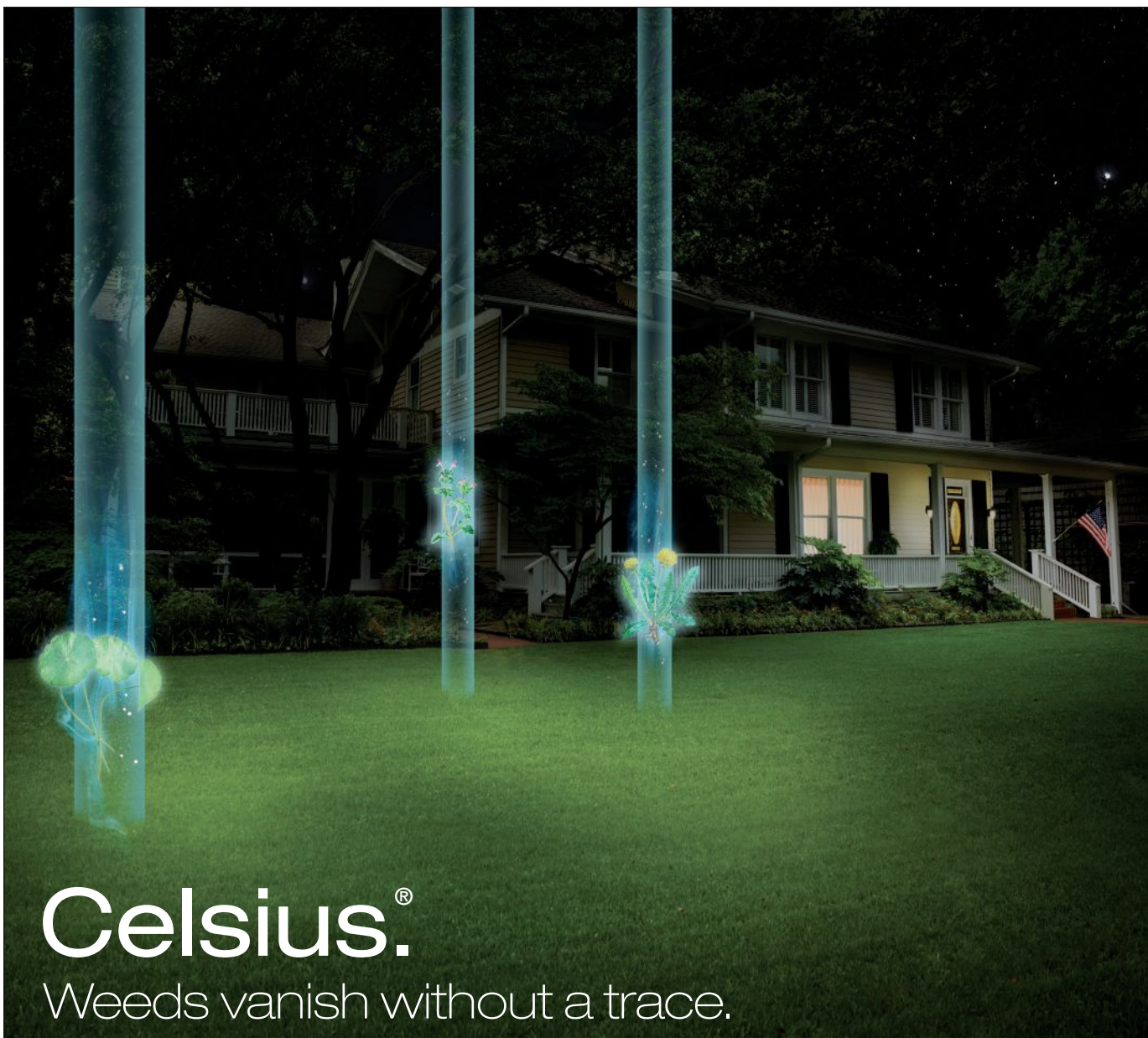
The advantages piled up, but so did the challenges. Different crews

on sites could lead to continuity and quality losses, Kluznik recognized. Better documenting site and customer requirements to maintain service levels improved customer expectations and company operations.

"Another benefit was that since we always had people with days off every day, we were able to call them in to cover for absences," Kluznik adds.

Yardmaster operated this schedule for a few years. "We were able to improve profits, acquire new equipment and gain new customers," Kluznik says. But in the end, we went back to a five-day schedule because our managers really didn't like alternating weekends or the longer workday routine."

Even though the experiment is over, Kluznik calls it a success, saying it helped the business get to where it is today. "We would not hesitate to go back to this schedule," he points out, "if business needs required it." — *NW*



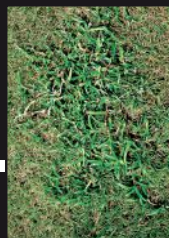
Celsius®


Weeds vanish without a trace.

Celsius®. A higher degree of weed control.

Unlike traditional herbicides, Celsius works with less risk of turf damage, even at high temperatures. Celsius, the newest generation post-emergent herbicide, effectively controls over 100 weeds, including several hard-to-control grasses and broadleaf weeds. Plus, Celsius offers pre-emergent control of germinating weeds – after all, healthy, weed free turf is the best herbicide available on the market. Celsius delivers superior results in balance with consideration for our environment, because we believe in Protecting Tomorrow, Today. And, as always, you're Backed by Bayer and all the science and technology that support it. Sustainable weed control from a name you trust.

For more information visit BackedByBayer.com/Celsius



 Bayer Environmental Science



Celsius®

Murdannia nudiflora (Doveweed) is a summer annual identified by its fleshy, narrow lance-shaped leaves as well as its stems that root at nodes. Doveweed is also identified by short leaf sheaths with short hairs on the upper margins. Doveweed usually germinates later in the growing season than other summer annuals and can be found from Virginia, into Georgia, through Florida and west into Texas.

Saying goodbye to cost-of-living boosts

Only 11% of U.S. employers say they award cost-of-living adjustments to employees, according to a recent WorldAtWork study called “Compensation Programs and Practices.”

A cost-of-living adjustment is defined as an across-the-board wage and salary increase designed to bring pay in line with increases in the cost-of-living to maintain real purchasing power. Despite its low use, the practice still dominates in many workers’ perceptions of their raises, believing they are given to cover cost-of-living increases rather than reward them for job performance.

The more prevalent types of pay increases are characterized as promotional (94%), merit (92%) and market adjustments (76%).

“From a rewards perspective, it doesn’t make sense to base pay raises solely on

the Consumer Price Index,” explains Kerry Chou, compensation practice leader, WorldAtWork. “Pay raises are a tool to motivate and retain employees. How motivating can it be for the top performer to receive the same base pay increase as a low or average performer?”

When asked how base salary increases are determined, 89% of U.S. employers select individual performance against job standards and or “management by objectives” over a general increase.

Eight out of 10 employers assess performance either formally (65%) or informally (15%), the study also showed. “Given the prevalence of tying pay to performance,” says Alison Avalos, research manager for WorldAtWork, “we expect the number of employers awarding cost-of-living increases to stay flat if not dwindle in the coming years.” — *NW*

“*Pay raises are a tool to motivate and retain employees. How motivating can it be for the top performer to receive the same base pay increase as a low or average performer?*”

Kerry Chou, WorldAtWork

FLOODED MARKETS

With a 12% unemployment rate in Florida, “we get plenty of applications,” reports Bruce Bachand, vice president of Orlando’s Carol King Landscape Maintenance. The problem is quality.

“Unfortunately, in most cases, people are looking for short-term jobs so they can continue seeking ‘better’ opportunities or they are lower caliber individuals who can’t meet our qualification requirements or have previous problems,” he explains.

Finding good, talented workers “is something that hasn’t changed just because there are more people look-

ing for work,” agrees Ron Skover, owner of Greenlawn LLC, North Street, MI. In

fact, where unemployment rates are highest, contractors seem to be having the most problems finding quality employees.

Here are the latest

unemployment statistics by state, ranked from lowest to highest. Florida and Michigan are two of the top 10 worst states when it comes to unemployment. — *NW*



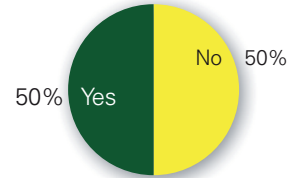
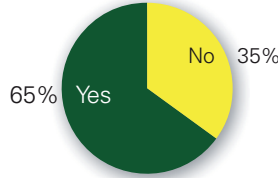
UNEMPLOYMENT RATES BY STATE

Rank	State	Rate
1	North Dakota	3.8
2	Nebraska	4.4
3	South Dakota	4.6
4	New Hampshire	5.5
5	Vermont	5.8
6	Iowa	6.3
7	Hawaii	6.4
	Wyoming	6.4
9	Virginia	6.7
10	Kansas	6.8
	Oklahoma	6.8
12	Minnesota	7.0
13	Montana	7.2
14	Maine	7.3
15	Maryland	7.4
16	Utah	7.5
	Wisconsin	7.5
18	Arkansas	7.9
19	Louisiana	8.0
20	Alaska	8.1
21	Massachusetts	8.2
	New York	8.2
23	Texas	8.3
24	Delaware	8.5
	New Mexico	8.5
	Pennsylvania	8.5
27	Colorado	8.8
28	Connecticut	9.0
29	Alabama	9.1
	New Jersey	9.1
31	Illinois	9.3
	Washington	9.3
33	Arizona	9.4
	Tennessee	9.4
35	Indiana	9.5
	Missouri	9.5
38	Ohio	9.6
	West Virginia	9.6
40	District of Columbia	9.7
41	North Carolina	9.8
42	Mississippi	10.1
43	Georgia	10.2
44	Kentucky	10.3
45	Oregon	10.6
46	South Carolina	10.7
47	Rhode Island	11.5
48	Michigan	11.7
49	Florida	12.0
50	California	12.5
51	Nevada	14.5

Source: Bureau of Labor Statistics, December 2010

TRAINING DAY?

Do you have an employee manual you hand out to workers when they begin employment?



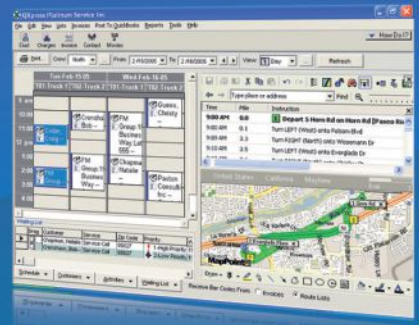
Do you have a formal employee training program you conduct with workers when they begin employment?

Source: Landscape Management, February 2011



If you use QuickBooks...
QXpress is the Software for You!

- Cuts office time in half!
- Increases Productivity
- Easier Scheduling, Job Costing & Invoicing



Rated #1 scheduling software by QuickBooks users!*

Pricing Starting At

\$38/month

Go To QXpress.com/landscape

To Get A Free Trial!

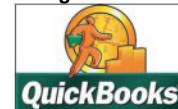
Contact Us At 1-888-QXPRESS
or www.QXpress.com/landscape

* As determined by searching on <http://marketplace.intuit.com> for "Scheduling Software," and sorting by the "Rating" option. As of December, 2010 QXpress Scheduling Software had the highest rating.

QuickBooks and "Designed for QuickBooks" Logo are trademarks of Intuit Inc., displayed with permission. The use by Marathon Data Systems does not signify certification or endorsement of the QXpress software by Intuit, and Marathon Data Systems is solely responsible for its software and the support and maintenance of the software

© 2010 Marathon Data Systems, LLC. All rights reserved.

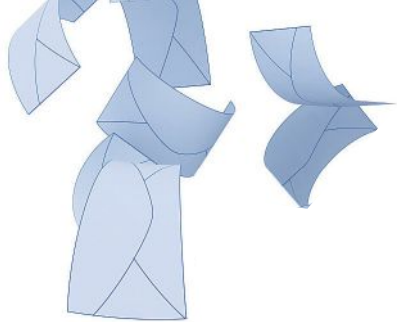
Designed for:





YOUR EMPLOYEE PROBLEMS





SOLVED!

*Got an employee problem you can't fix?
We offer expert solutions.*

PROBLEM

1

Texting. "No employee in the 18 to 24 age range will leave their phones alone during work," says Chad Combs, owner of Landmark Lawn & Landscaping LLM in Janesville, WI.

Sure, one text message is no big deal, explains Tony Brown, Tony Brown MBA Consulting. "You lose a minute or so of productivity per text message," he says. It's when those minutes add up "when someone receives and sends 30 text messages an hour as they carry on at least three conversations."

SOLUTION

Linda Gravett, owner of Ohio-based HR consulting firm Gravett & Associates, advises companies to set up a code of conduct about text messaging and communications on the job.

The reason? Employees presume they have a reasonable expectation of privacy in their personal communications (even on employer-issued devices). Thus, employers must draft policies that effectively limit their employees'



expectations of privacy, advises David B. Ritter, who chairs Chicago's Neal Gerber Eisenberg's Labor & Employment Practice Group where he represents management in all areas of labor and employment law.

"But employment communications policies are only effective if they are clearly communicated and consistently implemented," Ritter says. "And any review of employee communications should be limited, reasonable and conducted in accordance with existing and up-to-date policies to avoid employer actions getting them into litigation trouble with employees."

PROBLEM

2

Employees who regularly **arrive to work late and call in sick** on a more than usual basis.

SOLUTION

Today, employees call in sick or show up late at a disturbing percentage. A study by HR and employment law firm CCH, part of Wolters Kluwer/Croner, found personal illness accounted for only one-third of unscheduled absences by U.S. workers. The remaining two-thirds were a result of employees calling in sick last minute because they feel entitled to a day off, were stressed or burnt out, didn't want to use up precious vacation time or had a family or personal commitment to which they didn't want to admit.

More than two-thirds of employers also reported a discernible pattern in unscheduled absences with the most noticeable being workers calling in sick on Mondays and Fridays, followed by holidays and during flu and hay fever seasons.

