



# LANDSCAPE MANAGEMENT

REAL-WORLD SOLUTIONS™



KICKS OFF FEBRUARY 22<sup>ND</sup>

Scan the QR Code to Reserve Your Spot



## REGISTER NOW

TAP INTO A WEALTH OF EXPERTISE FROM THE INDUSTRY'S LEADING HARDCAPE MANUFACTURER

## FREE Hardscaping Education

Six Fundamental Hardscape Sessions:

- Design & Estimating
- Wall Installation
- Tools of the Trade
- Vertical Features
- Paver Installation
- U-Cara Wall System







# LANDSCAPE MANAGEMENT

REAL-WORLD SOLUTIONS™



**MOWING + MAINTENANCE**

# GET WHAT YOU NEED

Manufacturers discuss what landscape pros are looking for



BOBCAT.COM



# CUT A BIG JOB DOWN TO SIZE.

**GET A PERFECT CUT EVERY TIME WITH BOBCAT ZERO-TURN MOWERS.**

If you have the will to be a cut above, we have the way to rule the turf.  
See Bobcat® zero-turn mowers at your local dealer.



**Bobcat**

*One Tough Animal.*

Bobcat is a Doosan company. Doosan is a global leader in construction equipment, power and water solutions, engines, and engineering, proudly serving customers and communities for more than a century.

Bobcat® and the Bobcat logo are registered trademarks of Bobcat Company in the United States and various other countries.

©2021 Bobcat Company. All rights reserved. | 1500



# CONTENTS

JANUARY 2022 • VOL 61, ISSUE 1



## GET WHAT YOU NEED

Manufacturers discuss what landscape pros are looking for

14

## FEATURE

**18 Supply Chain Woes**  
Manufacturers and end users weigh in on supply chain issues

## TURF + ORNAMENTAL

**24 Tipsheet**  
Software company provides equipment purchasing option

**25 Business Boosters**  
What to know before joining a franchise

• How to choose the best trimmer for the job (page 28).

## MOWING + MAINTENANCE

**26 The Big One**  
Mullin, New Orleans

**28 Maintain Your Edge**  
The 411 on trimmer types

**29 Business Boosters**  
A look at the benefits of working closely with dealers

## DESIGN BUILD + INSTALLATION

**30 Hardscape Solutions**  
Complete Landsculpture, Dallas

**32 Recommender**  
Contractors share their favorite skid-steer brands

**34 Installation Iron**  
Design-build pros lay out their must-have tools for any project



• A roundup of irrigation products (page 40).

## IRRIGATION + WATER MANAGEMENT

**36 Water World**  
O'Connell Landscape Maintenance, San Marcos, Calif.

**38 Business Boosters**  
The future of water management

**40 Irrigation Show Roundup**  
The latest in irrigation tech

ON THE COVER: PHOTO BY TONY VENTOURIS, TONYVENTOURISPHOTOGRAPHY.COM





Start 2022 on the safe track (page 46).

## IN EVERY ISSUE

### 8 LM Gallery

The faces and places the LM team has encountered recently

### 10 Need to Know

The latest news from around the industry

### 42 Five Questions

Derek Madden, Go Green, West Chester, Pa.

### 43 A Look Back

A 1962 article from *Weeds and Turf* touts the benefits of add-ons

### 46 SafetyWatch

How to stick to safety New Year's resolutions

### 47 Classifieds/ Ad Index

Meet Derek Madden of Go Green (page 42).



## COLUMNS

### 4 Seth's Cut

BY SETH JONES

### 44 Kehoe's Playbook

More secrets to account manager productivity

BY KEVIN KEHOE

### 45 Business Insider

Five takeaways from 2021 to bring into 2022

BY JEFFREY SCOTT

### 48 Grow with Grunder

Three ways to attract and retain good workers

BY MARTY GRUNDER

## [ WHAT'S YOUR STORY? ]

### Call for sources

As we begin the new year, do you have any stories that you're eager to share with us, particularly about any noteworthy design/build projects you've worked on, successes with GPS scheduling or experiences using drip irrigation? We want to hear them! Email your story ideas to LM Editor Christina Herrick at [cherrick@northcoastmedia.net](mailto:cherrick@northcoastmedia.net), and you may be featured in an upcoming issue of LM.



## LM CONNECT

-  [facebook.com/LandscapeManagement](https://facebook.com/LandscapeManagement)
-  [twitter.com/LandscapeMgmt](https://twitter.com/LandscapeMgmt)
-  [linkedin.com/company/landscape-management-magazine/](https://linkedin.com/company/landscape-management-magazine/)
-  [youtube.com/c/LandscapeManagementTV](https://youtube.com/c/LandscapeManagementTV)
-  [instagram.com > @landscapemgmt](https://instagram.com/>@landscapemgmt)

## HEADQUARTERS

1360 East 9th St., 10th Floor • Cleveland, OH 44114

## EDITORIAL STAFF

Editor-in-Chief **Seth Jones**

785/542-2627 | [sjones@northcoastmedia.net](mailto:sjones@northcoastmedia.net)

Editor **Christina Herrick**

216/675-6009 | [cherrick@northcoastmedia.net](mailto:cherrick@northcoastmedia.net)

Managing Editor **Sarah Webb**

216/363-7932 | [swebb@northcoastmedia.net](mailto:swebb@northcoastmedia.net)

Art Director **Tracie Martinez**

216/280-6127 | [tmartinez@northcoastmedia.net](mailto:tmartinez@northcoastmedia.net)

Graphic Designer **Courtney Townsend**

216/363-7931 | [ctownsend@northcoastmedia.net](mailto:ctownsend@northcoastmedia.net)

Graphic Designer **Kendra Taylor**

216/706-3780 | [ktaylor@northcoastmedia.net](mailto:ktaylor@northcoastmedia.net)

Digital Media Manager **Danielle Pesta**

216/363-7928 | [dpesta@northcoastmedia.net](mailto:dpesta@northcoastmedia.net)

Digital Editor **Joey Ciccolini**

216/363-7925 | [jjcicolini@northcoastmedia.net](mailto:jjcicolini@northcoastmedia.net)

## ADVERTISING STAFF

Group Publisher **Bill Roddy**

216/706-3758 | [broddy@northcoastmedia.net](mailto:broddy@northcoastmedia.net)

Associate Publisher **Craig MacGregor**

216/706-3787 | [cmacgregor@northcoastmedia.net](mailto:cmacgregor@northcoastmedia.net)

Eastern Regional Sales Manager **Dan Hannan**

216/363-7937 | [dhannan@northcoastmedia.net](mailto:dhannan@northcoastmedia.net)

Western Regional Sales Manager **Jake Goodman**

216/363-7923 | [jgoodman@northcoastmedia.net](mailto:jgoodman@northcoastmedia.net)

Account Manager **Chloe Scoular**

216/363-7929 | [cscoular@northcoastmedia.net](mailto:cscoular@northcoastmedia.net)

## BUSINESS STAFF

Administrative Coordinator **Petra Turko**

216/706-3768 | [pturko@northcoastmedia.net](mailto:pturko@northcoastmedia.net)

VP, Marketing **Michelle Mitchell**

216/363-7922 | [mmitchell@northcoastmedia.net](mailto:mmitchell@northcoastmedia.net)

Events Manager **Allison Blong**

216/363-7936 | [ablong@northcoastmedia.net](mailto:ablong@northcoastmedia.net)

Manager, Production Services **Terri Johnstone**

216/978-9622 | [tjohnstone@northcoastmedia.net](mailto:tjohnstone@northcoastmedia.net)

Manager, Production Services **Karen Lenzen**

216/978-3144 | [klenzen@northcoastmedia.net](mailto:klenzen@northcoastmedia.net)

Senior Audience Development Manager

**Antoinette Sanchez-Perkins**

216/706-3750 | [asanchez-perkins@northcoastmedia.net](mailto:asanchez-perkins@northcoastmedia.net)

Audience Marketing Manager **Hillary Blaser**

216/440-0411 | [hblaser@northcoastmedia.net](mailto:hblaser@northcoastmedia.net)

## MARKETING/MAGAZINE SERVICES

Reprints & Permissions **Wright's Reprints**

[northcoastmedia@wrightsmedia.com](mailto:northcoastmedia@wrightsmedia.com)

List Rental **Brahm Schenkman**,

**The Information Refinery, Inc**

800/529-9020 | [bschenkman@infofinery.com](mailto:bschenkman@infofinery.com)

Subscriber, Customer Service

847/513-6030 | [landscapemanagement@omeda.com](mailto:landscapemanagement@omeda.com)

For current single copy or back issues



## CORPORATE OFFICERS

President & CEO **Kevin Stoltman**

216/706-3740 | [kstoltman@northcoastmedia.net](mailto:kstoltman@northcoastmedia.net)

VP, Finance & Operations **Steve Galperin**

216/706-3705 | [sgalperin@northcoastmedia.net](mailto:sgalperin@northcoastmedia.net)

VP, Marketing **Michelle Mitchell**

216/363-7922 | [mmitchell@northcoastmedia.net](mailto:mmitchell@northcoastmedia.net)

VP, Graphic Design & Production **Pete Seltzer**

216/706-3737 | [pseltzer@northcoastmedia.net](mailto:pseltzer@northcoastmedia.net)

VP, Content **Marty Whitford**

216/706-3766 | [mwhitford@northcoastmedia.net](mailto:mwhitford@northcoastmedia.net)

Editorial Director **Seth Jones**

785/542-2627 | [sjones@northcoastmedia.net](mailto:sjones@northcoastmedia.net)

Editorial Director **Kevin Yanik**

216/706-3724 | [kyanik@northcoastmedia.net](mailto:kyanik@northcoastmedia.net)

ILLUSTRATION: MADVECTOR/ISTOCK / GETTY IMAGES PLUS/GETTY IMAGES



**PRODUCTIVE.**



**POWERFUL.**



**BUILT  
TO  
LAST.**



The SG46 zero-turn sprayer/spreader now has a 50-gallon liquid capacity, and it still fits through a 48-inch gate. With all the power and spreading capacity of the largest Steel Green model, the SG46 is perfect for both large commercial properties and smaller residential properties.

Find your local Steel Green Manufacturing dealer at [steelgreenmfg.com](http://steelgreenmfg.com) to schedule an equipment demonstration today.

**SETH JONES**  
EDITOR-IN-CHIEF

Contact Jones at 785-542-2627,  
sjones@northcoastmedia.net or  
via Twitter @sethajones.



## Diamond anniversary

I saw a message on social media that resonated with me. It said, “Recently I realized that when people are talking about 30 years ago, they’re not talking about 1972 ... they’re talking about 1992. And then I suddenly need to sit down.”

It’s hard to believe that 30 years ago was 1992. I had the same feeling last fall when my friend told me the album “Ten” by Pearl Jam turned 30, a moment I wrote about in my column

then (*When “Ten” turned 30*, October 2021.)

I’m an aficionado and collector of classic items. My 1960s comic book collection,

my 1964 Chevy Impala and my 1918 Thomas Edison Amberola Phonograph are among my most cherished mementos of a bygone era. And get this, recently a visitor told me my 1995 Rowe Diamante Jukebox was “old.” Wait, the same machine I plugged dollar bills into while I was in college ... old? What does that make me?

Whatever it makes me, I’m proud to be the caretaker of these classics. And I’m quite thrilled to announce another classic in my life is celebrating its diamond anniversary. 2022 marks the 60th anniversary of this classic magazine that generations of professionals have relied on: *Landscape Management*.

And I stress the words *classic* and *professionals*.

“2022 marks the 60th anniversary of this classic magazine generations of professionals have relied on: *Landscape Management*.”

The magazine was founded in 1962 (older than my Impala, really?) by James Nelson. Mr. Nelson, the founder of *Pest Control* magazine, recognized the need for a publication for the men and women who were working to beautify the outdoors, mostly in the emerging pesticide applicator field. That’s when he created *Weeds and Turf*. Three years later, the magazine added to its title and became *Weeds, Trees & Turf*. Almost 20 years later, the magazine again renamed itself to better represent its readers, and the name *Landscape Management* graced the cover from then on.

*Pest Control*, founded in 1933, would also rename. It is now known as *Pest Management Professional*, and to this day is our sister publication, another professional (and classic) publication of North Coast Media. Visit **MyPMP.net** to check out their work. Interestingly, Marty Whitford is the publisher of that magazine, and he was also previously the editor-in-chief of *LM*. So, he and James Nelson are cosmically connected—I hope to eyewitness that dinner conversation among those two when it happens in the afterlife, probably at a heavenly industry convention of some sort.

If you’re like me and enjoy trips down memory lane, all of *LM*’s previous magazines are archived on our website (visit **LandscapeManagement.net**, click on magazine, then archives.) It’s fun to see how some things have changed, while some remain the same. I’m happy to see that even 60 years ago, the magazine was preaching the importance of best management practices.

The official 60th anniversary of the magazine arrives with the July 2022 issue, but we’ll be celebrating all year in some form or another (those who know me know I’m always looking for a reason to celebrate). A Look Back is a regular department in the magazine where we reprint an article from our past (see page 43 for this month’s 1962 flashback), but we want to go beyond that.

Please reach out to me and tell me if you have fond memories of *LM*, *Weeds, Trees & Turf* or *Weeds and Turf*. Maybe your grandparents or your mother or father read it when the family business was much younger. Maybe there’s an article that stuck with you over the years. Perhaps you were featured in an issue and remember the response from your colleagues.

Whatever the memories may be, here’s to the 60th anniversary of *Landscape Management*. Thank you, James Nelson, Marty Whitford and all those who came during, after and in between. We’re happy to be among so many professionals today, building upon this classic. 🍷







**YOU DON'T COMPROMISE.**

# **NEITHER SHOULD YOUR MOWER.**

When your cut is your calling card, you can't compromise. Neither should your mower. With Grasshopper, you get top quality, comfort and durability. And a cut on which you want to put your name.

**GRASSHOPPERMOWER.COM**



Committed to the Cut.®



# EDITORIAL ADVISORY BOARD



## MORE ONLINE

See more great advice and complete answers from our Editorial Advisory Board in the online version of this feature at [LandscapeManagement.net](http://LandscapeManagement.net).

## What should landscape professionals prioritize in the new year?

“In planning for the new year, I will be concentrating on budgeting for inflation and on hiring practices. The experts are recommending a 12.5 percent price increase across the board, but I’ve seen 20 percent with very little customer pushback.”



### Landscape Professionals

**Richard Bare**  
Arbor-Nomics Turf  
Norcross, Ga.

**Troy Clogg**  
Troy Clogg Landscape Associates  
Wixom, Mich.

**Paul Fraynd**  
Sun Valley Landscaping  
Omaha, Neb.

**Luke Henry**  
ProScape Lawn & Landscaping Services  
Marion, Ohio

**Chris Joyce**  
Joyce Landscaping  
Cape Cod, Mass.

**Aaron Katerberg**  
Grapids Irrigation  
Grand Rapids, Mich.

**Jerry McKay**  
McKay Landscape Lighting  
Omaha, Neb.

**Bryan Stolz**  
Winterberry Landscape & Garden Center  
Southington, Conn.

**Greg Winchel**  
Winchel Irrigation  
Grandville, Mich.

### Industry Consultants

**Dan Gordon**  
TurfBooks  
Newton, N.J.

**Marty Grunder**  
The Grow Group  
Dayton, Ohio

**Phil Harwood**  
Grow the Bench  
Grand Rapids, Mich.

**Kevin Kehoe**  
3PG Consulting  
Laguna, Calif.

**Jeffrey Scott**  
Jeffrey Scott Consulting  
New Orleans, La.



“For everyone, it depends on what they need to work on the most. We are working on perfecting our processes and retaining our employees in 2022.”

“Now more than ever, I think the relationship you have with your vendor and how you pay your invoices to them will have a direct impact on your ability to get limited inventory items.”



“Employee engagement, resulting in higher retention and stronger referrals.”



“Pay attention to the forces we cannot control ... and raise your prices accordingly. Do not leave one single price the same from '21 to '22.”



“Taking care of your people and helping them live their best lives at work and at home.”



“Focus on your people. Create a destination company where your people feel valued and supported and where they have clear paths to build a career.”



“Your priorities ought to be on taking care of your team and training and empowering them to do more and be responsible for more, in addition to taking care of clients in such a way that they don’t think of going anywhere else.”



**OUR MISSION:** *Landscape Management* shares a comprehensive mix of content designed to stimulate growth and take our readers to their next level.



# YOUR SEARCH FOR THE IDEAL SPRAY SYSTEM JUST GOT EASIER.



At Gregson-Clark it's about more than building a great product. It's about building a relationship. We have many innovative spraying equipment options and strive to provide the best possible solution for your specific needs. Give us a call or learn more at [gregsonclark.com](http://gregsonclark.com)

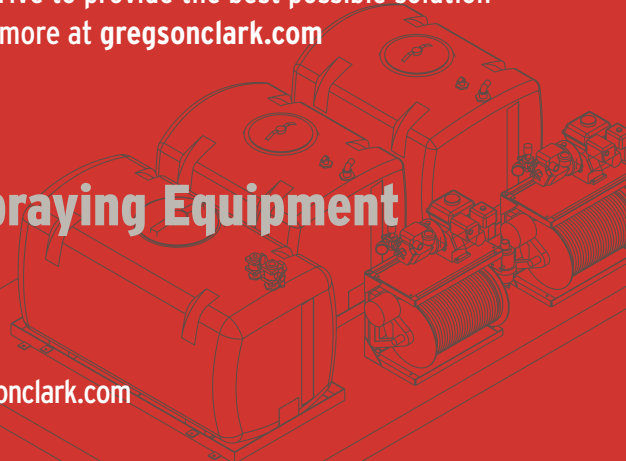


## **GREGSON-CLARK** Spraying Equipment

A Division of Rhett M. Clark, Inc.

800-706-9530

[sales@gregsonclark.com](mailto:sales@gregsonclark.com) | [gregsonclark.com](http://gregsonclark.com)



# LM GALLERY

Check out a few of the places where the *LM* team made its rounds recently

**1 Face to face at last** These three had been communicating via phone and email for weeks, but it wasn't until the 2021 *LM* Growth Summit that Texan Allan Fulcher (left), Quali-Pro, was able to meet face to face with Chris Senske (center) and Jerol Mariotti of Senske Services, based in Kennewick, Wash.

**2 The eagle has landed** David Drennan (second from right), Andrews Lawn and Landscaping, West Chester, Pa., might not be a golfer ... but he can say he's made an eagle putt! After Turfco's Brad Hendrickson (far right) drove the par four, Drennan coolly made the 10-footer while *LM* Editor-in-Chief Seth Jones (left) and John Bell, Free Spray Lawn Care, Mansfield, Ohio, enjoyed the show.

**3 Light it up** Ryan Williams, director of marketing for FX Luminaire, demonstrates the SRP Strip Light by FX Luminaire, which won the New Product Contest at the 2021 Irrigation Show in San Diego in the landscape lighting category.

**4 New product alert** Kim Sentovich, CEO of Rachio, shows off the company's new Pro Series controller at the 2021 Irrigation Show.

**5 All systems go *LM*** Managing Editor Sarah Webb gets the run-down on Kioti's line of zero-turn mowers at the company's annual Ride & Drive dealer event in Orlando, Fla.

**6 Getting down to business** Tim Phillips, national sales manager for Kioti, explains the ins and outs of Kioti's KL5810 tractor at the Ride & Drive event. The outdoor event offered attendees plenty of opportunities to hop on the equipment and provide feedback.



Keep living the  
small business dream.

Progressive Casualty Ins. Co. & affiliates. Coverages and discounts not available in all states or situations, for all vehicles or coverage selections.



Protect your small business from reality with over 30+ customizable coverage options and personalized discounts. Get a quote in as little as 6 minutes at [ProgressiveCommercial.com](https://www.ProgressiveCommercial.com)

**PROGRESSIVE**  
COMMERCIAL



Attendees at the ACE Summit learn how to run a 5-star business.