One way to manage this problem, advises CCH, is offering an appropriate range of work-life and absence control programs, including compressed workweeks (ex. four-day workweek), telecommuting, flu shot and other wellness programs and alternative working arrangements.

Regardless of current policies or programs, make sure rules about tardiness and sick days are clear and up-to-date in employee manuals and communicated regularly.

When employees break rules, be firm but reasonable. If a worker shows up 4 to 5 minutes late occasionally, do not make a big issue of it. However, be careful not to let this become a habit by any individual or it will become an office wide problem, says **FireHow.com**.

Incentives may also work. One landscape company responding to *Landscape Management's Wage & Benefits Report* survey pays a \$1 bonus for employees who are on time every day and don't call in sick for each entire two-week pay period.



PROBLEM

3

"We still have problems with people **passing drug tests and having valid and trouble-free driver's licenses**," shares Bruce Bachand, vice president of Orlando's Carol King Landscape Maintenance.

SOLUTION

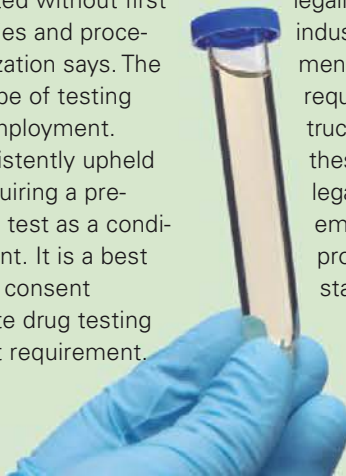
Drug testing is an important safety practice in the workplace. The U.S. Department of Labor estimates drug use at work costs employers \$75 to \$100 billion dollars annually in lost time, accidents, health care and workers' compensation costs. Sixty-five percent of all accidents on the job are related to drug or alcohol, and substance abusers utilize 16 times as many health care benefits and are six times more likely to file workers' compensation claims than non-abusers.

As a result, the best thing to do in

this case is to keep testing to avoid these additional costs, says Pre-Employment Drug Screening (PDS).

A drug-testing program should not be implemented without first establishing policies and procedures, the organization says. The most common type of testing program is pre-employment. Courts have consistently upheld the legality of requiring a pre-employment drug test as a condition of employment. It is a best practice to obtain consent and clearly indicate drug testing is an employment requirement.

For landscape contractors planning to conduct post-hiring testing for current employees, they should include training and education for supervisors and employees, as well as guidelines for discipline in the event of a positive test. Post-employment testing includes random testing for safety sensitive positions, post-accident testing, individualized suspicion testing and testing that is legally required in certain industries (ex. Department of Transportation requirements concerning truck drivers). Each of these types of testing is legally sensitive, and an employer should have a program in place before starting.



continued on page 37

SECOND BEST ONLY GETS YOU SO FAR.



Target Specialty Products. The quality leader for over four decades.

Wholesale distribution of specialty agricultural chemicals • Recognized for integrity
Experienced training and regulatory staff • Licensed customer service
Next day delivery in most areas • ISO compliant



SPECIALTY PRODUCTS

Delivering Value

Fumigation • Golf • Landscape • Nursery • Pest Control • Vector • Vegetation Management

Visit us at www.target-specialty.com

40 YEARS
AND GROWING
STRONG

SANTA FE SPRINGS HOME OFFICE 800-352-3870

Fresno, CA
800-827-4389
Tempe, AZ
800-352-5548

San Jose, CA
800-767-0719
Austin, TX
800-896-1259

San Marcos, CA
800-237-5233
Dallas, TX
800-345-9387

Sacramento, CA
800-533-0816
Houston, TX
800-901-9746

Las Vegas, NV
800-533-0816
San Antonio, TX
800-925-3922

Portland, OR
877-827-4381
Oklahoma City, OK
800-522-9701





See all of our new, lower list prices at
www.rainbird.com/PocketTheSavings

**Demanding more
and paying less.**
That's intelligent.



Announcing new, lower list prices on a full range of Rain Bird products. To help you stay competitive in these challenging times, we've lowered list prices on many of our most trusted products. We hope these prices will help you continue to deliver the industry-leading quality that you and your customers demand. Putting performance in the ground and savings in your pocket. That's The Intelligent Use of Water.™

RAIN  BIRD®

continued from page 34

PROBLEM 4

Finding people who want careers over jobs. "Our greatest challenge is getting competent and caring workers who are looking for career positions in one of the green industries and not just short-term employment," Bachand says.

"It's not so hard to find a laborer but it's hard to find someone who really wants to do the best they can and are committed," agrees Jason Raney, president, Raney Landscape, Little Rock, AR.

Ron Skover, owner of \$570,000 Greenlawn in North Street, MI, says workers in his region have "a factory mentality. They want to come in, put in their eight hours and then clock out for the day."

But Skover is in a unique position — he wants an employee who can recognize a long-term career opportunity. "I'm at an age where I'm looking to scale back," he says. "I need to find someone who wants a career and can care about this business like I do."



SOLUTION

Raney tries to alleviate this problem during the hiring stage. He has noticed a pattern. "Most of the time, a single guy in his 20s isn't as committed," he says. "But a family guy has people to support and is more likely to be long-term."

When it comes to managing and motivating Generation Y employees, *Fortune's* management and career expert Annie Fisher says they may need more direction on tasks that require face-to-face contact. For instance, if they are going to greet customers, be specific and explain you want them to make eye contact, etc. Then demonstrate how you want it done.

For Generation X employees, provide them with job descriptions so they feel like valued co-workers and additions to the team.

Incentives that enhance or grow employee careers in the landscape field may also help. Skover is offering students the opportunity to win a \$2,000 scholarship per year to Michigan State University if they pursue the turfgrass/landscape management field. "I'm hoping it will draw someone to work here and consider my business for a future career," he says.

"Even if it turned into an internship initially, I want to help someone who is interested in the field, and who's really going to try and do a good job and enjoy what they do." LJM

WEB EXTRA For PLANET's analysis of 2009 compensation practices, check out the 2010 *Employee Compensation Report for the Green Industry* in the LM Bookstore at shop.landscapemanagement.net

PHOTO BY: ISTOCK INTERNATIONAL INC.

Save more than 40% on list price with proven Rain Bird performance.

TALK TO YOUR SALES REP OR DISTRIBUTOR

Rain Bird® 1804 Sprays:
Save nearly 35% over Hunter® PROS-04 Sprays.*



Rain Bird List Price **\$215**
Hunter List Price **\$325**

Rain Bird® 1812 Sprays:
Save nearly 25% over Hunter® PROS-12 Sprays.*



Rain Bird List Price **\$1135**
Hunter List Price **\$1475**

Rain Bird® MPR and VAN Nozzles:
Save more than 25% over Hunter® Fixed Arc and VAN Nozzles.*



Rain Bird List Price **\$119**
Hunter List Price **\$160**

Rain Bird® 5004 Rotors:
Save more than 40% over Hunter® PGP-ADJ® Rotors.*



Rain Bird List Price **\$1035**
Hunter List Price **\$1800**

Rain Bird® JTV Valves:
Save nearly 25% over Hunter® PGV-100-JTG Valves.*



Rain Bird List Price **\$1950**
Hunter List Price **\$2550**

Rain Bird® ESP-SMT Indoor Controller:
Save more than 5% over Hunter® Pro-C plus Solar Sync.*



Rain Bird List Price **\$26000**
Hunter List Price **\$27900**

*Based on 2011 U.S. Rain Bird® and Hunter® List Pricing effective January 1, 2011.





BEST PRACTICES

BRUCE WILSON

The author, of the Wilson-Oyler Group, is a 30-year industry veteran. Reach him at bwilson@questex.com.

Delegate for success

One of the things we do as consultants when we look at a company is to evaluate how well a team functions. We frequently see companies that work very hard, but always seem to be playing catch up. We also notice that many people in middle management, such as account managers and production supervisors, seem to be doing the work of their subordinates. This occurs through all levels of management — even owners doing things that should be done by someone else.

The simple cause of this is the willingness to accept upward delegation. It sometimes starts at a crew leader level. The crew leader is doing too much work himself or riding the large mower — because that is what he did so well to become the crew leader — and neglects his crew leader duties. The result is the crew leader's supervisor, a production manager or account manager picks up the slack and gets consumed doing crew leader work, thereby neglecting his own work, which in turn gets delegated to his boss.

This ultimately results in a dysfunctional team. Often, criticism is directed at the affected manager, saying that he is disorganized or is unable to multi-task. To a degree it is true, but it is also a result of a dysfunctional culture. Lack of proper

delegation becomes a destructive habit of an organization. It's like the whole organization becomes addicted to urgency. People like to *get things done* and do not take the time out to look at what is really happening.

So, how do you correct this problem? I think it is similar to an addiction. First, you have to realize that you actually have the problem. Recognition starts the road to recovery. Individuals must then take two key steps:

1. Stop accepting upward delegation. If an employee is not getting the job done, stop doing it for them.

2. Learn to develop the discipline to delegate.

People tend not to delegate for several reasons, including that it is sometimes easier to do it themselves. The person who should have done the task does not learn, and you are set up to continue to have to do it for him or her. Another reason can be timeliness of getting it done. *It must be done now*. If you do it, no one learns — and you are set up to continue in that pattern. A lack of trust can also contribute to the problem.

You have to break the pattern and start holding people accountable. I recommend starting each day by looking at your to-do list with the specific goal of identifying the things that should be delegated. Then, delegate them.

Success in delegation starts with clear instruction and some coaching. Some people like to have the person receiving the delegation repeat back what he or she was told to ensure that it is understood. This takes time, but saves time in the long run. Successful delegation is completed when you follow up to see that what was delegated was accomplished.

If you can get everyone on your team delegating properly, you will see a tremendous improvement in your organization. It will not solve all problems, but it will make most people more effective — and you will see an improvement in organizational accountability.

Lack of proper delegation becomes a destructive habit of an organization. **It's like the whole organization becomes addicted to urgency.**

MOVE AHEAD. OR BE LEFT BEHIND.

We've got your number. Twenty-eight innovations and five pending patents add up to 33 new reasons to move ahead with the new generation of BOB-CAT® mowers. They're built smarter to fight operator fatigue, with easy-access maintenance you can count on to reduce downtime. Stay on the cutting edge. Make your move to BOB-CAT.

Find a dealer and demo your future at bobcatmakeyourmove.com.



Mariani Landscape continues to defy the odds. According to the Family Business Institute, only 30% of family-run firms make it to the second generation. Mariani Landscape has done that — and is hoping to get to the third-generation now that Frank Jr. has joined the company.

The company is not only surviving generational changes, it is thriving and was ranked No. 27 last year on *LM's* list of top landscaping companies in the country. *LM* spoke with owner **Frank Mariani** and **Carrie Woleben-Meade**, ASLA, LEED AP, director of the design/build division, to find out just how the company stays so strong for so long.



Frank Mariani leads the 27th largest landscape company in the country.

TRENDS

› **Value.** We need to educate our clients on the meaning of value. For us, value equals good service at a fair price. Anyone can do a job cheaply, but we're proud of the work we do, and we refuse to compromise on quality.

› **Sustainability.** We are seeing an increase in the client's willingness to commit to new projects. In addition, we're developing our native plant program, which will help us become a leader in sustainability. We practice this as much as we preach it. Recently, the firm adopted sustainable business practices, such as the use of bio-diesel to fuel trucks and its 100% organic lawn care program.

OBSTACLES

› **Distraction.** We need to keep associates energized to differentiate ourselves by keeping an intense focus on delivering a superior product. We need our team to believe in the products and services we offer so our customers will. Developing an energized workforce will also help us retain key associates as the economy picks up.

› **Focus.** A challenging market makes it easier for us to lose our focus on our core market. While they can be enticing, we need to let go of projects that don't fit.

› **Inefficiency.** In down economic times, we need to go lean to eliminate waste. Every extra dollar we can save goes straight to the bottom line. For example, we're using technology to help improve routing efficiency and tracking time.

› **H2B.** The unreliability of the H2B visa program makes it more difficult to maintain the skilled, legal workforce we've relied on

INSIDE INFO

Company: Mariani Landscape, MarianiLandscape.com

Founded: 1958

Headquarters: Lake Bluff, IL

LM Top 150 Ranking: 27, with revenue of \$35 million

Employees: 100 full-time/290 part-time

Key to being a maintenance leader: We provide unsurpassed customer service. A lot of companies talk about it, but we do our best to drill it into every employee at every level. Every team member represents the company in everything they do. It's difficult and takes a long time to build a great reputation — and only one mistake can ruin it. We strive to ensure that mistake never happens.

for many years. We're hoping Congress does the right thing and restores the returning worker exemption from the visa cap.

OPPORTUNITIES

› **Lean.** We have an opportunity to capitalize on our associates' increased focus on efficiency and revenue. The economy has made our staff more aware of how they use their time — and more aggressive with prospecting.

› **Revenue.** We have the ability to raise prices. Some of this comes through customers continuing to demand green maintenance practices incorporated into their programs.

› **Staycation.** Our goal is to take advantage of the continued desire for our residential market to make their homes their retreat. Instead of taking big vacations, many of our clients are spending that money on their homes, making them more appealing and more comfortable.

"A PERFECT GAME IS RARE.
PERFECT TURF SHOULD BE ROUTINE."

—Andrew Adams
Capital Turf Management
Willow Grove, PA



Make a statement with DuPont™ Acelepryn® insecticide.