## Coming up ACEs

BY SETH JONES | LM EDITOR-IN-CHIEF

**W**hat better way to learn about 5-star customer service than to stay at a 5-star hotel?

About 75 people gathered at the Pines Lodge in Beaver Creek, Colo., to attend the annual ACE Summit and learn from executive coaches, share ideas and network. ACE stands for Accountability Creates Excellence and is led by The Grow

Group and McFarlin Stanford consultants Marty Grunder, Vince Torchia, James Cali, Jason New, Chris Psencik and Tommy Cole.

The concept, created by James Cali, founding principal, McFarlin Stanford, is for ACE Summit attendees to stay, experience and learn from a 5-star hotel about how they run their business and see the common opportunities and challenges. It also

allows the various ACE Peer Groups to network among each other.

Kyle Narsavage, owner of GreenSweep in Burtonsville, Md., was attending his first ACE Summit. There will be more in his future, as he chose to join an ACE Peer Group this year.

“I’m a sponge for knowledge. I love coming to any of Marty (Grunder’s) events. We walk away with legal pads full of notes,” Narsavage said. “We don’t want to implement 50 things. We try to implement three things: one thing that we can implement right now, today, low-hanging fruit, as soon as we get back; then one that is short-term, maybe six months; and then one that is five years away. Maybe we get into robotic mowers. I always task myself and my team to come

away with three things, an immediate-term, a short-term and a long-term goal we can implement in our company.”

**Labor and leadership were a few topics covered at the ACE Summit.**



“Networking and learning from your peers, that’s the biggest thing for me,” Levi Duckett, president of Sunshine Landscape in Boise, Idaho, told *LM*. “If you can take away one good idea a year out of these groups—which I do all the time—then it’s totally worth it.”

Educational discussions were held on topics like labor law, human resources and understanding your leadership style. Narsavage said a message that stood out to him at this year’s event was the importance of making your business a place where people want to work.

“It’s not about making tall grass short. It’s about engaging your team, empowering your team and setting them up for success,” he said. “What resonated with me: My job as a business owner is to provide opportunities for my team. If I can do that in a healthy, safe and profitable way? Then hey, that’s great. It’s all about the team.”

The 2022 ACE Discovery event for prospective peer group members takes place March 29-31 in New Orleans. Visit [GrowGroupInc.com/ACE-Discovery](https://www.growgroupinc.com/ACE-Discovery) to learn more. 📍



**“I ALWAYS TASK MYSELF AND MY TEAM TO COME AWAY WITH THREE THINGS: AN IMMEDIATE-TERM, A SHORT-TERM AND A LONG-TERM GOAL”**

— Kyle Narsavage

## The *LM* team has been busy. Here are a few other events we attended at the end of 2021:

**Kiotti Ride & Drive event:** On Dec. 1, more than 500 Kiotti dealers converged in Orlando, Fla., for Kiotti’s annual dealer event. Attendees tested out the company’s zero-turn mowers, tractors, UTVs and more.

***LM* Growth Summit:** Close to 30 lawn care operators (LCOs) and 14 partner companies joined the *LM* team at the Reunion Resort in Orlando, Fla., at the start of December for the ninth annual *LM* Growth Summit. LCOs from around the country met with technology, equipment, fertilizer, herbicide, fungicide and insecticide vendors for individual one-on-one meetings.

**Irrigation Show:** On Dec. 8 and 9, nearly 200 irrigation manufacturer exhibitors and 1,795 attendees came together for several days of showing off and testing out new products, networking and more in San Diego.

# PERFECTING *the Art of* WEED CONTROL



## THERE’S SIMPLY NO OTHER HERBICIDE LIKE SUBLIME.

A new selective post-emergent with a unique combination of three powerful non-phenoxy actives that provides a significantly broader spectrum of control on broadleaf and grassy weeds — no other herbicide comes close.

Learn more at [primesource-albaugh.com](https://www.primesource-albaugh.com).

 **PRIME SOURCE**  
A DIVISION OF ALBAUGH, LLC

©2021 Albaugh, LLC. Prime Source and Sublime are trademarks of Albaugh, LLC. Always read and follow label Precautions and Directions For Use.

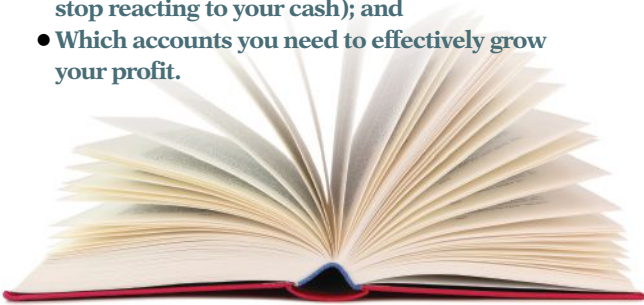
THE SOURCE MATTERS

## NEW BOOK ALERT

Christeen Era, CEO at Core Growth Strategies and co-founder of Green Profit Academy, wrote a book to help landscape and lawn care professionals increase profitability using effective cash management, called “Profit First for Lawn Care and Landscape Businesses.”

Based on her 20-plus years of accountancy and consultancy experience, and the “Profit First Principles” of Mike Michalowicz, readers will learn:

- What profit actually is and how to understand it;
- The four lawn care and landscape business models;
- How to move beyond bank balance accounting (and stop reacting to your cash); and
- Which accounts you need to effectively grow your profit.



## NALP'S NCLC HEADS TO NORTH CAROLINA IN MARCH

The National Association of Landscape Professionals' (NALP) annual collegiate career event and competition, the National Collegiate Landscape Competition (NCLC), will be held March 16-19, at North Carolina State University, in Raleigh, N.C.

“After two years of hosting the event virtually due to COVID-19, we couldn't be more thrilled to be holding this event in person in its 46th year,” said Britt Wood, NALP CEO. “NCLC brings the whole industry together, showcases the next generation of industry talent and allows landscape and lawn care companies to meet and interview the best future employees in the nation.”

NALP expects more than 700 horticulture and landscape students from more than 60 schools to attend and test their skills in 31 real-world, competitive events such as sales presentation, design, plant identification, landscape maintenance operations, irrigation and more, including a new safety test event. In addition, students will interview with landscape, lawn care, tree care, irrigation and other companies at the biggest national career fair of its kind on March 17. NALP encourages companies to register for Career Fair booths early.

## ALBAUGH ACQUIRES ROTAM

Albaugh has entered into an agreement to acquire Rotam through a merger between the holding company of Rotam and an entity in the Albaugh group of companies.

The combination of the businesses will create a leading global crop protection company with total sales exceeding \$2 billion and:

- A broad product portfolio, coupled with a pipeline of new products and technologies;
- Sales operations in all regions of the world;
- A strong manufacturing base throughout North and South America, Europe, India and China;
- Robust competencies and resources in registration, research and product development; and
- A team of highly professional and dedicated people.

## GREENIUS NOW FULLY INTEGRATED INTO LMN

Landscape Management Network (LMN) completed the next phase of its integration with Greenius.

LMN said its customers will also receive Greenius training on a complimentary basis through March 2022.

Greenius said it will more than double its current inventory of courses by early 2022, adding more than 50 new courses to its existing portfolio of 60 courses available today. The majority of team members will be based at the Greenius office located in London, Ontario, and roles will include sales, customer support and video production.



# BUILT FOR...

PERFORMANCE

DURABILITY

PROFITABILITY

LONG DAYS

CLEAN CUTS

BACKYARDS

# EVERYONE



SEE WHY  
EXMARK  
IS BUILT  
FOR YOU



# BUILT FOR THIS.

EXMARK.COM






MOWING + MAINTENANCE

# GET WHAT YOU NEED

Mower manufacturers discuss how they're responding to landscape professionals' needs

BY SARAH WEBB | LM MANAGING EDITOR



Increased demand but fewer workers mean mower manufacturers have stepped up to build machines to keep landscape operations running.

**W**ith supply chain issues, rising fuel prices and labor struggles plaguing the industry, it's clear landscape professionals can't always get what they want, but mower manufacturers are standing by to make sure contractors get what they need out of their mowers.

"With a comfortable mower that won't require frequent repairs, and one that every crew member can easily operate, professionals can focus on completing the jobs at hand and building a successful business," says Steven Benedict, turf care product line manager for Kioti.

Experts from Exmark, John Deere, Kioti and Hustler share how they're adapting to landscape professionals' list of needs, which includes mowers that are productive, ergonomic, intuitive, efficient and easily serviceable.

## NEEDS: PRODUCTIVITY AND EFFICIENCY

With the labor crisis increasing pressure on companies to get more done with fewer workers, landscape professionals are calling for mowers that meet those demands.

"This challenge to find workers comes as landscaping professionals are seeing greater demand for their services than ever before," Benedict says. "As a result, commercial customers are looking for a mower that will allow them to get high-quality work done with efficiency."

Wide-area mowers help meet that need for larger commercial spaces, according to Jonathan Guarneri, product manager at Exmark.

"With the 96-inch mower, you're able to replace two guys on two 72-inch mowers with one operator, and with a 144-inch mower, you can eliminate three 72s," Guarneri says. "We're helping landscapers tackle those labor problems by having one operator tackling jobs that used to take five guys on five pieces of equipment."

He cautions that while larger mowers require a higher upfront cost for the unit itself as well as for potentially larger trailers, it's worth it to get more done with one crew member versus two or three.

Other mowing companies have introduced features to help save the operator time while out in the field. For example, John Deere offers Mulch on Demand technology that enables the operator to switch between mulching and side-discharging without ever leaving the seat, according to Nick Minas, product manager, John Deere commercial mowing.

"Mulch on Demand reduces the time spent cleaning up clippings from driveways and sidewalks by allowing the operator to easily close off the discharge chute," Minas says.

Minas adds that higher ground clearance (such as 8.5 inches) on machines minimizes interference with curbs and reduces the risk of property damage.

*Continued on page 16*

PHOTO:KIOTI

Continued from page 15

Brad Unruh, director of new product development for Hustler Turf, notes that ensuring the mowers themselves are durable is also key to keeping landscape professionals productive.

“To a busy commercial contractor, downtime is wasted time, so we overengineer our mowers to create robust machines with welded tubular frames, fabricated steel decks and heavy-duty deck hangers,” Unruh says.

In addition to upping worker efficiency and productivity, mower manufacturers also aim to increase fuel efficiency through EFI options, though these also may require a higher upfront cost.

“As we start to see fuel prices increase, that refocuses some landscapers to think of their bottom line and how much they’re spending on fuel,” Guarneri says. “An EFI (engine) option can save up to 20 to 30 percent of fuel savings, especially with gas prices getting upward of \$3.25.”

Minas agrees.

“Commonly used in smaller block engines, we are now seeing more and more options in the midblock range and greater,” Minas says. “Providing up to 25 percent more fuel savings, the benefits of EFI drive this trend.”

## NEEDS: ERGONOMIC AND INTUITIVE

Following the idea that comfortable mower operators are happy mower operators, especially during long workdays, mower manufacturers have prioritized



Intuitive controls and a smoother ride help keep crew members more comfortable during long mowing days.



Built to last, the mowers of today ensure landscapers can stay busy — and profitable.

ergonomics and intuitiveness when designing their machines.

“We listened to our customers’ desires for mowers that are easy to use and comfortable, with maximum uptime,” Benedict says.

For example, Benedict says Kioti’s stand-on zero-turn-radius mower will provide increased visibility, shock absorption and maneuverability for a variety of landscapes.

Other mower features designed with the operator in mind include fore/aft suspension seats that allows the operator to move with the machine, redesigned controls and improved weight distribution that requires less effort to raise the front end of the mower, high back suspension seating on riding mowers and better shock absorption on rough terrain.

Guarneri points to the “economy of motion” concept to ease operator fatigue.

“How many steps does an operator need to take in order to perform a task? We make sure that the number of steps or hand motions they have to take is as simplified as possible,” Guarneri says. “It might be something where one process takes four seconds versus eight seconds, but you add all those seconds up over the course of a day, week, month and year, and you’re talking about a substantial amount of time.”

Unruh says it’s important to continue listening to customers on what they’re asking for in a mower.

“We don’t believe in adding gadgets for the sake of gadgets,” Unruh says. “We will continue to pursue features and elements that decrease downtime and allow our customers to increase profitability.”

Not only do landscape company owners want to keep their mowing crews comfortable and content, but they also want to easily train new employees on the different machines, Guarneri says.

“What is it like to get a new employee trained on a piece of equipment?” he asks. “If you have a standard for how equipment is used, for example, how to use the parking brake, it makes it easier to train employees so that all those procedures are similar across the board on stand-ons, ride-ons and walk-behinds.”

## NEED: EASILY SERVICEABLE

Finally, mower manufacturers look to minimize the time landscape professionals spend in the shop instead of out on job sites.

"It's all about a reduction in maintenance," Guarneri says. "If you look at mowers from 20 years ago, you were having to grease so many grease points and spend a good 15 to 20 minutes every day getting a mower ready to go to work before you could actually go to work."


To address this challenge, manufacturers have eliminated the need for most in-season maintenance required besides oil changes and putting gas in the unit, Guarneri says.

When maintenance is required, some manufacturers have incorporated flip-up and removable floor pans for easy access, Unruh says.

Even the tires require less maintenance than they used to. For example, airless radial tires virtually eliminate flats and are nearly maintenance free, according to Minas.

"The airless radial tire minimizes

the cost and time spent on repairs and maintenance of traditional pneumatic tires," Minas says.

All of the above gives landscape professionals something they're always trying to get: satisfaction. 



Manufacturers have designed mowers to keep maintenance at a minimum so that the machines are ready to roll.

PHOTO: EXMARK

## DOWN THE ROAD

In the coming years, mower manufacturers say they foresee an increase in battery-powered and autonomous technology. Here's what they had to say:

"Autonomous machines of all types are driving research and development across industries, and we're starting to see a similar trend in mowers, so commercial turf care users will be focused on how technology can boost mowers' efficiency without sacrificing serviceability or quality. Manufacturers will likely be focused on striking that balance as they design mowers in the years ahead." — *Steven Benedict*

"We're really having to develop a new set of standards for autonomous mowers that don't exist. Safety is a No. 1 priority, and we want to make sure these big heavy units are as safe as possible with no accidents." — *Jonathan Guarneri*

"As with many outdoor equipment dealers, our customers are very interested in battery-operated technology. For some, there is a desire to get away from messy engines, gas and oil. For others, the desire to make battery technology mainstream is more climate conscious." — *Brad Unruh*

## SAVINGS & PROTECTION

# FOR THE LONG HAUL



## 0% FOR 60 MONTHS WITH \$0 DOWN\*

ON SKID STEER LOADERS, COMPACT TRACK LOADERS, MINI EXCAVATORS & COMPACT WHEEL LOADERS

OR



## 0% FOR 36 MONTHS WITH \$0 DOWN\*

ON SMALL WHEEL LOADERS, BACKHOE LOADERS, SMALL DOZERS & TELEHANDLERS



### BOTH OFFERS COME WITH UP TO \$1,000 CREDIT FOR A 2-YEAR/1,000 HOUR CVA\*

Call or click today

844.720.4CAT

[www.ClevelandBrothers.com/ZeroDown](http://www.ClevelandBrothers.com/ZeroDown)

For full details contact your Cleveland Brothers representative. AT12132021

Cleveland  
Brothers



Bottles and boxes, like these pictured at the Control Solutions Inc. factory, are just some of the many items causing supply chain challenges.



# ONE BIG BOTTLENECK

Be it a simple bottle or an engine, manufacturers and end users analyze the current supply chain situation

BY SETH JONES | LM EDITOR-IN-CHIEF

**I**t was a sight to behold — 140 shiny new sprayers lined up next to one another in the Steel Green Manufacturing yard. A passerby might think the company had a huge order or was preparing for a product launch.

The 26 employees of the Lebanon, Ind.-based company knew the truth about those machines: They were all missing one ... small ... part.

“Any time you look at record sales and at the same time you’re concerned about

getting big — or even small — orders, because of the supply chain issue, then things have gotten squirrely,” says Matt Smith, co-founder and sales manager of Steel Green with a sigh.

“Squirrely” is one way to put the supply chain crisis that started during the pandemic and is gaining steam in 2022. *LM* spoke to manufacturers and lawn care and landscape professionals about what they’re experiencing and how they’re dealing with the supply chain challenges this season and beyond.



Matt Smith

## Ripple effect

Pasadena, Texas-based Quali-Pro develops new and post-patent control products for the lawn care, golf and sports turf industries. As a division of Control Solutions Inc. (CSI) and a member of the ADAMA group, the company has the power of the fifth-largest agricultural chemical company in the world backing it up.

That doesn’t mean they can always get packaging when they need it.

Allan Fulcher, vice president of turf for Quali-Pro, calls the situation “crazy” and says the problems start

*Continued on page 20*




FRANCHISING OPPORTUNITY

# We're Looking FOR YOU

There's never been a better time to join the NaturaLawn® of America family. With major markets available nationwide for new locations, contact us today to discover why owning and operating a franchise is the right choice for you.

 [NaturaLawnFranchise.com](https://NaturaLawnFranchise.com)

 (800) 989-5444



THE LEADER IN ORGANIC-BASED LAWN CARE®

©2022 NaturaLawn® of America, Inc. All rights reserved. A division of NATURLAWN® services and products. Each office independently owned and operated.



2 Additional Revenue Sources Available



Safer for Pets & the Environment



Avg. Gross Revenue Per Owner: \$2.2M



DIY Products Also Available

*Continued from page 18*

overseas and ripple all the way to the CSI doorstep in the suburbs of Houston.

“Over the last 12 to 18 months, there have been delays with customs in China exporting materials, and then when product gets to the U.S., we have delays on our side with labor shortage, COVID-related issues and price increases,” Fulcher says. “Everything from bottles, labels, caps, boxes, the AIs (active ingredients)! All the AIs have continued to escalate in price over the last 18 months, and they’re one of the smaller factors driving the cost up on a lot of the finished products going into distribution.”



**George Kinkead**

George Kinkead, president of Minneapolis-based Turfco, forewarns that he thinks the supply chain challenges will last until the fourth quarter of 2022. His company has been dealing with supply problems large and small for more than a year now.

“An example would be on engines.

Engines are 52 weeks (delayed),” Kinkead says. “(But) it could be anything — some-one providing something as simple as a lock washer. You need to look through all the products you’re planning to buy and ask yourself, could I buy them earlier so you can produce what you want to produce?”

## Forward-thinking

David Drennan, operations manager for Andrews Lawn & Landscaping in West Chester, Pa., says 2021 taught him that the days of being able to get supplies the same day,

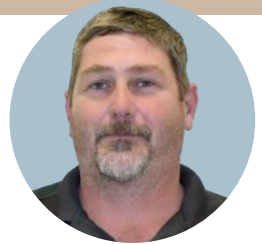
next day or even next week, are a thing of the past.

“In 2021 supply chain challenges definitely impacted our ability to get products,” Drennan says. “Last-minute problems that arose on properties that weren’t part of your typical program, it would take months for us sometimes to get equipment. We ordered equipment six months early and were promised delivery in July. We got them in September.”

Drennan says another lesson he learned is that the company needed to take the early order purchasing programs more seriously. It took more planning, he says, but the result was he now has a better understanding of where the company is going, and products are now on-hand.

“I think preplanning and actually taking the time to understand the history of your company — where you’ve gone the past couple years, what your growth was — and break it down to what you think your labor needs are going to be, your truck, equipment (need) is going to be,” Drennan says. “Before, you could just go to the dealership, pick up two trucks if you needed them and put it back into play. You have to plan out a lot more. You have to be more forward-thinking than

*Continued on page 22*



**“Before, you could just go to the dealership, pick up two trucks if you needed them and put it back into play. You have to plan out a lot more ... That is going to be huge for our industry.”**

**David Drennan**



Turfco President George Kinkead (center) says he expects supply chain troubles to last into the fourth quarter.

PHOTO: LM STAFF






# THE PERFECT COMBINATION FOR PREMIUM SOIL NUTRITION

**Humic<sub>12</sub>DG™ CharX®**

Humic DG CharX is a 50/50 homogenous blend of humic acid and biochar in a dust-free, spherical, and dispersible granule.

When applied as part of a new turf establishment or overseeding program, Humic DG CharX works to stimulate roots and support new seedlings. Used throughout the growing season, Humic DG CharX improves the chemical and physical properties of soil and supports stronger, healthier turfgrass.