Evolve your business with DuPont™ Acelepryn®, the latest advancement in grub control. One application provides unparalleled performance against every turf-damaging white grub species as well as key surface feeders. The Acelepryn® Application Advantage delivers timing that fits every grub preventative treatment program. Acelepryn® also provides effective control of key insect pests infesting landscape or ornamentals. And, Acelepryn® is the first and only grub control product to be granted reduced-risk status by the U.S. EPA for application to turfgrass. Customers will appreciate the excellent environmental profile and the exceptional performance of Acelepryn®, while you'll benefit from a reduced number of costly callbacks. **DuPont™ Acelepryn®. Start an evolution.**



The miracles of science™

The total package

Adding an irrigation division made Hayden Landscaping a one-stop-shop.

Hayden Landscaping cross-trains all of its full-time employees on multiple services.



RICK HAYDEN WAS on the brink of losing jobs. His clientele wanted a one-stop shop that offered an irrigation package along with everything else he did for them (seeding, install and design).

Because he struggled to find good subcontractors offering the service, it came down to adding the division himself or losing the work. Hayden, second-generation owner of Hayden Landscaping in Greenup, IL, knew expanding was his best option. That was in the 1980s, and it's remained a profitable division ever since, comprising approximately 40% of the company's annual revenue.

Back then Hayden was doing a lot more commercial work. Today, about 65% of his jobs are residential as the need for residential irrigation work has grown. Regardless of going commercial or residential, his biggest piece of advice to other contractors looking to enter the field is to get educated. "Whether it's through your local supplier or the Irrigation Association, there's a lot to learn, so it's important to find a good source of information," he says. "This is not something you can just jump into."

TRAINING TECHS

Hayden says the biggest obstacle he's had to overcome is finding other qualified irrigation techs to work with. "When you grow big enough where you can't do it all yourself, finding qualified help can become a problem," he says. "You can't just go on the street and find someone. There's a lot of education and training involved."

Hayden has overcome that challenge by being diligent in good hiring and also cross-training all of his full-time employees. "Now if one of them is off, each employee can handle almost any other job, at least temporarily," he says.

Irrigation can be a tough field to break into if there's steep competition, but Hayden says in his area, even today, there are few competitors. What has been another challenge, though, and may be keeping competition at bay, is the red tape involved in this field. There are a lot of rules and regulations to adhere to, so keeping up with the latest information is critical.

BUILDING UP

When Hayden first added the division, he had a large existing base of customers who were already requesting the service to tap into. As a result, without much marketing effort, he was able to secure a lot of work. And since he lives in a small community, word-of-mouth spread fast. Hayden says even today he gets a lot of jobs through referrals.

In terms of initial output, Hayden says the diagnostic tools to trace wires, locate valves and do repairs are a necessary investment. "Any type of diagnostic tool is money well spent," he says.

"Other tools like a plow could be rented, and most contractors probably already have the standard tools they'll need."

In addition, it's helpful to carry a fairly extensive inventory at all times so "you can pull into a job and get it done on the spot," says Hayden. Making multiple trips to a job is money lost, so a well-stocked inventory should also be viewed as an investment.

Today, Hayden says he can't picture the company without its irrigation division. It's become a solid part of his business. But, most importantly, it's helped him retain clients by fulfilling their needs.

The author is a freelance writer with six years of experience covering landscaping.

» SERVICE SNAPSHOT

COMPANY NAME: Hayden Landscaping

HEADQUARTERS: Greenup, IL

WHY IRRIGATION? Existing clients had irrigation needs and wanted a one-stop shop experience.

INITIAL INVESTMENT: About \$15,000 for tools and inventory, but something to haul tools and inventory is also required: a vehicle and possibly also a trailer.

INVESTMENT RECOUP TIME: A couple of years (longer if including vehicle and trailer expenses).

WHY CUSTOMERS LIKE IT? Customers spend a lot of money to make their yard look nice, and irrigation helps them get that full benefit. Plus, a lot of towns now require it.

SLICE Poa FAST

Katana® Turf Herbicide
Speed and precision – that is what the ancient Samurai expected from their katana swords. Katana cuts through weeds fast. And *Poa annua* is no exception.

For spring use, combine Katana with urea nitrogen 46-0-0 – excellent control, lower rates and faster visual results – **even in cooler temperatures.**

For use on:
 Bermudagrass, Zoysiagrass, Centipedgrass;
 and also for use on commercial and sports turf.



It's Sharp! It's Fast! It's Katana!

**Poa | Clumpy Ryegrass | Fescues
 Kyllingass | Sedges | Broadleaf Weeds**



An Employee-Owned Company

800.821.7925

*See *Poa* control at pbigordon.com/katana



ISHIHARA SANGYO KAISHA, LTD.

Katana is a registered trademark of ISK Biosciences Corp.
 ALWAYS READ AND FOLLOW LABEL DIRECTIONS
 Pending California registration. 01171



AT A GLANCE

COMPANY:

Fairway Green Inc.

ONLINE:

FairwayGreenInc.com

PRESIDENT: Robert Windish

INDUSTRY INVOLVEMENT:

Longtime member of PLCAA & PLANET, PLANET Trailblazer

HEADQUARTERS: Hillsborough, NJ (sole location)

SERVICE AREA: Central Jersey

FOUNDED: 1987

EMPLOYEES: 35

SERVICES: lawn care, tree and shrub care, tick control, core aeration, liming, seeding, deer repellent, geese control

PERSONAL HIGHLIGHTS/HOBBIES:

Golf ("wish I had time to golf more"), travel, scuba diving

FAMILY: Wife and two daughters

For nearly a quarter of a century, **Robert Windish** has owned and operated Fairway Green, serving the homeowners of central New Jersey. He's learned a lot in those years and, like many leaders, he's decided to share that knowledge with the rest of the industry. Windish is one of the Professional Landcare Network's (PLANET) Trailblazers, a program that gives less-experienced lawn service professionals an opportunity to spend time and learn from lawn care veterans.

Robert, tell us how and why you became involved. The Trailblazer program is a great opportunity to give back to the industry and help someone from a non-competing market who's just getting started or needs some help. When I became a PLCAA member more than 20 years ago, I got involved with the education committee. The others on the committee were older and more experienced in the industry than I was. I felt quite comfortable talking lawn care, both technical and business with them — kind of like today's Trailblazer program.

What have you found to be most rewarding about being involved with PLANET? The friendships you develop. I look forward to seeing them at industry events and sharing experiences with them, what's working and not working.

In a nutshell, describe your market and your customers. We're about a 50-minute drive from New York City if there's

no traffic. We provide services in about a 25-mile radius in central New Jersey. The lawns we treat are large compared to other regions of the country. They average about 22,000 sq. ft. There are a lot of professional people in our market, and they don't have time to do their own lawn care.

How would you describe your growth strategy? I grow my business based on the quality of people I can bring into the business. For the most part, I've been lucky. There was a time after I started the business when I wanted to grow it into multiple branches. As I got older, maybe I got smarter. I decided I didn't want to go that route.

Describe the biggest competitive challenge facing your company. Over the past few years, more customers purchase by price — so we're constantly battling against lower prices offered by the largest lawn care companies. We may be one of the most

expensive companies in our market — maybe the most expensive — because we offer superior service.

Share any changes you will be making in your marketing or operations for 2011.

We continue to search for superior products that will add efficiencies in delivering our services.

How do you see the 2011 season compared to 2010? It looks like the people who normally spend money on services will continue to do so. But new customers who have not typically purchased service-related products will continue to be hard to find.

What are your feelings regarding the proposed Child Safe Playing Field Act that, if passed, would ban pesticide use on all New Jersey school grounds? The Green Industry has to unite and take a stand on issues that threaten our industry, the loss of thousands of jobs and our personal liveli-

hoods. Too many companies are unaware of this proposed legislation that ultimately will affect them. Whether you're a small one-man company or a multiple-branch national company, you have to get involved. Once we concede an issue like this, which is purely emotional and has no scientific basis, what's next? We've all seen what's happened in Canada, where lawn care chemicals have been banned. It could happen here.

New for LCOs



Sometimes getting ahead means not going back.

If your preemergence herbicide is causing callbacks among valuable tree and shrub customers, switch to the longest residual herbicides in new SureGuard® sprayable and BroadStar™ dry granule—both providing long-lasting control of many tough weeds. Your customers will be happy with the time you spend on their landscape. And you will be, too.

Fewer callbacks. More happy customers.

SureGuard® | **BroadStar™**
HERBICIDE | HERBICIDE



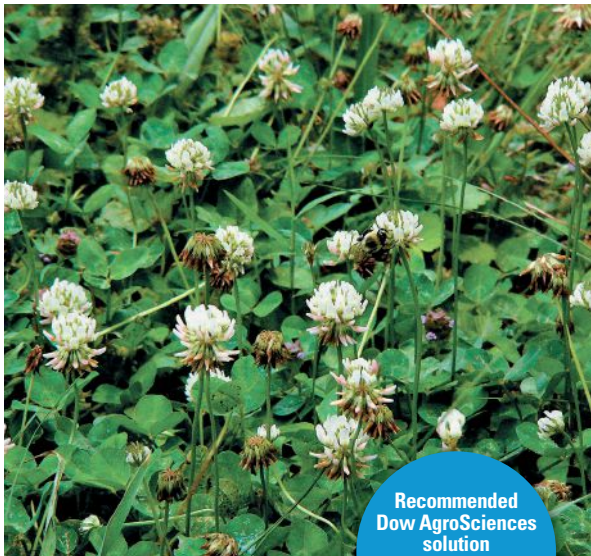
Products That Work. From People Who Care® | www.valentpro.com | 800-89-VALENT (898-2536)

Read and follow the label instructions before using.

BroadStar is a trademark and SureGuard and Products That Work, From People Who Care are registered trademarks of Valent U.S.A. Corporation. ©2010 Valent U.S.A. Corporation. All rights reserved. AM22456.03

WEEDWATCH

STANDING SENTINEL TO PROTECT PLANT HEALTH



Recommended
Dow AgroSciences
solution
LockUp® specialty
herbicide*

WHITE CLOVER *Trifolium repens*

IDENTIFICATION TIPS

- ▶ This low-growing, creeping winter perennial has stems that root at nodes.
- ▶ Its tooth-edged elliptical leaves, in groups of three, usually have a light-green or white band like a watermark.
- ▶ White to pink-tinged flower clusters grow from long stems that usually rise above the leaves.
- ▶ Active growth from seeds or plants begins with cooler temperatures and increased moisture.

CONTROL TIPS

- ▶ Mechanical or physical removal is not recommended. Stolons may break, which increases the potential for more infestation.
- ▶ Apply a post-emergent granule herbicide labeled for white clover control, ideally prior to flowering in fall or late winter. Follow the label directions for appropriate timing and spread rates.



Recommended
Dow AgroSciences
solution
Snapshot® specialty
herbicide*

CARPETWEED *Mollugo verticillata*

IDENTIFICATION TIPS

- ▶ This late-germinating, heavily branched summer annual forms circular patches several feet in diameter.
- ▶ Light-green leaves are smooth in whorls of three to eight at each node — widest above the middle and tapering to the base.
- ▶ Stems are smooth and branched, lying on the ground with tips ascending.
- ▶ Small, white flowers cluster with slender, long stalks.

CONTROL TIPS

- ▶ Apply a pre-emergent herbicide prior to germination (before the soil temperatures reach 65° F) in the spring. Most pre-emergent herbicides will control a broad range of species, so be sure to select a product labeled for carpetweed control.
- ▶ In a lawn setting, maintain a proper turf-grass mowing height. A base fertilizer program will encourage a lush lawn to compete with carpetweed.

* State restrictions on the sale and use of LockUp and Snapshot apply. Consult the label before purchase or use for full details.

For more information regarding these and other turf weeds — and related control technologies and tips — please visit www.DowProvesIt.com or call 800/255-3726.

BROUGHT TO YOU BY  **Dow AgroSciences**

Dimension[®]
Specialty Herbicide

Gallery[®]
Specialty Herbicide

Snapshot[®]
Specialty Herbicide

 **Dow AgroSciences**



It takes courage to admit there's a problem.

Meet Frank. He's got what you'd call a "problem" with hand-weeding. Fortunately, there's Dimension[®], Gallery[®] and Snapshot[®] specialty herbicides from Dow AgroSciences. They give Frank the kind of group therapy he really needs by delivering serious control of the toughest weeds in lawn and landscape settings. So go ahead and skip the awkward meetings. Come learn more about the portfolio of products proven to help kick the hand-weeding habit at DowProvesIt.com.

www.DowProvesIt.com 800-255-3726

*Trademark of Dow AgroSciences LLC. State restrictions on the sale and use of Dimension specialty herbicide products and Snapshot apply. Consult the label before purchase or use for full details. Always read and follow label directions. *The swinging golfer logo is a registered trademark of PGA TOUR, Inc. ©2010 Dow AgroSciences LLC T38-000-018 (2/10) BR 010-60665 DATOTURF9072

OFFICIAL
CHEMISTRY
COMPANY



P R O V E N S O L U T I O N S

GO TO THE SOURCE

Planning and partners ease plant material sourcing frustrations.

BY JAMIE J. GOOCH

A trusted supplier can select plants for you, per your specifications.

YOU'VE JUST sent out a bid for all the plants on a big residential landscape. The bid comes back, you tell the designer everything is set and place the order ... only to find the size you specified isn't actually available. Back to the phone you go.

While buying live goods that can sometimes take years to grow is never going to be as easy as picking up a carton of milk, there are ways to make the process go more smoothly.

Communicate with all involved

Jim Reddington has been a buyer at LP Statile, a re-wholesaler in Springfield, NJ,

for 27 years. He has seen what causes bottlenecks and misfires in the plant sourcing pipeline.

"The biggest thing is when a contractor comes in with a plan for a job that was designed by an outside architect, and the material specified is not available in that variety or size," he says. "Landscape contractors are often reluctant to communicate with the architect to make changes."