Discover more at [AndersonsPlantNutrient.com/HumicDGCharX](https://AndersonsPlantNutrient.com/HumicDGCharX)

 @AndersonsTurf |  @AndersonsPro |  @TheAndersonsPro

©2021 The Andersons, Inc. All rights reserved. CharX is a registered trademark of The Andersons, Inc.  
Humic DG is a trademark of The Andersons, Inc. L21

**The**   
**Andersons®**

*Continued from page 20*

reactionary. That is going to be huge for our industry.”

Drennan’s colleague, Derek Madden, vice president of Andrews Lawn & Landscaping and Go Green, adds that even though it can be maddening when a machine goes down, the company is seeing its industry partners do whatever they can to help.

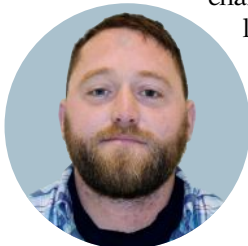
“We’re lucky to have really good relationships with a lot of vendors. They’re able to work with us,” he says. “I have a guy for aerators. We had two transmissions go down in aerators. He actually pulled two off the showroom floor off a piece of machinery for me to be able to keep operating. For us, it’s building those relationships with our dealers and our vendors so they will go above and beyond for you.”



Matt Smith of Steel Green (left) says he’s happy to see demand for the company’s equipment, but worried they won’t be able to satisfy the demand.

## Pricing concerns

Tom Donahue, president of Donahue & Sons Management, Barre, Mass., says he felt lucky in 2021, as the supply chain issues didn’t hit his area hard until late fall. He hopes his good luck carries into 2022 so that he can be ready for what might come. His company focuses on vegetation management and nonelectrical maintenance of renewable energy facilities throughout the East Coast.



Tom Donahue

“(Supply chain challenges) made a lot of decisions difficult and more pertinent to be as forward a thinker as possible,” Donahue says. “It’s going to be prudent as we transition from the green side/vegetation management to the snow side of the equation, to utilize that time to bring in more and more inventory in-house and keep it on our books versus ordering as we go, to keep price consistency and products in our inventory.”

Pricing is the biggest talking point when it comes to the supply chain issue for Justin Berg, president of Purple Care in Fort Worth, Texas. Founded in 1993, Purple Care is a lawn care, landscaping, pest control and construction services company serving high-end clients throughout North Texas.

“At the end of the day our prices have gone up across the board. Fuel has gone up, fertilizer has gone up, all of these costs have gone up,” Berg says, noting that consumers are expecting those increases to be passed along to them. “Whether you go to Home Depot or Lowe’s or any provider you have, you’ve already gotten an email that says ‘our expenses have gone up.’ Everyone is used to it. Everyone that is worried and

saying ‘how are we going to go up on price?’ It’s already been anticipated.”

Berg adds that he thinks the companies that will be hardest hit are the smaller ones that cater to a lower-end clientele.

“My margins are going to go up, but not as much as the low-end provider,” he says. “The low-end guy has to go up 20 percent, while I’m going to go up 10 percent. If you’re the low-end provider, I think you’re going to get hurt.”

Madden agrees.

“Smaller companies are really struggling. They don’t have the infrastructure to hold on to so many trucks, so much equipment,” he says. “If you’re a one-man show, and you’re relying on that one machine, you’re in real trouble if that 50-cent part breaks, and you can’t get it for three months.”

## Staying ahead

Quali-Pro’s Fulcher says there are “alarming” statistics he’s seen from the vendors he works with. For example, freight costs have increased by 63 percent, he says, and his trucking company tells him that there is on average only one truck driver for every six loads waiting to be picked up.

Echoing the advice of his customers, Fulcher says the best thing to do is plan ahead.

“There are longer lead times across all products and components. Logistic issues are expected to be as high and continue to increase throughout 2022, both locally and internationally,” he says.

Fulcher says the talk he heard from his customers at trade shows in late 2021 was that they got burned not having product available when it was needed, and that cost them revenue. It’s not a problem they expect to have again.



Justin Berg

“A lot of people are going to combat that by buying early and making sure they have plenty of inventory on hand, and we certainly saw that during (our early-order program). Everyone was loading up on whatever they could get their hands on this year just to make sure they had it,” Fulcher says. “Not that the cost is irrelevant, but we’re getting to the point, on some products, if you can get it, buy it at any cost you can and pass it on to the customer. The availability is more critical than anything.”

Steel Green’s Matt Smith advises his customers to be proactive and think ahead in 2022, understanding the probable delays of getting anything a lawn care company might need, including fertilizer and the machines that spread it.

“To make sure everyone is on the same page we’ve been encouraging everybody to forecast their needs,” Smith says. “If you have a machine that has been limping along for the last couple years, before we used to say, ‘Oh yeah, we’ll keep selling you parts, no problem.’ Now we’re encouraging

people, ‘OK, maybe it’s time to look at getting that new machine this year.’ Or ‘Get in line, in preparation for delayed shipments for when you’ll potentially need the machine.’”

The company recently hired a full-time position to take over purchasing and inventory. Smith says his team members are taking their own advice and being aggressive in knowing what is in stock and what might never arrive at their factory in Indiana.

“We’re constantly trying to get ahead of this. Luckily, for us we’re small enough we can react a little quicker and make changes and keep things going,” Smith says. “We’ve had to slow down the process. I’ve had dealers try to order six (sprayers) and I just say ‘No, you’re going to get one.’ We’re going to really limit what dealers can get their hands on because we know we’re not going to be able to produce the overall full cast.

“(Supply chain problems) are a constant concern,” Smith says. “We’re always mindful that something could ruin our day very quickly.” 📱



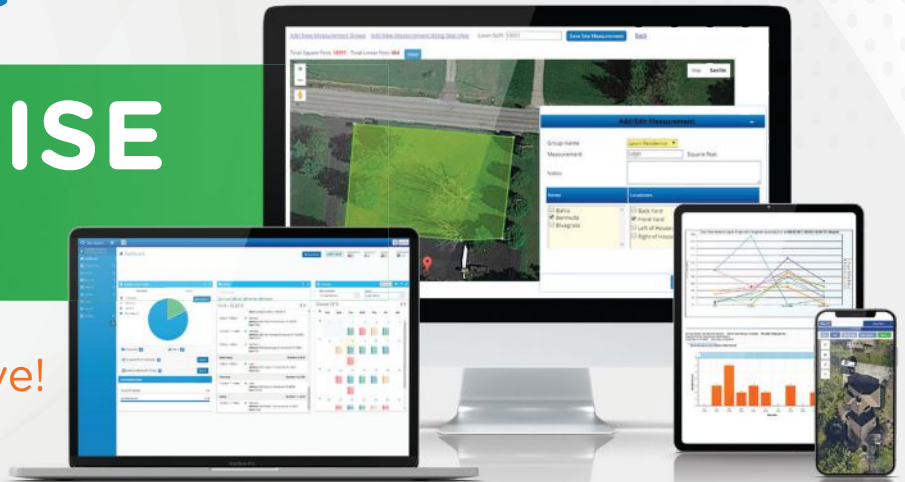
**“Not that the cost is irrelevant, but we’re getting to the point, on some products, if you can get it, buy it at any cost you can and pass it on to the customer. The availability is more critical than anything.”**

Allan Fulcher



# ENTERPRISE SOFTWARE

Automate. Grow. Thrive!



**BOOST PRODUCTIVITY**  
with Scheduling and Routing



**INCREASE CUSTOMER SATISFACTION**  
with Accurate Digital Estimating



**GET PAID FASTER**  
with Streamlined Billing, Invoicing, and Payment Processing



**REDUCE COSTS AND RISKS**  
with GPS and Vehicle Tracking



**MOBILIZE YOUR WORKFORCE**  
with the Intuitive Mobile App



📞 | 614 874 4300 | ✉ | sales@servsuite.net | 🔍 | www.ServicePro.com

## TIPSHEET

# A lending hand

Software company LMN adds an industry service: lending

BY SETH JONES  
LM EDITOR-IN-CHIEF

These are booming times in the lawn care and landscape industry. The only thing slowing some companies down might be their own success, along with a lack of available capital to make the necessary moves to grow the business.

Landscape Management Network (LMN) is a business management software company for the lawn care and landscape industry. The core of the company has been online tools like payroll reporting, scheduling and credit card processing, but in working with its clients, the company heard a common complaint: Many banks

considered the green industry an industry to avoid.

“Obviously, our product is strong on helping customers budget,” says Mark Bradley, CEO

for LMN. “What became very apparent is many banks aren’t interested in dealing with landscape companies, especially seasonal ones. We looked a little closer and saw a product to create.”

The resulting product was LMN Lend, which became a reality in October 2021. Bradley says the company wants to help the industry grow with an easier path to get equipment, seasonal cash flow, inventory loans and accounts receivable



Mark Bradley



loans. According to the company, LMN Lend has received more than 200 applications since going live and has helped secure more than \$2 million in funding to contractors so far.

### HOT MARKET

“Landscapers have a lot of demand right now,” says Joel Schaubel, senior vice president of lending for LMN. Schaubel comes to LMN from the heavy equipment industry, where he worked in distribution. Schaubel recalls a phone call he got from a customer in South Carolina who needed an influx of \$100,000 to keep up with the demand he was experiencing and preparing for this upcoming season.

“He needed to add a loaded truck and a crew,” Schaubel says.

“He knew the return on investment. We were able to provide him with a lot more than he came in for, and at the end of the day, he’s going to grow his business and bring that (work) backlog in tighter.”

### BUYING AHEAD TO SAVE

Chris Budrow is the owner of Ginkgo Landscape Management, Moncton, New Brunswick, Canada.



Chris Budrow

His company provides landscape maintenance to commercial clients with multiple locations. His company, like many, wanted to expand its storage facilities to purchase material when the

price is best and store it on-site. That motivated him to try LMN Lend.

“It’s impossible for us to get topsoil in April and then again in November and December, so I thought, why don’t we get the money so we can build a space, have access and then extend our own season,” Budrow says. “If I get the soil in June, it’s \$220.

The same load in November is \$380 ... it just makes sense (to store it). I’d gladly pay 10 to 15 percent (in interest) or more for something that’s going to make my business make 50 percent more.”

“It’s funny, you think about needing financing in times of recession. The truth is, with things booming the way they

have been, contractors are growing at a breakneck pace,” Bradley says. “Often, these companies are growing faster than their cash flow. We see 30,000 startups a year in the landscape space, and a lot of companies come to us for advice. Lending happens to be a natural evolution of LMN. Once you build a budget, you realize you need some money to expand with equipment.”

Schaubel adds a lot of it comes down to knowing the industry and trust.

“We hear from our customers that the trust component is what they like best,” he says. “We’re not going to look at you funny if you say you’re doing Christmas lights. We’re not just about loaning money; we are about the success of the landscape industry.”

**↑ MORE FUNDS**  
The LMN Lend application took Budrow five minutes, and he had the amount in four days.



Joel Schaubel

# 5 things to think about when considering franchising

## How potential franchisees should do their due diligence before joining a lawn care franchise

BY CHRISTINA HERRICK | LM EDITOR

**W**hether you want to treat lawns, spray mosquitoes, do landscape maintenance or provide another service, there are many franchise options in the green industry. Here to help lawn care operators evaluate the choices and offer some advice are Joe Chiellini, owner of Weed Man Tampa Bay and president and CEO of ASI Landscape Management in Thonotosassa, Fla., Lee Nisly, co-owner of Spring-Green Lawn Care in Hutchinson, Kan., and Daniel Sadler, owner of The Grounds Guys, a Neighborly company, of Armonk and Greenwich of Armonk, N.Y.



Lee Nisly

**1 TAKE YOUR TIME.** Nisly admittedly had cold feet several times before becoming a Spring-Green Lawn Care franchisee. He estimates it took him about five years from the initial interest in Spring-Green to decide to go with the company. He said his lawn care business evolved over those five years, so when he finally signed on as a franchisee, his business was in a better place.

“Take your time and do your due diligence,” he says. “Don’t feel like you’re pushed or pressured.”

### **2 RESEARCH, RESEARCH, RESEARCH.**

Chiellini says he and his business partner, ASI Landscape Management’s

Mark Almeda, evaluated the different franchise opportunities.

“Do your homework,” Chiellini says. “We looked at other franchises to see who has the best support, and to see who has the best systems because those are the two things that are going to be most important for a franchisee getting off the ground.”

That support is critical, especially when setting up a new business venture.

“Many of them set you up, get you going and then you’re on your own. ... If you fail, they just come in and buy it up,” he says, “It’s about making you successful, and that’s what you want to be. That’s what (new franchisees) all need to feel from the very beginning.”

### **3 MEET FACE TO FACE.**

One thing that sold Chiellini on Weed Man was a visit from Jennifer Lemcke, CEO. He says it’s easy to overlook personal contact with the upper management team, but it was something important to him and his team. He encourages potential franchisees to do the same.

“Make sure that whoever the owner is, whoever you’re buying from, is willing to get in the car, get on an airplane and come see you,” he says. “That’s what sold me with Jen. She flew into Tampa, came and saw us and said, ‘I want to do business with you.’”



Joe Chiellini

### **4 UNDERSTAND IT’S NOT A QUICK FIX FOR YOUR BUSINESS.**

Nisly says the tremendous support he gets from being a Spring-Green franchisee is great, but at the end of the day, it’s still his business, and he must put in the time to succeed.

“Don’t go into it thinking that it’s going to be easy, necessarily. It’s still hard work; they don’t take that out of it,” he says. “What I was looking for is someone to walk beside me and help out with the business part of the operation, as well as the economic and technical side.”

### **5 BE READY FOR CHANGE.**

Sadler says it’s important to enter a franchise with eyes wide open. There may be some processes that are different from how you currently run your business.

“I had to change my way of thinking, and starting a business is never easier than you think,” he says. “After I owned and operated under the processes of The Grounds Guys, things became much better, and I started to become a better business owner.”

He recommends those considering franchising do the same. Know you may need to update or eliminate some processes.

“Be prepared to accept change,” he says. “The quicker you do, the better off you’ll be. Sometimes it’s hard to let go of certain processes. Come in with an open mind, understand that these systems you are adopting are proven and you’ll be better off than others without that frame of mind.”



Daniel Sadler

## THE BIG ONE

### A showstopping property

BY SARAH WEBB  
LM MANAGING EDITOR

**LOCATION** New Orleans

**COMPANY** Mullin

**DETAILS** Encompassing a great lawn, a pool, house and guesthouse, this property must remain in tiptop condition because it's the venue for frequent family and corporate gatherings.

After walking through several sites for a new home build with the client, Chase Mullin knew this particular property was a winner.

"The owner is a personal friend of mine, and he also owns one of the construction companies that we subcontract for," says Mullin, president and CEO of Mullin. "He knew from the beginning that he wanted to engage with us in the design/build capacity. It was special for me as a landscape contractor to tour the properties with him and to have that kind of influence so early on in the process."

Since performing the initial installation, Mullin has maintained the site using small, dedicated crews.

"For residential properties, we use small crews because we see them more as gardeners," Mullin says. "We budget the time for them to work through the property, trimming one area one week and another the next week. Part of their job is to oversee the property and make sure it's as weed-free as possible."

Challenges of the site include the warm, wet climate, which provides a breeding ground for pests and disease, and the site's dependence on subsurface drainage.

To help address these issues, Mul-



lin's garden manager walks the property weekly with the client's house manager, ensuring the highest level of detail work throughout the property. The property also features a custom-designed integrated pest management program (IPM). Between scheduled applications, Mullin's lead IPM technician regularly visits the site with the garden manager to prevent pest and fungal outbreaks.

To perform the mowing, trimming and pruning work, the company relies on battery-powered Stihl equipment.

"That equipment is powerful enough to be able to service the extent of the property, and it causes little to no disturbance to the owners," Mullin says.

The project won Mullin a Silver award from the National Association of Landscape Professionals' Awards of Excellence program. 

See more photos from this project at [LandscapeManagement.net/thebigone](https://LandscapeManagement.net/thebigone).



**Captions** | **1.** As guests enter through the gate, first impressions show the main house and the focal fountain in the driveway. **2.** The morning view of the pool and the pool cabana from the owner's suite requires immaculate detail. **3.** A look across the pool, where the simple yet elegant globe-shaped planters anchor the space. **4.** Another view of the pool and the great lawn, showcasing the textures and shades of green throughout the landscape. **5.** A privacy wall of magnolias borders the great lawn, where minor pruning and leaf pickup keep the beds immaculate on all occasions. **6.** Across the great lawn, the finely tuned irrigation and sports-field-worthy drainage system allow for children and pets to play at any time without wet feet or damaged turf. **7.** The lush agapanthus surrounding the cabana allow for a spectacular view during the blooming season.

## MAINTAIN YOUR EDGE

# The 411 on trimmer designs

Experts share the best applications for each type of shaft design — curved or straight

BY LAUREN DOWDLE | CONTRIBUTOR

**W**hen purchasing a string trimmer, landscape pros should consider factors like its overall power, durability, performance and maintenance. They also need to decide how they plan to use the trimmer, which will determine whether a straight- or curved-shaft trimmer would be best.

### STRAIGHT VERSUS CURVED

The main deciding factor between a straight- or curved-shaft trimmer depends on the type of task landscapers want to accomplish, says Andrew Johnson, Stihl product manager. For example, curved-shaft trimmers are generally shorter and designed for lighter duty applications, and a straight shaft is for more aggressive trimming, brush trimming and longer periods of use.

“For most professionals, using a straight shaft comes down to the time

of use with the unit,” Johnson says. “With professionals using them all day on larger jobs, the straight-shaft trimmer makes a quicker job of the work.”

Straight shafts can reach under bushes or other foliage that hang over the cutting area with more precision. The extended reach also reduces the chance of being hit by flying debris, and straight shafts have a wider cutting swath.

Curved shafts are shorter and typically designed for smaller yards and around flower beds, says Mark Taylor, string trimmers product manager at Echo. The curved shaft also offers a different shield design that covers more area.

However, the most important differences between the two types are torque and power, says Scott Sittler, marketing manager at Husqvarna.

“Because a straight-shaft trimmer has a straight, solid drive shaft, it delivers more torque and cutting power,”

### HANDLE OPTIONS

In addition to the different shaft designs, string trimmers also offer handle options like loop and U-shaped versions that resemble bike handles. The loop handle is designed for quicker, more basic jobs, whereas the U-shape is designed for longer periods of use.

The U handle is best used with a strap or harness to help distribute the weight and reduce operator fatigue, says Andrew Johnson, Stihl product manager.

It’s also ideal for brush-cutting applications and gives the operator more control, says Mark Taylor, string trimmers product manager at Echo.

“The U handles give you more of a straight side to grab hold of to rotate the unit to edge with it,” Taylor says.

Most models geared toward professionals have handles that are overmolded with soft rubber, which adds comfort and reduces vibration, Taylor adds.

Sittler says. “This configuration also generates less vibration.”

While most professionals opt for straight shafts, some might also choose a curved shaft if the user is shorter, needs a compact design on a property or if they’re coming back to work following an injury and can’t carry as much weight.

### ADDED BENEFITS

Most string trimmer manufacturers allow for straight-shaft string trimmers to be converted to a blade. Trimmers with curved shafts are not approved for bladed-type cutting attachments.

“It’s nice to be able to convert standard straight-shaft string trimmers, instead of having to buy a dedicated piece of equipment to clear,” Taylor says. “They have a gear-reduction ratio in the gear case at the bottom that converts the rpm (speed) to power. Straight-shaft trimmers are more powerful and can handle heavier applications.”



Curved shafts work well on small properties where the user needs a compact machine.

Dowdle is a freelance writer based in Birmingham, Ala.

PHOTO: STIHL



## BUSINESS BOOSTERS

# What are the benefits to working with dealers?

Dealerships can help contractors make smart equipment purchases and ease supply chain woes while providing unmatched service and expertise

BY EMILY SCHAPPACHER | CONTRIBUTOR

Equipment is one of the largest and most important investments landscape contractors will make. Instead of navigating these waters alone, working with a local outdoor power equipment dealer can help contractors make the best decisions for their businesses' needs.