Reddington says quite often the architect is not familiar with the local market and availability of the plant material. Also, there is usually some lag time between the design and installation, during which

continued on page 50

PROUD SPONSORS

Ball[®]



“ **FAST PACE,
PERFECT CUT,
SWEET RIDE.**

WITH A GRASSHOPPER, I ALWAYS GET
A QUALITY CUT IN RECORD TIME. ”

PRESTON HALL

*Sgt. Preston's Lawn Service
Shelbyville, KY*



YOUR NEXT MOWER®

Visit grasshoppermower.com/advantage or call **620-345-8621** for more information.

© 2011 The Grasshopper Company

continued from page 48

the material becomes unavailable.

"In the case of a job designed by an outside architect, get communication going with them to find out what they're open to in terms of substitutions," he says. "A lot of times contractors feel bound to the design and maybe the architect is completely open to substitutions."

The same advice holds true for landscapers who deal directly with homeowners. Giving them several options upfront depending on availability can avert disappointment down the road.

"When I first started doing this, I was more flexible with substitutions," says Cecily Gordon, an estimator at New Canaan Landscaping in San Jose, CA. The company focuses on high-end residential landscapes. "Now I am true to my list. If there are problems where something is unavailable or needs substitutions, I give notice to the architect. Sometimes they don't care and roll right with it, and sometimes you find out the client had their heart set on this specific plant or tree."

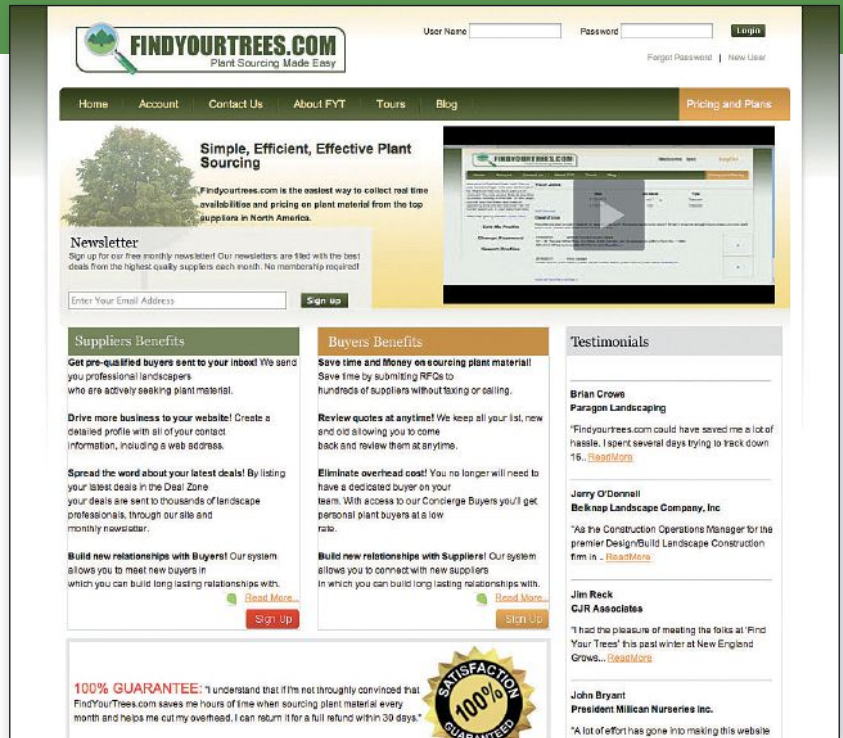
Build relationships

The landscape industry needs each other. Landscape architects need contractors, contractors need wholesalers, and wholesalers need growers. The right relationships are critical to business, but oftentimes there is a disconnect among the many moving parts of the landscape supply chain.

Colby Jordan, founder of findyourtrees.com, says he saw that disconnect when his father ran into plant sourcing issues and Jordan, still in his 20s, couldn't believe he was not able to find plants online. After a year of testing, Jordan launched his plant sourcing site a year ago.

While some may think of intermediate sites as being efficient but impersonal, Jordan sees it as a networking tool.

"I see our tool as building relationships between buyers and suppliers," he



says. "We're getting people to respond to each other and making sure everyone's introduced."

Gordon also stresses the importance of building relationships.

"I am working with growers and nurseries who know me and know the company," she says. "They know the quality we demand and I know what they provide. There's a significant amount of energy saved knowing I can trust our partners to provide what we expect. It's worth the time building that relationship upfront."

Once trust is built, she says suppliers are often able to provide photos of their stock with size and quality specifications — saving the landscape company from hand picking many of its orders.

Have a plan

Upfront organization also pays off exponentially when sourcing plants.

Gordon enters all the bid information she receives in a template to record the plants, sizing and source.

"Many times, we bid a project and

Findyourtrees.com has partnered with industry associations to offer discounts on its plant sourcing services.

then six months or a year later you need to find it," she says. "It's important to create a system that others can step in and use. Creating that type of system will save time over the long haul."

It also helps to plan orders in advance. But that's easier said than done.

"The bulk of our customers are walk-ins," says Reddington. "They come in and purchase that day. But it does help to pre-order, even if it's just a day or two. That allows us to assemble the order in the yard to make it easier to pick up."

Planning is especially important for hard-to-source items, such as large specialty trees, native plants and bulbs — anything that is out of the ordinary.

Gordon says native plantings are a good example. Designers may specify a native meadow with thousands of plugs

continued on page 52

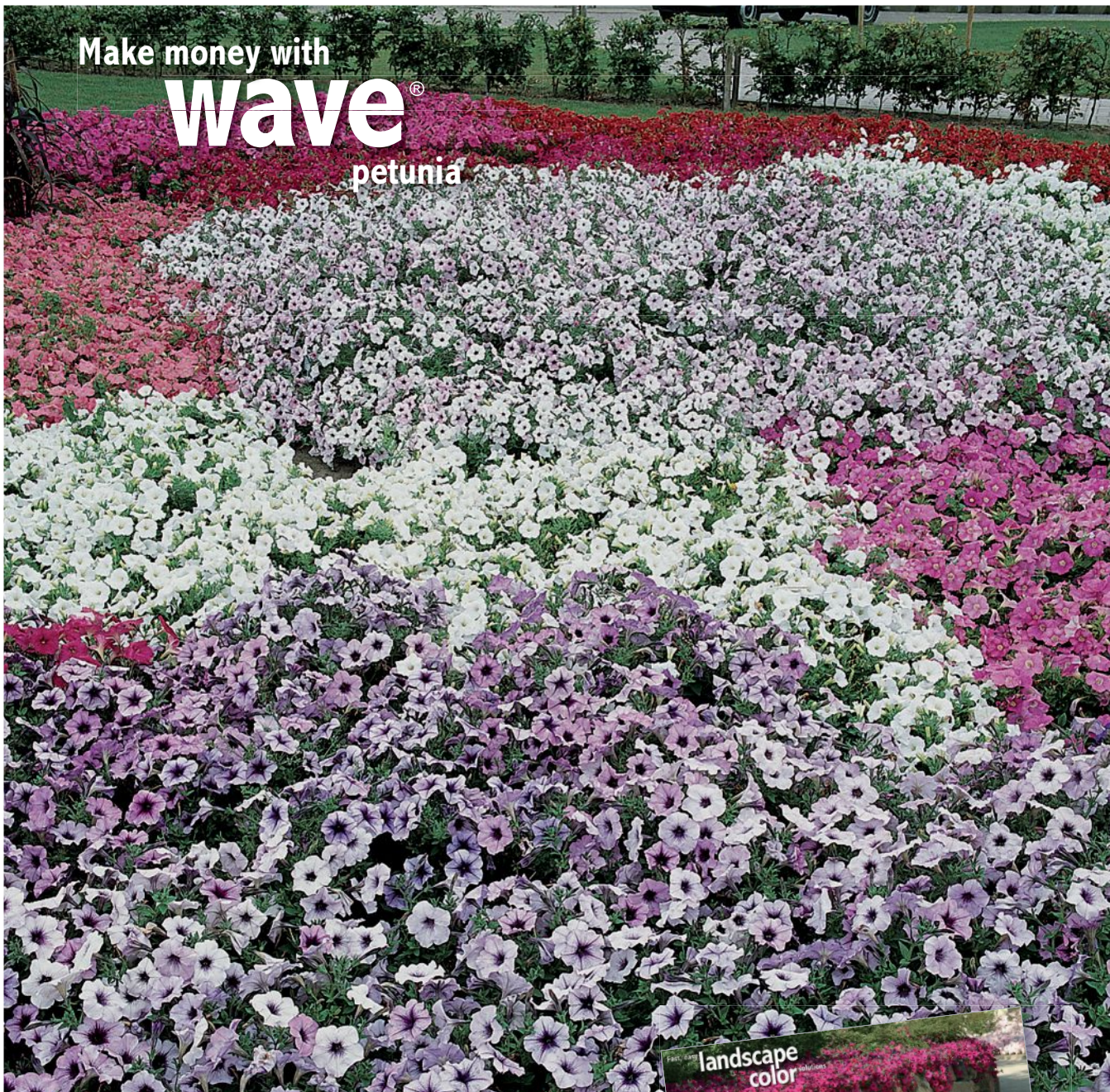


BALL VARIETY FOCUS: EASY WAVE™

Wave™ is the spreading petunia landscapers know, buy and trust. Choose the Easy Wave™ series for early-season plantings, and put them just about any place you want loads of bold color! New for 2011 is Neon Rose, featuring large blooms in bright, eye-catching pink; and Red, an improvement on a design essential. Easy Wave's carefree maintenance means landscape success. To discover more colors and learn about Wave's benefits, visit www.BallLandscape.com.

Make money with

wave[®] petunia



Wave is the #1 landscape petunia, delivering season-long color with virtually no maintenance! Turn to Ball for fast, easy and profitable solutions like this top-performing petunia family.

Request your free Landscape Color Solutions catalog with poster and photo CD at balllandscape.com.

800 879-BALL



continued from page 50

that have to be grown under contract, and that could take months for them to mature to the proper size.

“Deal with the trouble spots first and get those conversations going as soon as possible,” Gordon says.

Advanced planning also helps with shipping considerations. Specialty plants and trees often can’t be ordered in small quantities. If they’re being shipped across the country, they need to fill up the truck.

Gordon’s planning starts before she places an order. Because there is often significant time between the landscape design and the actual bid — and changes may have occurred that will impact the plant list — she checks the plans.

“I have to do some research on the lists,” she says. “I confirm the legend matches the planting plan. Often the legend is made during the first round of the process and can change dramatically when the planting plan is made. Also, sometimes landscape architects will source a plant that they don’t know about — it might come from England, for example — then we have to get into quarantine research and shipping costs to see if it’s viable.”

Keep your options open

With the variables specific to live goods, such as size, variety, season and condition, it’s important to have as many sources as possible. Most landscapers have their “go-to” suppliers, but it’s wise to have backup.

“What we’ve been finding is that most contractors have good relationships with a few local suppliers, but sometimes architects specify a particular plant that is not available in large quantities in an area,” says Jordan. “Inventories are constantly changing, so you have to start shopping around. That’s when time gets drained.”

Online brokers like Jordan and re-wholesalers like Reddington provide another avenue to plant sourcing.



Reddington buys stock from nurseries across the country and brings it into a central location. Jordan’s findyourtrees.com enables landscapers to submit a list of plants through the site, which is automatically sent to different nurseries to bid on.

“The beauty of brokers is you can find everything in one place,” Gordon says. “It can be expensive, but sometimes it’s worth the money.”

Gordon says New Canaan’s normal approach to sourcing begins with growers or wholesale nurseries. Sometimes branded plants are needed from retail nurseries, and sometimes they go online to source specialty plants.

Use today’s technology

The Internet and digital photography has changed the way plants are sourced, but change has come slowly.

“I think with this industry, they’re not as tech savvy as some others,” says

Re-wholesalers constantly bring in new plants and trees so they can provide one-stop shopping for landscapers.

Jordan. “That’s a challenge we face. Landscapers are kind of nervous about tying out a technology-based product. We spent a year working with landscapers to make our service simple to use.”

Reddington says his company’s site is used as a source for plant availability information, and LP Statile implemented an email sourcing and availability program last year that has become popular.

Still, it’s not an Amazon.com model. “The product we’re selling is not a manufactured item that can be duplicated,” says Reddington. “Sometimes we can’t just special order it. These products might take five or six years to produce. We can’t pay more money to get them to grow quicker. Sometimes the customer just doesn’t understand that.” **LM**



EMERALD COAST GROWERS VARIETY FOCUS: PENNISETUM SKYROCKET

Fire up success with Pennisetum ‘Skyrocket’ from Emerald Coast Growers. Pink projectile plumes sparkle above bright green & pristine white variegated foliage. This fiery, easy-growing, low maintenance cultivar is a new sport of the highly popular ‘Fireworks.’ It is tender and grows 20-30 in. in full sun to shade. Plug our beefy 38s right into the ground for a direct hit in time and money savings. To order, visit www.ecgrowers.com or call 877-804-7277.