"Expertise is key," says Jeff Ewing, sales director for Lansdowne-Moody Co. in Pearland, Texas. "We help hundreds of people with their landscaping needs and are up on the latest techniques and technologies that the average landscape contractor may not be aware of."

When it comes to choosing a dealer, Ewing says staying local is best. Local dealers will be familiar with the market and can recommend the equipment that will work best with the weather and terrain. Jimmy Robb, sales specialist at M32 Enterprises in Gaylord, Mich., says contractors should also look for an honest dealer interested in more than just making a sale.

"Sometimes contractors have their heart set on a certain machine, but we try to determine if we can provide them with a less expensive, more useful machine based on their needs," he says. "We don't like our salesmen to push customers into deals. Look for a dealer who is going to listen more than they talk."

Zach Moore, owner of 4x4 Country in Hendersonville, N.C., urges contractors to do their research, read customer

reviews and not be afraid to ask hard questions.

"A reputable dealership

should have the ability to answer questions without a problem," he says. "They will give you more than enough information to make an informed decision without feeling the pressure of purchasing."

### MORE THAN A PURCHASE

Establishing a partnership with a dealer can benefit a contractor long after the purchase. For example, dealerships often prioritize service for the machines of their regular customers, Robb says. While machines are down, dealers also have the ability to loan out equipment to contractors to help them avoid downtime and keep their businesses running. With supply chain issues plaguing the industry right now, dealers can also connect contractors with other dealerships within their network to find available parts and equipment.

Moore agrees that the current supply chain issues have changed the way dealers stock equipment. Moore began purchasing more equipment than he normally would and has been planning more than six months in advance to make sure his customers have what they need. Despite this preparation, orders have been taking as long as six to eight months to arrive.

"The past 12 months have been overwhelming, and it has been hard on the

### IN STOCK

Dealers often keep parts stocked so landscapers minimize downtime.




business to keep the equipment available for purchase," he says. "The dealer can help by calling their contractors to see what they might need. We can then let them know when it is in stock or take deposits to hold a unit for them."

Factory extended warranties and warranty services are other benefits available through dealerships, Ewing says. These warranties typically cover problems with mechanical and electrical parts not covered by the manufacturer's warranty.

"We know what breaks and what wears out, and we use this knowledge to keep frequently used parts in stock to minimize our contractors' downtime," Ewing says. "Because of this, a lot of the more simple repairs can be made while the customer waits."

Robb says a good dealer will work to maintain the relationships with clients by checking in frequently with customers in between service visits and keeping contractors informed about new products and services.

"That relationship is so beneficial," Robb says. "Landscapers can go back to that dealer time after time and know they're going to take care of them." 

Schappacher is a freelance writer based in Cleveland.

## HARDSCAPE SOLUTIONS

# Deep roots

BY CHRISTINA HERRICK | LM EDITOR

**LOCATION** Dallas

**COMPANY** Complete Landsculpture

**DETAILS** Continental Gin Building, built in 1888, has a rich history in the Deep Ellum neighborhood of Dallas. At one time, it was the largest facility to manufacture cotton gins.

This project reimagined the building into an indoor and outdoor mixed-use space. Complete Landsculpture preserved original walkways and elements of the cotton gin to reflect the building's history.

Complete Landsculpture used a Bobcat skid-steer to execute the larger portions of the project. Crews primarily relied on manual labor due to the historic nature of the site and its location near the Dallas Area Rapid Transit (DART) railway.

"We can't go more than 5 feet from where our project ends into that zone," says Santosh George, ASLA, lead designer and project coordinator for Complete Landsculpture.

DART trains pass by every 15 minutes. Staff working on the site underwent specific safety briefings and training every two weeks. Painting the fencing at the back of the deck took a full week, with crews working between train trips.

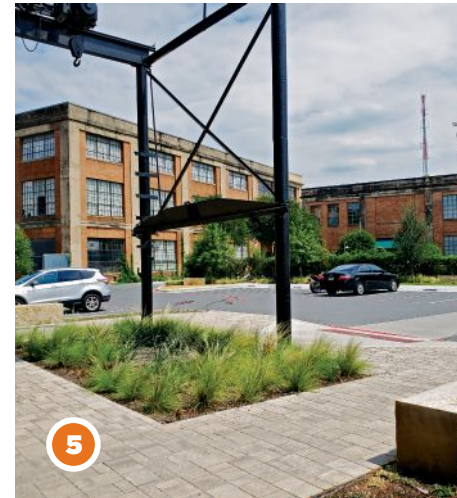
Details of the project include a wrap-around 6,000 square-foot sustainable ash wood decking on a pressure-treated timber frame, limestone seating, Corten steel planters and 80 sky-friendly LED lights.

The project won Complete Landsculpture a Silver Award from the 2021 National Association of Landscape Professionals' Awards of Excellence program. 🏆

See more photos from this project at [LandscapeManagement.net/hardscapesolutions](https://www.LandscapeManagement.net/hardscapesolutions).



PHOTOS: CHAD HATCHER (1, 3-6, 8), SANTOSH GEORGE (2, 7)



**Captions | 1.** DART trains pass by every 15 minutes, which complicated the execution of the wrap-around deck and privacy fence. Every two weeks, Complete Landsculture crews attended safety briefings and training. **2.** Crews prepare the front of the site. **3.** The property includes a large open gathering green space. **4.** The Continental Gin Building, built in 1888, served as the largest facility to manufacture cotton gins. Now, it serves as a mixed-use building with retail and office space. **5.** Complete Landsculture integrated details from the building's past, including a gin-weighing lift in the plaza seating area. **6.** A major component of the project was to include 110 parking spaces for the retail and mixed-use facility within the limited footprint of the property. **7.** Crews installed more than 6,000 feet of pressure-treated wood for the deck and walkway between the two buildings. **8.** Urban contemporary details include Corten steel planters that line the cafe retail plaza and the front of the building.

## RECOMMENDER

### What's your preferred skid-steer brand?

Design-build pros say they choose skid-steers based on factors such as ergonomic features, intended application, gross weight and more.



#### DEREK MADDEN

VICE PRESIDENT  
GO GREEN  
WEST CHESTER, PA.

We just switched to Cat. We use them primarily for commercial snow removal. They're more comfortable, and all of them have backup cameras. That's really nice so I'm not turning my neck, and I don't feel like I can only turn one way by the end of the day when I get out. It's almost like riding around in a Cadillac as opposed to being in a piece of equipment. You have heat, Bluetooth radio, a backup camera, and they just seem really well built.



#### JOSH PERKINS

PRESIDENT  
PLANT STUDIO LANDSCAPES  
MUNCIE, IND.

We were running a different brand, but we just switched to John Deere for two reasons. One, we needed a provider close to service our machine and the one close to us dropped our previous brand. Second, we saved more than 3,000 pounds in gross weight by switching to a John Deere 317G, getting us into a light trailer. I can't speak for all states but in Indiana, if we stay at gross vehicle weight rating 25,999 pounds or less, no commercial driver's license is required. Our 317 does everything we need, and we are happy with it.



#### JERRY NESMITH

CO-OWNER  
NESMITH LANDSCAPES  
TALLAHASSEE, FLA.

A lot of the smaller skid-steers are very popular. Some of the mini skids, though, cannot lift pallets of pavers. They're versatile in the attachments, but they can't unload and load pallets of pavers like you need and move them very well. There are some companies that make larger mini skids that now move full pallets. We use a John Deere skid-steer, a 325G. It can move and lift and dig material.



# SUSTAINABLE NUTRIENTS MAKE ALL THE DIFFERENCE

## NO UNCOATED UREA NO FILLER

Create healthy lawns that go beyond beautiful.

With the expanded GreenTRX family of products you can apply complete year-long programs that assure fast, efficient nutrient uptake.

With more nutrients and no filler, GreenTRX provides great performance while reducing environmental impact and instantly improving soil health. You can count on clear visibility and easy, consistent spreading.

### High Performance with Options

Jump start lawns with Anuvia's unique technology, now available in formulations to suit every turf condition, every season.

**The GreenTRX advantage. The GreenTRX difference.**

**GREENTRX90 | GREENTRX75 | GREENTRX60**



[GreenTRXAdvantage.com/GIE](https://www.GreenTRXAdvantage.com/GIE)

Visit us at booth 24066

## INSTALLATION IRON

# Go-to tools, large and small

Contractors share their must-have tools to execute installation projects

BY CHRISTINA HERRICK | LM EDITOR

**W**hen it comes to installation projects, everyone has a favorite tool. Here to share their go-to equipment are Jerry NeSmith, co-owner of NeSmith Landscapes in Tallahassee, Fla., and Andrew Turner, owner of Tyger River Outdoor Scapes, also a Spring-Green franchisee, in Greer, S.C.

While many contractors like the versatility and the footprint of mini skid-steers, NeSmith prefers a larger compact skid-steer to lift larger pallets of pavers.

“It’s more efficient to move pavers, gravel, base, sand and excavate native soils with a skid-steer rather than by hand and wheelbarrow,” he says. “It’s less back-breaking labor, and not to mention, you will be able to do twice as many jobs

in the same amount of time. Rent, lease or buy based on where you’re at with your company financially.”

Another piece of invaluable equipment for NeSmith is his company’s Wacker Neuson plate compactor to prep sites for paver installation.

“The plate compactor compacts the sub-base and the base,” he says. “If you don’t have good compaction, then you don’t have a good paver project that will last and hold up for many years.”

## ALL THE SMALL THINGS

After moving materials, NeSmith says he thinks smaller for his crew members. He supplies crew members who have been with the company for 90 days a set of hand tools and a tool bag. These include a tape measure; marking pencils

and markers; a string line; a set of 1-, 2-, 4- and 6-foot levels; a dead blow hammer, a chalk line reel; and a rubber mallet.

A string line, NeSmith says, can help capture the parameters of a project and line up pavers in a straight line.

“If you’re building a wall, you want to put your first two blocks down, put a stake in the ground, wrap the string around it and run it down to the other end,” he says. “Touching that string all the way, I’ve got a straight wall.”

Dead blow hammers are essential for leveling and moving large format blocks without cracking them.

“Some of them are as big as 18 inches, and you can hit these bigger blocks easier without cracking,” NeSmith says.