PHOTO COURTESY: LP STATILE

Your profits start here

**Turn over a new leaf –
the smart money's on our
ornamental grasses
and perennials!**

- More plants
per \$
- Beefy 36s,
38s and 21s
- Industry's
best selection

**Call today
to place
your order!**

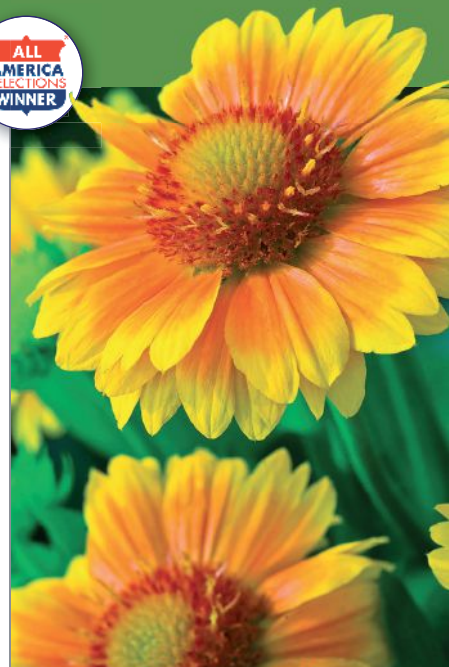


Toll Free: 1.877.804.7277 www.ECGrowers.com sales@ecgrowers.com



British beauty

Named for a lake in northwest England, the repeat-flowering *Rosa* 'Windermere' (Aushomer) from **David Austin Roses** features about 80 petals. Its rounded buds open to full, cupped flowers. The blooms are cream at first, paling to white. They have a fruity fragrance with a hint of citrus. This is a free-flowering variety that continues to bloom until late in the season. Its attractive, neat and compact bush produces several basal shoots with few thorns. The plant grows to about 3 x 3 ft., and is hardy in USDA zones 5-9. DavidAustinRoses.com



Gorgeous gaillardia

The blooms of **Benary's** *Gaillardia* 'Arizona Apricot' have yellow edges that deepen to apricot in the center. Boasting 3- to 3.5-in. daisy-like flowers, it will bloom from early summer into autumn. The compact, 12-in.-tall plants offer bright green foliage and a uniform habit best viewed when planted to the front of the flower bed. The plant is free-flowering, blooming heavily without vernalization, covering the plant with bright blooms that look great in mass. This long-flowering perennial is hardy in USDA zones 2-10, is relatively maintenance free, and drought-tolerant once established. Benary.com



Cool kale

As the 2011 Cool Season Bedding Plant Award Winner, **American Taki's** 'Glamour Red' F1 is All-America Selections' first winning kale (edible or ornamental) in 78 years of trialing. The ornamental kale features shiny, waxless leaves. It is a fringed leaf type *Brassica oleracea*, with a flower head size of 10 to 12 in. Leaf coloring begins when night temperatures fall below 55°F for approximately two weeks. Expect good disease tolerance in all regions for this full sun annual, with frost-tolerant blooms from November to March in warmer climates. Taki.com



This ... is Garden Idol!

During the January 2011 American Nursery & Landscape Association (ANLA) Clinic, First Editions Little Devil from **Bailey Nurseries** took top honors at the ANLA "Garden Idol" live event. Voted the best new plant introduction for 2011, this compact ninebark captured the attention of the judges and attendees. Growing only to 4 ft., it makes a great background for a flowerbed or as a shrub border. Little Devil packs a lot of color and texture into a small package, featuring deep burgundy foliage throughout the season and small white-pink clusters of flowers in June. Videos of all the Garden Idol contestants will be released in the ANLA Knowledge Center soon. The second phase of ANLA's online voting began on March 1, 2011. BaileyNurseries.com

Waterlily winner

Nymphaea 'Wanvisa' was recently honored by the **International Waterlily and Water Garden Societies** as the Best New Waterlily for 2010 and the Best New Hardy Waterlily, from more than 30 entries in the contest. It was also named as one of the society's 2011 Collector's Aquatic Plant of the Year (CAPY). The lily boasts salmon pink to peach-colored flowers with flecks of cream to pale yellow accents. The leaves display a marbled appearance. 'Wanvisa's' story of recognition was nearly bypassed entirely because it was viewed as an abnormality in a cultivated water lily field in Thailand. The water lily nursery owner was concerned it would contaminate her prized *Nymphaea* 'Joey Tomocik,' a vibrant yellow hardy water lily that was growing alongside 'Wanvisa.' But water lily hybridizer Dr. N. Nopchai Chansilpa immediately recognized there was something extraordinary about this plant, and helped bring it to its current prominence. 'Wanvisa' is available in limited shipments in April, May, June and July 2011. IWGS.org/2011-CAPY-Purchasing.html



YOUR STANDARDS ARE NOT OPTIONAL.

PRESSURIZED CAB

CURVED DOOR POCKET

WORKS BEST UNDER PRESSURE

A dirty, dusty job isn't so bad when you've got room to breathe. In fact, it's pretty nice with Bobcat's unique, curved door pocket and one-piece door seal. They provide a best-in-class, pressurized environment that keeps dust to a minimum. From startup to shutdown, you stay clean and comfortable. There's only one manufacturer with standards as high as yours. Find out more at www.bobcat.com/standard5



Bobcat

www.bobcat.com/standard5 1.877.505.3580

One Tough Animal

Bobcat® and the Bobcat logo are registered trademarks of Bobcat Company in the United States and various other countries.
©2011 Bobcat Company. All Rights Reserved. 1 1095C-0



THE BENCHMARK

KEVIN KEHOE

The author, owner-manager of 3PG Consulting, is a 25-year industry veteran. Reach him at kkehoe@questex.com.

How to coach a salesperson

PART I

get questions regarding sales staff motivation. I think this is because it's relatively new to most owners who sold for so long they can't understand why others can't do it the way they did it. They manage the salesperson like the batting coach instructing recent arrivals from the farm club. "Just step up to the plate, see the ball and hit it," they tell the less experienced batters.

Thank you, coach, for that invaluable advice. The truth is, though, most of the best batting coaches were .240 career hitters. They lack the gift, but know the science.

There *is* a science to selling — and like the baseball swing, it can be broken down and coached. The coach's job is to teach the mechanics and process through observation, demonstration and applied pressure.

The best place to start is by understanding the factors that produce poor performance. In sales, there are three big ones. Coaches and salespeople should focus on these, and master the process and mechanics of each.

1 Ineffective qualification of prospects. Salespeople can't meet goals if they don't grow and nurture a large pool of warm leads. To do this, the sales manager must focus the salesperson on allocating time to this task, counting and testing the quality of the leads weekly, and providing simple networking call scripts for turning cold/warm leads into hot leads. A good sales manager reviews and develops canned emails and voice-mails, and helps the salesperson strategize ways to get in the door. Poor writing and phone skills with lack of creative follow-up narrow the lead pool.

2 Insufficient lead pool management. Failure to qualify a hot lead as a high probability close opportunity will always produce lots of bidding activity, with relatively little result other than wasted time. Given the low close rates in the

industry, wasted time is a luxury they can't afford. A sales manager can test the quality of an opportunity by asking a few simple questions.

- › Do we know who really makes this decision?
- › Will we have the opportunity to close it face to face?
- › Have we established a clear need (point of pain), and connected that to our service proposition in a way that establishes a "fit"?
- › Do we understand the job specification and budget range, and can we shape it?

A good sales manager provides scripts, practices how to ask the right questions to elicit these responses, and shows the salesperson how to close on an advancing action. If the salesperson cannot confirm a clear fit or a face-to-face, then closing success will be low.

3 Ineffective negotiation under pressure. The art of deal-making — also known as negotiation — takes practice. But the skill set is rather straightforward. The poised and patient salesperson turns an objection into an opportunity by validating the objection, clarifying it, turning it back as a question to the prospect, then closing on the response with an offer, concession or assurance. This simple method gets salespeople past the "deer in the headlight" moment of truth that happens right after a brilliant presentation is followed by a question about matching the lowest price. A good sales manager prepares "objection cheat sheets" and a 4-minute canned "needs/solutions" presentation to arm the salesperson with proper tools. But this is not enough without grilling sessions to produce fluency. At the end of the day, a sale is not made in the presentation, but in the negotiation.

How do you motivate landscape and lawn care salespeople and get better performance? Teach them how to win. For salespeople, winning is the ultimate motivation.



FREEHAND[®]
= 1.75G = HERBICIDE

You have enough things to worry about. But with **FreeHand[®] 1.75G herbicide**, money-draining re-treats aren't one of them. **FreeHand 1.75G** enables you to control a wide range of grasses, broadleaf weeds and sedges with one application. And since **FreeHand 1.75G** utilizes two highly effective active ingredients and two unique modes of action, it's a great resistance management tool, too. Don't lose profits to re-treats. Treat it right the first time, with **FreeHand 1.75G**.

betterturf.basf.us

 **BASF**

The Chemical Company

LMREPORTS

YOUR GUIDE TO PRODUCT RESEARCH

MAINTENANCE: COMPACT CONSTRUCTION EQUIPMENT



Case Construction Equipment

New pallet forks are specially designed for use with Case's skid steers

and compact track loaders. They are available with either 48- or 42-in. tines, in a choice of Heavy Duty, rated to 5,500 lbs., or Standard, rated to 4,000 lbs. Case pallet forks feature a rugged, reliable frame and outstanding visibility to the tines for safe, easy loading. The frame's mounting angle assures proper forward tilt for loading and excellent rollback for transporting loads. The design offers ample room between the frame and the cab, providing easy access to and from the cab.

CaseCE.com

General Equipment Co.

The 240 hole digger features the construction industry's first use of four-stroke engine technology on a one-man, handheld hole-digging product. A 1.6-hp Subaru EH035 engine supplies the power. The four-stroke engine also eliminates the need for premixed fuel and oil solutions, effectively removing any worries of engine damage caused by improper mixing techniques. A Magura twist grip throttle controls engine speed for optimal power output. A spur gear transmission, produces a maximum drilling torque of 55 ft.-lbs. Its all-metal centrifugal clutch slips on overload or when the auger makes contact with a buried obstruction. The 1-in.-diameter driveshaft connection accommodates the use of earth augers ranging from 2 to 8 in. in diameter. The standard digging depth is 30 in., which can be increased with an available 15-in., non-flighted extension. GeneralEquip.com



continued on page 60

Don't Settle for Anything Less.



MADE IN

THE USA



L.T. Rich Products

Call us at: (877) 482-2040
www.zspray.com



GET X-TRA WEEKS of green, healthy turf.

Each granule of XCU® Slow-Release Fertilizer is scientifically engineered to be more efficient and last longer than any Polymer-Coated, Sulfur-Coated Urea (PCSCU) on the market. XCU is the only PCSCU with a protective polymer layer around the urea, ensuring that each XCU granule delivers a consistent, more predictable nutrient release for up to 10 weeks of green, healthy turf.

**Treat your turf with the top technology.
Ask your distributor for XCU in your blend.**



Slow-Release Fertilizer

Learn more at agriumat.com/XCU.





continued from page 58

John Deere

In response to customers' needs for faster travel speed across jobsites, John Deere introduces a two-speed option to its mid-frame 318D and 320D skid steer loader models. The new option increases ground speed as much as 62% on both manual and E/H controls machines, from 6.8 mph to 11 mph. It's engineered to provide a second gear for a variety of work, including landscaping. Shift on-the-go ca-

pability allows operators to kick into higher travel speeds with a simple flip of a toggle switch on the left-hand joystick. Electronically controlled shifting allows for seamless transition during upshifts and downshifts. The 318D and 320D are part of Deere's customer-inspired D-Series skid steer line, featuring 24% larger cabs and 6 in. of additional headroom than their predecessors. They are also quieter because of a hydraulic fan drive and engine auto-idle, and positively pressurized for better air temperature control. JohnDeere.com

New Holland Construction

New Holland introduces pallet forks specially designed for use with its skid steers and compact track loaders. They feature a rugged frame and visibility to the tines for easy and accurate loading. The fork assemblies are available with either 48- or 42-in. tines, with a choice of 5,500- or 4,000-lb.-rated tine sets. The frame's mounting angle ensures optimum forward tilt for load pick-up and rollback for transporting loads. The design offers ample room between the frame and the cab, providing the operator with easy access to and from the cab. NewHolland.com



Bobcat Co.

The new, 12,678-lb. T870 is the largest compact track loader the company has ever manufactured, and the 10,008-lb. S850 (pictured) is its largest skid loader. Both new loaders provide operators with more powerful hydraulics, increased fuel capacity, higher lift capacities and reach, increased pushing power and higher horsepower than any of Bobcat's current loader models. In addition, the loaders will enable the operator to accomplish more work through performance and durability enhancements that provide more power and keep the loader working longer, while increasing operator comfort with a new cab-forward design with improved visibility and a more spacious and comfortable cab. Job-enhancing features were also added to the optional Deluxe Instrumentation Panel featured in these machines. Bobcat.com

Helping Landscapers save money, no matter what they drive.

No matter what kind of vehicle you use for your business, you could save with Progressive Insurance. To learn more about Progressive, and see why we are the #1 Truck Insurer in America, please visit ProgressiveCommercial.com.



Call for a Free Quote | Find an Agent
1-888-375-7908 | ProgressiveCommercial.com

PROGRESSIVE
COMMERCIAL

United Financial Casualty Company and its affiliates, Mayfield Village, Ohio. Available in most states. No. 1 truck from Highline Data's 2007 written premium data. 09P00560.BA (12/09)



Ditch Witch

Ditch Witch now offers a heavy-duty track option with two of its Zahn compact trenchers: the two- and four-wheel-drive models of R230 and R300. Unlike competitors' tracks, these heavy-duty tracks "walk," or oscillate, 12°, which helps provide greater stability when loading, unloading and

maneuvering over curbs or other rough and uneven terrain. Another benefit of these tracks is their high-flotation design, which helps minimize surface damage to turf and enables the operator to work confidently on and around sensitive landscapes and established lawns. Tracks do not increase the width of the R230 and R300, so each machine can still fit comfortably through a standard 36-inch (0.9 m) yard gate. DitchWitch.com

Massey Ferguson

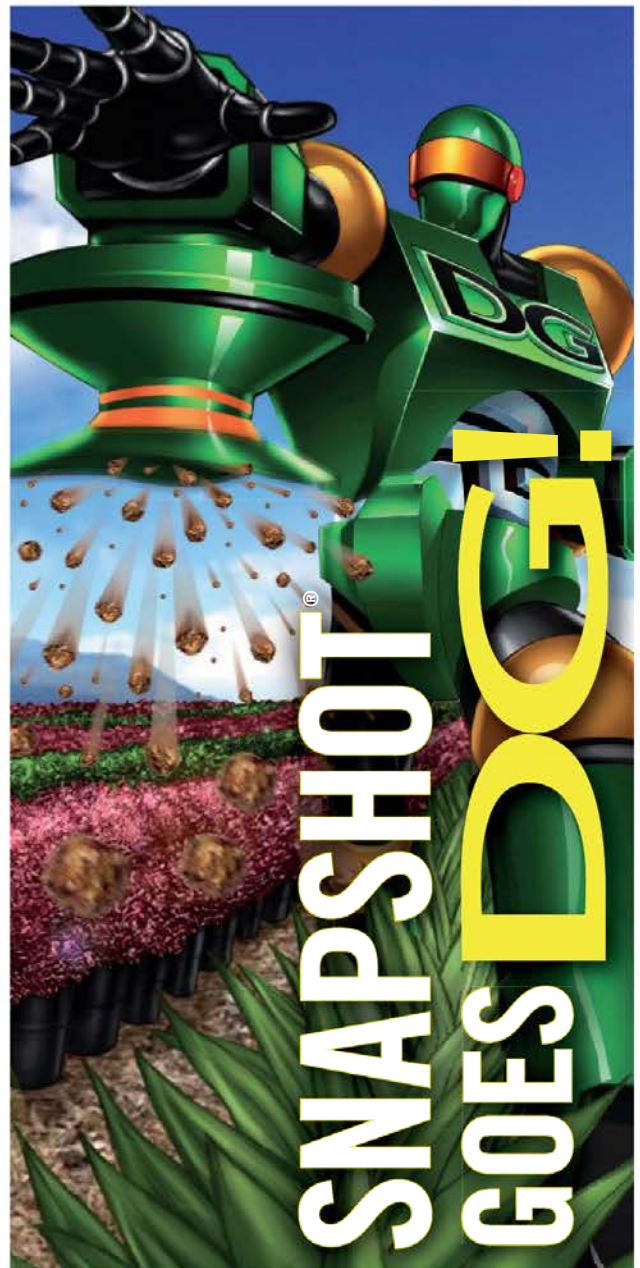
The 25-hp MF1526 compact tractor features a three-range hydrostatic transmission and improved ergonomics. It's powered by a Tier IV interim-emission-compliant Iseki three-cylinder liquid-cooled diesel engine. An electro-hydraulic independent rear PTO engages smoothly and allows the operator to separately manage PTO speed and ground speed. The semi-flat ISO-mounted platform puts rubber bushings between the platform and the frame to soak up vibration. An easy-to-read instrument panel helps keep the operator informed of the tractor's performance. A full line of attachments, from loaders and mowers to brooms and blades, is also available. MasseyFerguson.com

Gehl

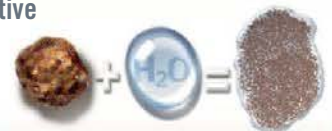
The all-new model V330 skid loader features more than 131 in. of near-vertical lift height, thanks to a state-of-the-art lift arm design that provides extended reach and lift height for easy truck and material loading. The lift arm design provides optimal views to the sides of the loader and a direct line-of-sight to the bucket cutting edge. Thick steel plating braces the lift arm, providing additional strength and durability. The loader also features an 84-hp, turbo-diesel engine and a rated operating capacity of 3,300 lbs. Equipped with electronic engine control and a foot throttle, the V330 can be operated at partial throttle as the workload allows for lower sound levels and reduced fuel consumption. Plus, an all-new, ergonomic cab design includes fully adjustable joystick controls and an optional air-ride seat. Extra-large side screens and an optional wide-view front glass door provide visibility to the bucket cutting edge and front work area.

The new side-folding restraint bar and armrests feature multiple adjustments to enhance operator comfort and safety.

Gehl.com/verticallimit



One advanced technology **SNAPSHOT DG Granule** + **Water Rapidly Dissolves** Into thousands of micro particles forming a potent, long lasting control treatment that's effective on over 100 Grassy And Broadleaf Weeds.



Contact 800-253-5296 or visit www.AndersonsTurf.com

Snapshot DG™



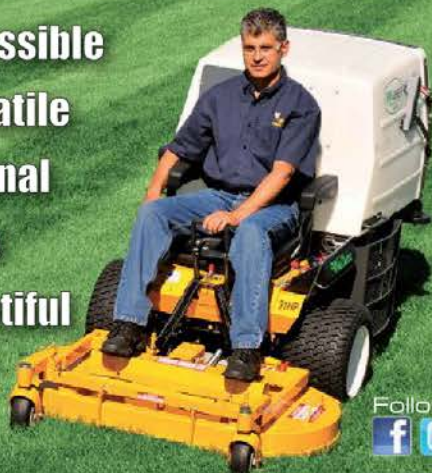
©2011 All rights reserved.
 ©™ The Andersons and DG are trademarks of The Andersons, Inc.
 © Snapshot is a registered trademark of Dow AgroSciences LLC.
 Always read and follow label directions.

WALKER MOWERS

out front mowing

There is a Difference

- Accessible
- Versatile
- Original
- Agile
- Beautiful



Follow:



get *out front* at the NEW
walkermowers.com

AcRease

QUALITY PULL MOWERS

THE ACREASE MODEL PRO60K 60" WING MOWER IS THE SMART CHOICE FOR MANAGING LARGE JOBS.



- Reduces Mowing Time
- Reduces Labor Costs
- High Mowing Speeds
- 18HP-23HP Engines
- Pulls Easily Behind
- Zero Turn Mowers
- Very Maneuverable
- Professional Grade

KUNZ ENGINEERING INC. For a free catalog and product DVD please call 815-539-6954 or visit www.kunzeng.com!

LMREPORTS



Kioti Tractor

Kioti introduces a completely new line of implements and attachments for its compact tractors and utility vehicles. The new line is comprised of more than 60 brand-new models designed to bring added productiv-

ity and profitability to more than 30 Kioti prime movers. The line includes a full range of three-point implements, including mowers, cutters, tillage and landscape implements as well as implements designed for ATVs and UTVs. All products feature Kioti's proprietary and new E-Coat (Electro-Deposition Coating), Premium Powder Coat or the Powder-over-E-Coat finish. All products are made from high tensile-strength steel with a base rust inhibitor, then feature a baked-on finish for corrosion resistance. Kioti.com

Volvo Construction Equipment

The all-new, 2-ton EC20C compact excavator is powered by a Tier IV-compliant, 16.2-hp diesel engine and sports a new cab and digging equipment design. The operator can now use an electro-proportional fingertip control on the joystick for swing and offset movement at the same time. This enables the EC20C excavator to deliver faster and more precise performance, while reducing operator fatigue. The attachment circuit and offset function foot controls have been replaced by the joystick button — providing operators with more leg and foot room. Maximum hydraulic oil flow for the first auxiliary circuit can now be set to adjust the maximum speed of a tilting ditching bucket. The adjustment is easily made from the right-hand joystick using the proportional roller and maximum flow switch. In addition, the Volvo Care Cab provides a roomy operating environment that meets or exceeds TOPS, ROPS and OPG1 (Object Protective Guard) standards of protection. An adjustable seat has ergonomic armrests for operator comfort. A new instrument panel provides comprehensive information for all key operating functions, while a digital hour meter displays total engine running hours and can be viewed from outside the cab without starting the engine. The design of the EC20C has reduced the tail swing by 7% compared to its predecessor, the B-series excavator. The shorter tail swing footprint, along with the rounded design and cast-iron rear counterweight, offers maximum rear protection to the excavator. VolvoCE.com/na



Kubota Tractor Corp.

The new KX-4 Series compact excavator is designed to provide operators with enhanced performance and increased stability in open areas. It offers an optional hydraulic float angle blade with 25° pivot angle for increased productivity. Its conventional tail swing provides stability in open areas, even when a thumb and wide buckets are used. With a 476-gross-hp, direct-injection Kubota diesel engine that features single-side servicing, this machine includes an auto idle feature that conserves fuel and reduces noise level. A new, load-sensing hydraulic system employs a combination of closed and open center controls to ensure strong digging forces and minimize slow-down during travel when using attachments. The advanced load-sensing system provides optimum oil flow to each cylinder for smooth multifunction operation and enhanced fuel economy. Auto-downshift travel motors on the KX057-4 offer smooth transitions through turns, and the optional hydraulic angle blade improves backfilling efficiency. Float is standard equipment on all blades and combines with high traction force to speed the operator on to their next job. These blades include a reversible bolt-on cutting edge to reduce operating costs. Two auxiliary hydraulics ports are also available, expanding attachment versatility. *Kubota.com*



Caterpillar

The Cat 907H, the latest addition to the Cat Compact Wheel Loader range, fits between the 906H and 908H models. The 70-net hp model features a skid steer loader style coupler, auxiliary hydraulic system, Cat C3.4 diesel engine, two-speed hydrostatic drive, standard differential locks in both axles, parallel-lift Z-bar loader linkage and high-visibility operator's station. Optional features – including high-flow hydraulics, ride control and speeder transmission – enhance the 907H's performance. The hydraulically actuated skid-steer-loader-type coupler allows the 907H to be integrated into existing small-equipment fleets. Standard auxiliary hydraulics, proportional third-function valve and continuous-flow capability provide a complete control package for work tools such as trenchers and stump grinders. *Cat.com*



Searching for the **BEST** spreader sprayer?

ReDiscover permagreen™

You'll **love** the 2011 Triumph - how it handles hills, its gentle granular agitation, its reliability and how much more money you'll make riding it...

or we'll buy it back!*

Available Spreader Options:
Centri 1-hole, Spread-only Centri,
3-hole versions

Coming soon: Spray-only



Win one FREE at permagreen.com | 800.346.2001

© PermaGreen™ is a registered trademark of PermaGreen Supreme, Inc. U.S. Patent 6,366,600 and patents pending. All rights reserved.
*Limitations apply. See details at permagreen.com/triumph

JCB

The new 515-40 is JCB's most compact telehandler to date. It's just 5 ft., 11 in. tall, 5 ft., 2 in. wide and 9 ft., 6 in. long. It weighs 7,672 lbs., with an all-new, off-set single-spine main frame. As a result, the machine boasts a full-size cab with easy accessibility and plenty of operator space. The design enables the machine to break through a barrier that previously prevented many compact telescopic handlers from use in smaller workspaces. It offers 8 ft., 6 in. of forward reach, 13 ft., 2 in. of loading height, and a 9-ft. turning radius. Equipped with 4-wheel steering, 4-wheel-drive, a hydrostatic transmission and exceptional ground clearance, the machine can easily traverse challenging outdoor conditions. Powered by a 50-hp engine, the 515-40 can carry a payload of 3,300 lbs. It comes standard with a universal skid steer quick attach, opening it up to a vast range of attachments. JCBna.com



Steiner

The new, compact Steiner 235 FWD tractor combines speed and agility with traction and power. It's powered by a 25-hp Kubota diesel engine, and uses hydrostatic front-wheel-drive and rear-power steering for infinitely variable speed control up to 10 mph for open areas — and a tight 14-in. turning radius in cramped, tight spaces and niche areas. Other features include wide 350 Mag 6-ply front drive tires, a low center of gravity, a transmission differential lock that links both drive wheels for even traction, and a TRACTION-MAX Weight Transfer System. Front-mount attachments include an aerator, machinery hitch, mower decks (rotary and specialty), blades, snow blower, scoop, sweeper, tiller and turbine blower. Operational features include a simple two-point Quick-Hitch system that requires no tools to connect or change attachments, a fingertip-control console, and foot-controlled forward and reverse that leaves no operational distraction from work. SteinerTurf.com



continued on page 66





We'll Stake Our Signature On It!

Signature

SERIES



Set the highest standard for your turf.
Use Pennington's Signature Series Tall Fescue Blends
or Mixtures.

- Available with MYCO Advantage™ Seed Treatment Technology
- Produces thick, green stand that requires less water
- Grows a denser, deeper root system
- Maximizes fertilizer performance

1-800-286-6100 ext 301
proturfsolutions@penningtonseed.com



CENTRAL
Garden & Pet

From our seat,
no job is impossible.



Compact Utility Tractors

The hardest working tractors you can find are also the easiest to work with. Over 600 hard-working attachments and accessories are available on our 4000 and 5000 Compact Utility Tractors. And, for a short time, you can get a **savings bonus on implements*** **AND 0% financing**. So see your local John Deere dealer about the most versatile worker you'll ever have on your jobsite.

Accept Nothing Less

* Save \$400 USD on a 4000 Series Compact Utility Tractor when purchased with two or more John Deere or Frontier implements offer available February 1, 2011 through May 2, 2011. 0% financing available February 1, 2011 through May 2, 2011. See your dealer for complete details and other financing options. Subject to approved credit on John Deere Financial Installment Plan, some restrictions apply. Available at participating dealers in the United States. Prices and models vary by dealer. Offers available on new equipment and in the U.S. only. Sales made to government agencies, company direct sales or other businesses/agencies that participate in John Deere's Special Discount Program, and businesses that participate in John Deere's Rental Business Program are not eligible. Prices and savings in U.S. dollars.



JOHN DEERE

\$400⁰⁰
IMPLEMENT BONUS*
AND 0% FINANCING
AVAILABLE

www.JohnDeere.com

continued from page 64

LAWN CARE: HERBICIDES

Bayer Environmental Science

Designed for use on warm-season turf, Specticle delivers residual, broad-spectrum control and a use rate that is the lowest in the industry among preemergent herbicides, according to the company. With use rate flexibility, lower use rates provide from three to four months of control — and with higher use rates, Specticle can last eight months. Featuring the active ingredient indaziflam, a cellulose biosynthesis inhibitor (CBI), Specticle's recommended use rate for is 2.5 to 5 oz. per acre, depending on the weeds to be controlled and length of control desired. The product has shown control of Poa, crabgrass, goosegrass and broadleaf weeds. It can be used on a variety of warm-season turfgrasses including Bermudagrass, zoysiagrass, centipedegrass, St. Augustinegrass, and seashore paspalum. Specticle is formulated as a wettable powder available in pre-measured water soluble packets. For convenience, two package sizes are available: six bottles with eight 0.625-oz. packets each and four pouches with seven 2.5-oz. packets each. *BackedByBayer.com*



PBI/Gordon Corp.

T-Zone provides broadleaf weed control in cool-season turfgrass. It contains four active ingredients including triclopyr ("T"), a proven ingredient for hard-to-control weeds. Energized with sulfentrazone ("ZONE"), T-Zone is fast-acting with visible activity in hours. Weed death can occur within seven to 14 days. Sulfentrazone, a protox inhibitor, works by preventing a key enzyme required for chlorophyll production. Tests have consistently shown control of tough weeds like wild violet, ground ivy, black medic, oxalis, clover, spurge, speedwell and lespedeza. The oil-based formula cuts through the cuticle of the toughest weeds. Hard-working triclopyr, when combined with fast-acting sulfentrazone and precise ratios of 2,4-D and dicamba, provides premium weed control. T-Zone affects multiple sites within broadleaf weeds with symptoms including rapid leaf and stem curl, twisting, yellowing and browning. As a bonus, the sulfentrazone provides suppression of young and actively growing yellow nutsedge. *PBIgordon.com*

You get what you pay for. And sometimes, you get more.

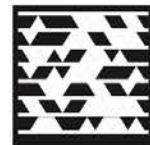


Buy three jugs of Talstar® Professional and the fourth is FREE!

Talstar® Professional gives you dependable, long-lasting residual control of over 75 of the toughest lawn and ornamental pests, including ants, chinch bugs, billbugs, fleas, ticks, mites and more. Plus, Talstar gives you the confidence that comes from using the industry's most trusted brand. And now, FMC is giving you even more.

Simply purchase three (3) 1-gallon or ¾-gallon jugs of Talstar Professional between February 1, 2011 and November 30, 2011 and get a 1-gallon or ¾-gallon jug of Talstar Professional — FREE! For more information or a list of participating FMC Distributors, please visit www.fmcprosolutions.com or contact your FMC Market Specialist.

Scan this tag with the Microsoft Tag Reader app on your smartphone to register for label update notifications from FMC.



Need the mobile app?
Get it free at <http://gettag.mobi>

FMC

FMC Professional Solutions

1-800-321-1FMC • fmcprosolutions.com

Talstar
PROFESSIONAL INSECTICIDE

For complete promotional details, visit www.fmcprosolutions.com/home/promotions.aspx. Always read and follow label directions. FMC and Talstar are trademarks of FMC Corporation. ©2011 FMC Corporation. All rights reserved.



Dow AgroSciences

Dimension specialty herbicide provides preemergence and early postemergence control of crabgrass, and pre-emergence control of more than 40 grassy and broadleaf weeds, including crabgrass, goosegrass, spurge, creeping woodsorrel, bittercress and *Poa annua*. With multiple formulations, including the water-based Dimension 2EW, Dimension can be used over the top of landscape ornamentals and in established lawns without staining surroundings. It can be used on established seeded, sodded or sprigged turf. Dimension also is labeled for use on more than 180 tolerant ornamental plant varieties, which makes it an ideal wall-to-wall solution for weed control in turf and landscape. DowProvesIt.com

FMC Professional Solutions

Give turf a healthy start with FMC's new SquareOne herbicide. Unlike products that are too harsh on newly seeded turf or require multiple applications, SquareOne can be applied just one day before seeding — or as soon as seven days after emergence on most cool and warm season grasses during fall or spring renovation projects (except for creeping bentgrass or St. Augustinegrass). This means fewer crabgrass and broadleaf weeds from the start, maximum turf density and lower costs — thanks to fewer herbicide applications and less callbacks. FMCprosolutions.com/LawnCare/Products/Herbicides/SquareOneHerbicide.aspx



Cut Costs!



Cut Operating Costs - And Increase Profits!

Looking for a place to cut operating costs? Atrimmec® can reduce labor and disposal costs by 50% or more. Use the on-line Atrimmec Trimming Cost Calculator at pbigordon.com/trimmingcalculator to input your current costs and compare. See for yourself how Atrimmec can enhance your profit potential.

Easy Spray Application • Irrigation Not Required • No Affect On Turf

800-821-7925
pbigordon.com/atrimmec

 **pbi / GORDON**
CORPORATION
An Employee-Owned Company

Atrimmec® is a registered trademark of PBI/Gordon Corporation. Always Read and Follow Label Directions.

008104



WE HAVE THE WIDEST SELECTION OF LED SOLUTIONS FOR WHATEVER DESIGN YOU HAVE IN MIND.

Leading the industry with the most advanced LED technology, Vista offers a longer lasting solid-state design available in copper, brass, aluminum, stainless steel and composite enclosures to meet all your project needs.

Call **800-766-8478** for a **FREE** 12 Volt Series brochure that details everything.



**VISTA
PROFESSIONAL
OUTDOOR
LIGHTING**

www.vistapro.com



Nufarm Americas Inc.

4-Speed herbicide provides fast, effective postemergent control of a wide range of broadleaf weeds. Proven performers 2,4-D, dicamba and MCPP-p are aided by pyraflufen-ethyl and a blend of premium emulsifiers to add speed to performance. In as little as 24 to 48 hours after application, the company says lawn care professionals can begin to see control of troublesome weeds such as dandelion, white clover, buckhorn plantain and other broadleaf weeds.

NuFarm.com



United Turf Alliance

New ArmorTech Threesome Three-Way Selective Herbicide combines 2,4-D, mecoprop-p and dicamba to selectively control weeds such as clover, henbit and wild onion in most turfgrass species, including bentgrass. In addition, new ArmorTech QuinPro is a dry flowable quinclorac herbicide offering flexibility and a low use rate, while controlling both broadleaf and grassy weeds. Both products are available from United Turf Alliance member companies and select distributors.

UTAarmortech.com



BASF Professional Turf & Ornamentals

Onetime herbicide is a soluble liquid formulation that controls more than 70 annual broadleaf and grassy weeds. Onetime combines liquid-quinclorac-based Drive XLR8 herbicide with MCPP-P and dicamba, which provides fast entry into the plant, rainfastness in 30 minutes and more effective, consistent control of grassy and broadleaf weeds than other products. Onetime can be applied to both cool- and warm-season grasses, as well as tank-mixed with other commonly used products, including pendimethalin-based Pendulum herbicide, to enhance residual control.

BetterTurf.com

weedalert.com

The Turf Professional's Free On-line Source for Weed ID and IPM Control Recommendations

- Weed ID Photos
- Regional Alerts
- Control Options
- Turf School Links

TEST YOUR WEED IQ! WEEKLY CONTEST-

**Correct ID
Can Win This
Magic Mug**
With Disappearing Ink



An Industry Service From
G pbi/gordon CORPORATION
An Employee-Owned Company



LebanonTurf

ProScape LockUp enables postemergence control of annual and perennial broadleaf weeds in residential lawns, golf courses, parks, sports fields, sod farms and other established turfgrass. The granular product

provides activity at low use rates — generally 0.02 to 0.06 lbs. of active ingredient (penoxsulam) per acre — and can be used on wet or dry foliage and on warm- and cool-season turf. The specialty herbicide also includes LebanonTurf's MESA, the first nitrogen source to combine ammonium sulfate with methylene urea in a single particle. LebanonTurf.com

DuPont Professional Products

As what the company describes as the most advanced turf herbicide in more than 40 years, DuPont Imprelis herbicide allows turf professionals to control dandelion, clover and plantains, plus the toughest broadleaf weeds — like ground ivy and wild violets — even during reseeding or rainy days. Its single active ingredient

has low application rates, low toxicity to mammals and low environmental impact. Since 2006, independent university researchers and contractors have conducted more than 400 field trial protocols to evaluate Imprelis. Studies show it is effective against many hard-to-control weeds, is not impacted by rain, hot temperatures or cool temperatures, and provides unprecedented levels of broadleaf weed control when applied on granular fertilizer. Imprelis is available in 2.5-gal., 1-gal. and 4.5-oz. bottles. ProProducts.DuPont.com



Engage Agro USA

Under a new distribution agreement, German-based Neudorff has assigned exclusive distribution rights to Engage Agro USA to market its new bioherbicide, Fiesta Turf Weed Killer, for all U.S. professional turf markets. It is considered to be an alternative to traditional synthetic chemical weed control products like 2,4-D. Fiesta is made from iron, and provides fast control of broadleaf weeds under a wide range of temperatures. It even works in cool temperatures as low as 45° Fahrenheit. EngageAgro.com

Valent Professional Products

SureGuard Herbicide and BroadStar Herbicide provide Green Industry professionals with long-lasting, preemergence control of annual grass and broadleaf weeds in two distinct formulations: SureGuard, a sprayable formulation, provides extended residual weed control and enhances the performance of glyphosate. BroadStar is said to be the longest-lasting residual granular herbicide on the lawn care professional market, providing lasting activity on difficult-to-control grass and broadleaf weeds. ValentPro.com



BIG DOG MOWERS

BIG DOG DAYS OF SPRING MARCH 1 - MAY 31

COME TEST DRIVE
A MOWER
FOR A CHANCE
TO WIN
THE GRAND PRIZE!



AND OTHER GREAT PRIZES:
IPODS, GPS, VISA GIFT CARDS, AND MORE!

MORE DETAILS TO COME AT

www.bigdogmowers.com

CLASSIFIED SHOWCASE

ADVERTISING INFORMATION

Call Kelli Velasquez at
216-706-3767,
Fax: 253-484-3080,
E-mail:
kvelasquez@questex.com



Payment must be received by the classified closing date. We accept Visa, MasterCard, and American Express.

Mail LM Box # replies to:
Landscape Management Classifieds, LM Box # _____
306 W. Michigan St., Suite 200
Duluth, MN 55802
(please include LM Box # in address)

Every month the Classified Showcase offers an up-to-date section of the products and services you're looking for. **Don't miss an issue!**

BUSINESS OPPORTUNITIES

SELL MORE LANDSCAPES & JOBS



Two **NEW** Profit Centers - 50%+
Two **NEW** Revenue Streams
Two **NEW** Customer Bases
A Simple, Easy Add-On Service
Buy Factory Direct - Wholesale
NO PAYMENTS & INTEREST
FOR 90 DAYS
We **FUND** Your Installs
1-800-334-9005
www.allprogreens.com/training

FREE DVD & TRAINING SYNTHETIC LAWNS

SELL MORE LANDSCAPES & JOBS



Two **NEW** Profit Centers - 50%+
Two **NEW** Revenue Streams
Two **NEW** Customer Bases
A Simple, Easy Add-On Service
Buy Factory Direct - Wholesale
NO PAYMENTS & INTEREST
FOR 90 DAYS
We **FUND** Your Installs
1-800-334-9005
www.allprogreens.com/training

FREE DVD & TRAINING SYNTHETIC GOLF GREENS

EARN BIG
With Landscape Lighting



-Great Add-On Sale
-Enhance Your Projects
-Penetrate Affluent Households

WE CAN TEACH YOU TO DO LANDSCAPE LIGHTING THE RIGHT WAY!

Training ~ Support ~ Products
Call For Information
1.800.687.9551
www.nitetimedecor.com



HELP WANTED

FLORASEARCH, INC.
In our third decade of performing confidential key employee searches for the landscape/horticulture industry and allied trades worldwide.
Retained basis only.
Candidate contact welcome, confidential and always FREE.
1740 Lake Markham Road
Sanford, FL 32771
407-320-8177 ♦ Fax: 407-320-8083
E-mail: search@florasearch.com
www.florasearch.com

Incorporate
for as little as **\$99**

Visit www.incorporate.com
or call 800-616-0216

— THE —
COMPANY
CORPORATION™

INCORPORATING WHAT'S RIGHT FOR YOU

WANT TO BUY OR SELL A BUSINESS?

Professional Business Consultants
PBC
Merger & Acquisition Specialists

Professional Business Consultants can obtain purchase offers from numerous qualified potential buyers without disclosing your identity. There is no cost for this as Consultant's fee is paid by the buyer. This is a **FREE APPRAISAL** of your business.

If you are looking to grow or diversify through acquisition, we have companies available in **Lawn Care, Grounds Maintenance, Pest Control and Landscape Installation** all over the U.S. and Canada.

182 Homestead Avenue, Rehoboth, MA 02769
708-744-6715 • Fax 508-252-4447
E-mail pbcmello1@aol.com

Now is the Time



to Place your ad in the next issue of

Landscape Management

Upcoming Ad Closing Dates:

April	3/7/11
May	4/12/11
June.....	5/3/11

TELL THEM YOU SAW IT IN

Landscape Management

RESOURCES

AD INDEX

Agrium Advanced Technologies 26-27, 59
 Ball Horticulture 51
 BASF Corp. 13, 57
 Bayer 29A
 Bobcat 55
 CLIP Sensible Software 4
 Cub Cadet 9
 Dodge Chrysler Cvr2-1
 Dow AgroSciences 25, 47
 Drafix 7
 Dupont 22-23, 41
 Eastern Land Management 4
 Emerald Coast Growers 53
 FMC 66
 Grasshopper BRC, 49
 Hustler Turf 69, Cvr 3
 John Deere 65, Cvr4
 Kohler Engines 15
 Kunz Engineering 62

LT Rich 58
 Mistaway Systems 5
 PBI/Gordon 21, 43A, 67, 68
 Pennington Seed 64
 PermaGreen Supreme 63
 Progressive Insurance 60
 QXpress 31
 Rainbird 11, 36, 37
 Schiller Grounds Care 39
 Target Specialty Products 15A
 The Andersons 61
 The Dwyer Group 44
 Turfco Mfg. 14
 U.S. Lawns 3
 Valent Professional Products 45
 Versa-Lok 12
 Vista Professional Outdoor Lighting 68
 Walker Mfg. 62

Indices are provided as an additional service. The publisher does not assume any liability for errors or omissions.

LANDSCAPE MANAGEMENT (ISSN 0894-1254) is published monthly (12 issues per year) by Questex Media Group LLC, 306 W Michigan St, Suite 200, Duluth, MN 55802. Subscription rates: one year, \$54, two years \$76 in the United States & Possessions; \$87 for one year, \$127 for two years in Canada and Mexico; all other countries \$165 for one year, \$246 for two years. For airmail delivery, include an additional \$75 per order annually. Single copies (pre-paid only): \$8 in the United States; \$10 in Canada and Mexico; \$15 all other countries. Back issues, if available: \$16 in the U.S.; \$20 in Canada and Mexico; \$30 all other countries. Add \$6.50 per order for shipping and handling. Periodicals postage paid at Duluth, MN 55806 and additional mailing offices. POSTMASTER: Please send address changes to Landscape Management, P.O. Box 1268, Skokie, IL 60076-8268. Canadian G.S.T. number: #R00001. Publications Mail Agreement Number 40017597. Printed in the U.S.A.



Copyright 2011 Questex Media Group LLC. All rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including by photocopy, recording, or information storage and retrieval system, without permission in writing from the publisher. Authorization to photocopy items for internal or personal use, or the internal or personal use of specific clients, is granted by Questex Media Group LLC for libraries and other users registered with the Copyright Clearance Center, 222 Rosewood Dr., Danvers, MA 01923 phone: 978-750-8400 fax 978-750-4470; call for copying beyond that permitted by Sections 107 or 108 of the U.S. Copyright Law. For those not registered with the CCC, send permission requests to questexpermissions@theysgroup.com or phone 800-494-9051 ext. 100.

Landscape Management does not verify any claims or other information appearing in any of the advertisements contained in the publication, and cannot take any responsibility for any losses or other damages incurred by readers in reliance on such content. Landscape Management welcomes unsolicited articles, manuscripts, photographs, illustrations and other materials but cannot be held responsible for their safekeeping or return. Questex Media Group LLC provides certain customer contact data (such as customers' names, addresses, phone numbers and e-mail addresses) to third parties who wish to promote relevant products, services and other opportunities which may be of interest to you. If you do not want Questex Media Group LLC to make your contact information available to third parties for marketing purposes, simply call 866-344-1315; 847-763-9994 if outside the U.S. between the hours of 8:30 am and 5:00 pm CT and a customer service representative will assist you in removing your name from Questex Media Group LLC's lists.



LM Blog

To read daily Green Industry news & views on the *Landscape Management* blog, visit www.landscapemanagement.blogspot.com or scan the tag below.

Get the free mobile app at <http://gettag.mobi>



Landscape Management is proud to be the official publication of the American Society of Irrigation Consultants. Our commitment to coverage of irrigation and water issues makes us the perfect fit to work with "an organization of professionals within the irrigation industry."



GOT CLASS?

Looking for some design inspiration, but have no time to get out from behind your desk or off of a jobsite?

Try an online course.

The **Secrets to Exceptional Outdoor Spaces** is an accredited, in-depth training course taught by a designer and featuring actual projects. The next design-only course runs every Tuesday from 6:30 p.m. to 7:30 p.m. MST Apr. 19 - May 24. A construction-only component of this course runs every Thursday from 6:30 p.m. to 7:30 p.m. MST Apr. 21 - May 26. Companies can sign up for both for complete training. The video modules are downloadable to a laptop or mobile device and can be used as tailgate training for onsite work crews.

For more, visit <https://tnal.infusionsoft.com/go/secretsofspaces/nwisnew/>.



SEE HOW WE CAN HELP TAKE YOUR BUSINESS TO THE NEXT LEVEL!



- Capture more market share
- Transition from "the worker" to the business leader
- Internet marketing & sales support
- Systems to build your business
- Solutions to help streamline your business

the GroundsGuys[™]
 LANDSCAPE MANAGEMENT

(800)638-9851

GroundsGuysFranchise.com

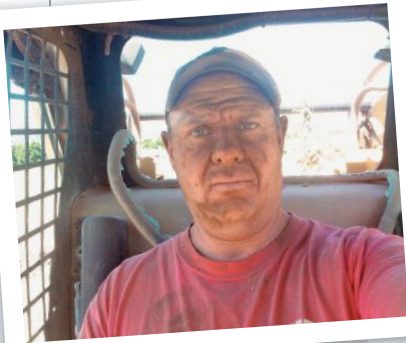


MYBIGGESTMISTAKE

LESSONS LEARNED THE HARD WAY » BY CASEY PAYTON



Bill Schwab believes people are good — for the most part — but he learned the hard way that a signed contract is still a necessity.



Mistakes come in all sizes. Bill Schwab after accidentally smashing his skid-steer window on the job.

COMPANY: Naturescape Landscape Co.

OWNER: Bill Schwab

HEADQUARTERS: Encinitas, CA

FOUNDED: 1991

EMPLOYEES IN A GOOD ECONOMY: 27

EMPLOYEES IN A BAD (THIS) ECONOMY: 8

SERVICE BREAKDOWN: 15% maintenance, 20% irrigation and drainage management, 65% design/build installation

2010 REVENUE: \$855,000

PROJECTED 2011 REVENUE: \$1,300,000

THERE WAS A time when a client's word was as good as a written contract. Bill Schwab, owner of Naturescape Landscape Co. in Encinitas, CA, says he can remember those days when he was a young man helping his uncle build golf courses. When he started his own business, Schwab felt comfortable taking work on

handshake agreements alone. But after a few bad burns — including one that landed him in court — he did a serious overhaul of how he handles business.

Willingness to do work without a contract typically happens with people you already know or friends of someone you know, says Schwab. There may be a level of comfort that doesn't make a contract feel necessary. Schwab was introduced to a couple by one of his old friends and took on some work for them with a written proposal, but no signed contract. From the start, there were indications the job was in trouble when the couple couldn't agree on the plans for the project. It became complicated even more and put on hold when wild fires swept through Southern California. A month later, when the job was back up and

running, the homeowner had decided he wanted additional work done. "I assumed he understood that meant more money," says Schwab. "But that was my biggest problem — I assumed."

When he sent the homeowner his weekly bill, including the new work, the homeowner called with six simple words Schwab says left him shocked: "Get your equipment off my land." In the end, the dispute went to court, an experience Schwab says made him realize that unless you truly earn enough money to make court worth the expense, "the only person who wins is the lawyer!"

"That job cost my company \$32,226," admits Schwab. "After that lesson I started keeping a Post-It note on my computer with that number. At the very least, it's a reminder of what happened as a result of no contract."

Since then, Schwab has made two significant changes to the way he does business. First and foremost, everyone signs an itemized contract. And not just any contract — the specific one that he draws up. That's important because Schwab says some clients may want to create their own terms.

Second, Schwab also has his foreman keep a journal in which everyday functions, conversations

and phone calls are logged. He says this minimizes liability if a court case were to arise. "This is held consistent as a legal document in a court of law," says Schwab. "It is often classified as a legal record and can actually save your hide."

Having everything written out in an itemized contract also limits liability, says Schwab. "With an itemized contract the only thing you can be held liable for is the item in dispute — and it's all there in black and white," he adds.

Today, Schwab's contracts are as detailed as possible. "It is quite common to have 20 pages detailing every item, right down to the screws and minor hardware," he says. "A non specific contract can be as loosey-goosey as a handshake. I've seen \$50,000 jobs from my competitors that were written on one page. Without exact definitions of the scope of work, how can you possibly manage the expectations of your client and turn a profit?"

Schwab says his mistake in working off handshake agreements has been a costly but valuable lesson. While he still believes, for the most part, that people are good, he also knows now that it's critical to his business that he draws up specific terms in a signed document. The bottom line, he says, is not to do anything until you have that signed contract in hand.

Payton is a freelance writer with six years of experience covering landscaping.

THE BAR HAS BEEN RAISED. AGAIN.

The New Standard, here's why:

- HyperDrive™ Hydro System - Industrial Grade Pumps and Motors
- VX4™ Deck Technology provides the best finished appearance period!
- 60, 66, and 72 inch Side Discharge decks
- 60 and 72 inch Rear Discharge decks
- Simple design
- SmoothTrak Steering - responsive precise control
- Kohler/Kawasaki engine options up to 37 HP
- 15 MPH

LIMITED WARRANTY

5 YEAR | **3000**
ON TRANSMISSIONS

*See your local Hustler dealer
for complete warranty details



*Visit hustlerturf.com and contact your nearest
Hustler Dealer for more information.*

CUTTING GRASS, NOT CORNERS.

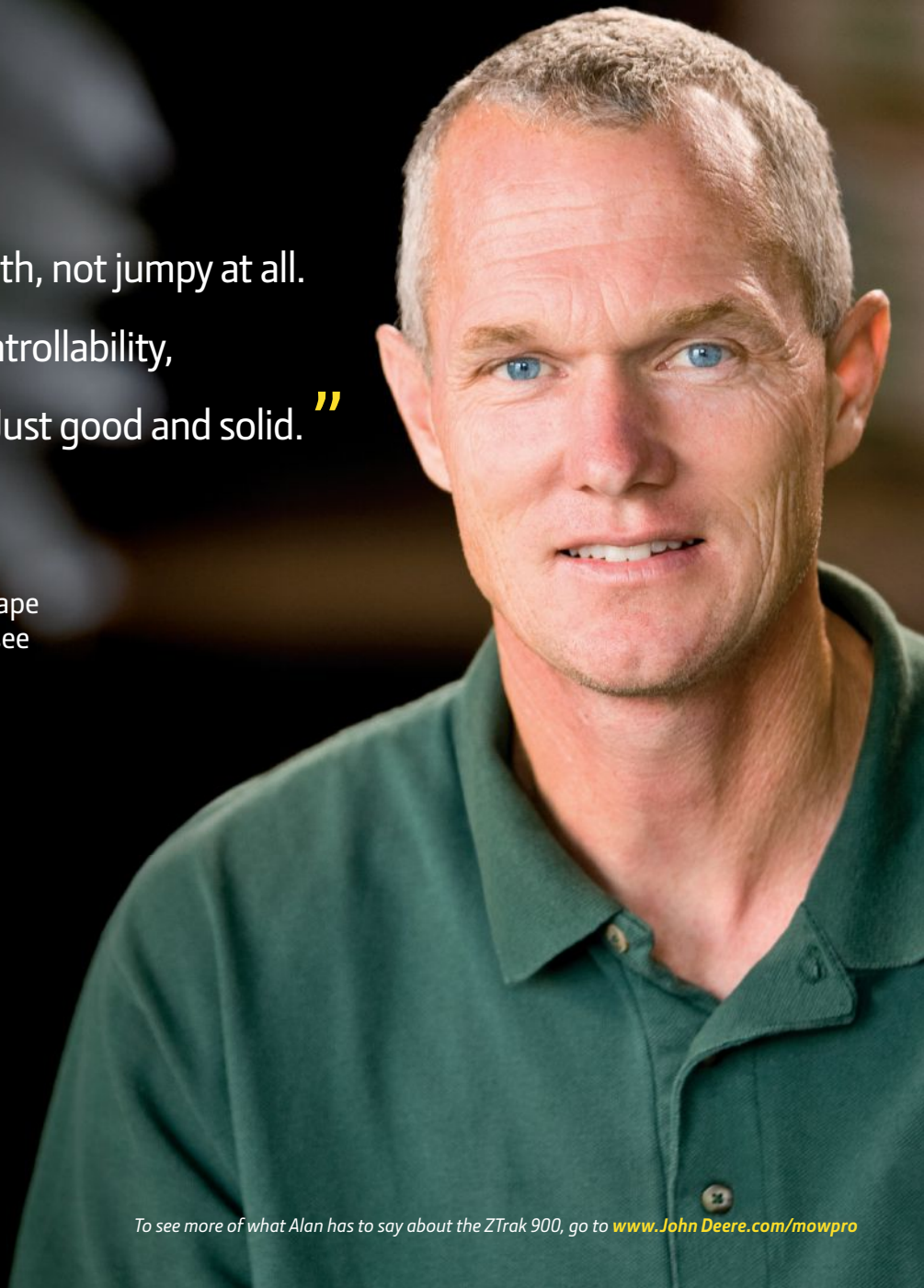
HUSTLER 

HUSTLERTURF.COM

“ The **Z900** is really smooth, not jumpy at all. You get exceptional controllability, especially on side hills. Just good and solid. ”

Alan Kelley

Partner
Mountain City Landscape
Chattanooga, Tennessee



0%*
APR
FOR 24
MONTHS

To see more of what Alan has to say about the ZTrak 900, go to www.JohnDeere.com/mowpro

The ZTrak™ PRO 900 Series

Landscape pros like Alan know about the smooth handling that comes with a ZTrak PRO 900. With exclusive features like the our cross-porting hydraulic system, our integrated ground drive transmission and tuned response control levers, operators get sports-car handling and confident traction. And there are the other legendary benefits of a Ztrak PRO 900: ease of use and exceptional mowing performance.

Alan Kelley accepts nothing less than the ZTrak PRO 900 for his business. Ask your local dealer what it can do for yours.

Accept Nothing Less



JOHN DEERE

*Low-rate financing available to qualified buyers. Offer available March 1, 2011 through August 01, 2011 and is subject to approved credit on John Deere Credit Installment Plan. 10% down payment required. Some restrictions apply, so see your dealer for complete details and other financing options, including financing for consumer use. Available at participating dealers in the United States. Prices and models vary by dealer. Offers available on new equipment and in the U.S. only.