## ACUT ABOVE

Turner says his concrete saws are the most indispensable tools he and his team use to execute hardscape projects. Tyger River Outdoor Scapes primarily uses a Makita two-stroke engine power cutter and a Stihl TS 420 Cutquik concrete saw with 14-inch diamond blades.

“This week, we cut 6-inch-thick natural stone steppers to make them fit in with each other really well. We were cutting big steps, and we cut brick edging. Then we did a small paver section, and we do all our radiuses with that.”

Turner also has an IQ Power Tools dry-cut dustless tile saw to execute straight cutting lines.

**LESS DUST**  
NeSmith Landscapes prefers power tools that don’t take as much space on the job site and don’t kick up as much silica.

“If it’s travertine or something really precise, we want something that will cut each paver more



precisely, like the iQ table saw," he says.


NeSmith says the benefit to his company's iQ saws is its "dustless" capability. He says it's invaluable for commercial job sites and pool installations. It's also safer for his crews because there's less silica circulating on the job site. Screened-in pools are common in Florida, and NeSmith says he uses the iQ saw as a selling tool, explaining to clients that his company uses the latest technology with less of a footprint on the worksite.

"When you have the normal saws cutting, that dust gets on the screens, and we have to end up spending a half a day and \$500 cleaning the screen," he says. "It's a tremendous selling tool to the customer to say, 'We've got saws that won't make a mess.' They see that as an investment for their property."

#### DON'T FORGET THE PPE

Another must-have for contractors is personal proactive equipment (PPE). Safety glasses are a requirement when working with concrete saws. Turner says crews wear hearing protection when operating the concrete saws. Steel-toed boots are also a necessity on design/build

job sites. NeSmith and Turner say face masks are also key when operating traditional concrete saws to protect workers against silica.

"For \$100, you get a good mask, and you just replace the filters once a month. Those are nice to have," NeSmith says. 

**GO-TO BAG**  
Jerry NeSmith provides tool bags for all his design/build employees. The contents include several levels, marking tools and more.



Call Youngblood TODAY

**931-304-2993**

YOUR  
**H-2B**  
DREAM TEAM



Youngblood  
PLLC  
& Associates

## WATER WORLD

### Control the flow

BY LAUREN DOWDLE | CONTRIBUTOR

**LOCATION** San Marcos, Calif.

**COMPANY** O'Connell Landscape Maintenance

**DETAILS** After two decades of managing the San Elijo Hills homeowners' association in San Diego County, O'Connell Landscape Maintenance (OLM) replaced the existing irrigation controllers.

The community spanned about 2,000 acres and was situated on a rocky hill, says Jack Rush, executive vice president of operations at OLM.

"The system didn't have operational flow sensing, so we couldn't tell where we had leaks because it was on rocks — and potentially the water could run for days without detection," Rush says.

To reduce water usage and utility costs, OLM installed 40 Hunter ACC Module smart controllers that serviced 2,500 existing valve stations — and combined main lines to consolidate water meters. O'Connell Landscape also converted sprayheads and rotors to drip irrigation.

To apply slow-release fertilizers, the company installed fertilization tanks that put out nutrients through the drip line.

The project took the team about six months to install, and Rush estimates it will take another six months to ensure each component is working effectively. He predicts the property will experience a 20 percent or higher savings in overall water usage with the smart controllers.

The company received funding from the San Diego County Water Authority and Vallecitos Water District for the project. 🌱

See more photos from this project at [LandscapeManagement.net/waterworld](https://LandscapeManagement.net/waterworld).

Dowdle is a freelance writer based in Birmingham, Ala.



PHOTOS: O'CONNELL LANDSCAPE MAINTENANCE





**Captions** | 1. With the smart controllers' flow-sensing capabilities, the project manager can control the amount of water running through the system and receive real-time alerts via the web-based app if there are high flows. 2. A challenge to this project is its location. The San Elijo Hills homeowner's association spanned about 2,000 acres and was situated on a rocky hill. 3. By combining main lines to consolidate several water meters, O'Connell Landscape Maintenance reduced the cost of water by a few hundred dollars a month. 4. Installation of the weather station used to help manage the system. 5. Hunter Irrigation engineers visited the job site to offer support. 6. O'Connell Landscape Maintenance installed 40 Hunter ACC Module smart controllers that served 2,500 existing valve stations. 7. With the smart controllers' flow-sensing capabilities, the project manager can control the amount of water running through the system and receive real-time alerts via the web-based app if there are high flows.

## BUSINESS BOOSTERS

# What the future holds for water management

Irrigation experts share how water management will change and evolve in the coming years and what that means for you and your business

BY CHRISTINA HERRICK | LM EDITOR



**W**ater management is a term kicked around in various forms throughout the industry. Experts say the future of landscape water management is more technology and a more nuanced approach to the resource. Here to share how they see the future of water management is Paul Schultz, irrigation resource manager for Cagwin & Dorward in Petaluma, Calif., and Dave Hanson, executive vice president for the Sperber Landscape Cos. in Westlake Village, Calif.

### EXPECT HIGHER DEMANDS FROM WATER AGENCIES

In states such as California and municipalities like Las Vegas, water agencies expect property owners to follow a water allocation. Many municipalities are putting a premium on exceeding a water budget. Expect this tiered “the more you use, the more you pay” structure to continue.

“The future really starts with a water budget or an allocation,” Hanson says. “The allocation is based on the square footage and landscape and some crop coefficient, relative to the weather of the area that dictates how much water is used by plants, landscape plants or crop plants. Some areas of the country are very sophisticated with putting together water budgets and allocations, especially in places like Southern California. Many other

areas are following suit to make sure that each individual landscape property has an allocation.”

As water availability becomes more complicated, Hanson says, landscape companies can expect cost considerations from property owners to become more significant. With cost considerations could come changes, such as opting for low-water plant material, upgrading irrigation systems or changing the company managing the irrigation system.

“It really takes a cooperative effort between the people who are managing landscapes, the people who are selling water — your water agencies — and the property owners to really say, ‘What is it going to take to meet the water allocation for this landscape?’” he says.

Hanson sees building relationships with water agencies as playing a bigger role for all landscape and irrigation companies, especially as expectations increase.

“Coming in the future is more legislation dictating plan approvals and water budgets for installations,” he says. “In California, you have to have a water budget for the landscape before the plan is approved. It is dictating the amount of water that can actually go on that landscape in advance.”

Schultz says these water budgets and allocations will dictate what an irrigation technician and company will need to know about water use in the future.

“The landscaper will need to be better versed in managing the water versus just going out and fixing things,” he says.

### EXPECT MORE TECHNOLOGY AND THE NEED FOR HIGHER-SKILLED TECHNICIANS

This demand for information and precise water management, Schultz says, is a great opportunity to introduce technology into irrigation sites. Hanson agrees.

“There is just so much new technology to manage water, whether it be moisture sensors; smart controllers, which can dictate the amount of water that’s applied to the landscape based on the previous day’s weather; flow management, which sets off an alarm or can shut down the system, in the case of a stuck valve or water main break; or remote tracking through a handheld device,” Hanson says.

Much like gas and electric meters, Hanson speculates the future for water meters will be remote water meter reading and management. This includes the ability to micromanage water use on a geographic site remotely, too.

Schultz says he’s interested in how to retrofit existing irrigation systems to some of this new technology because system upgrade costs scare off many homeowners and commercial site managers, but more companies are looking at affordable solutions.

As technology becomes more sophisticated, so does the need for



**ADVANCED  
TECH AHEAD**  
As technology gets more sophisticated, irrigation companies will need to invest in training higher-skilled technicians.

more sophisticated technicians and irrigation site managers. Labor is already tight in the green industry, and new irrigation technology means the need for workers with more computer skills.

“There’s an extreme shortage of qualified people, not just at the irriga-

tion technician level, but at the irrigation manager level,” Hanson says. “A company may have 40 or 50 sites that are being managed remotely. That’s a lot of stuff to be able to manage even with simpler software. So, those are some of the things that are a limiting factor of going forward in our ability to manage water.”

Schultz says Cagwin & Dorward emphasizes the California Landscape Contractors Association Water Management Certification program. All landscape account managers complete this certification.


“We want them to be fully aware that landscape maintenance, while maintaining the look and appearance of the site, is also about managing the water,” he says.

Schultz says a big challenge for the industry is to tout the knowledge behind those certifications and what

an investment in training means to the client. He also hopes water agencies will promote the investment that companies make in these programs.

“That way, the landscaper and the landscape companies that are doing the right thing get the opportunities that they deserve, and those who are not will start to see the writing on the wall,” he says. “And if they really want to keep their business afloat and have opportunities, they’re really going to have to (get certified).”

Hanson agrees, saying education is going to be the name of the game down the road for the irrigation industry.

“The future is much more sophisticated than it’s ever been, which means the technology has to continue to evolve, which means the people who are managing the technology have to continue to evolve as well,” he says. 



Flexible.  
Powerful.  
Profitable.

Software that’s flexible enough to design on any platform, powerful enough for any job, and created so that your profits are as beautiful as your proposals.

This is PRO Landscape.

[prolandscape.com](http://prolandscape.com) | 800-231-8574 | [sales@prolandscape.com](mailto:sales@prolandscape.com)

**PRO Landscape®**

## IRRIGATION SHOW ROUNDUP

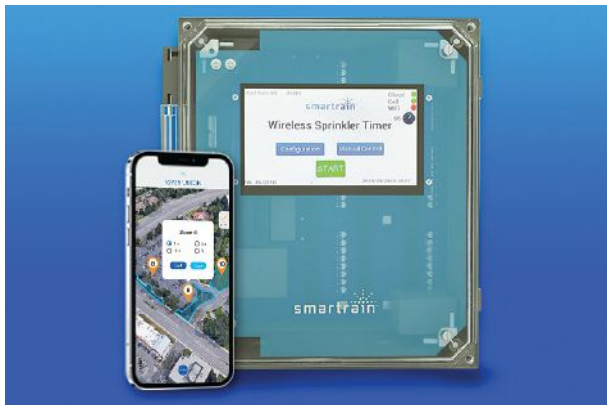


### RACHIO PRO CONTROLLER



COMPANY: Rachio  
URL: Pro.Rachio.com

Designed exclusively for contractors, Rachio's R3 Pro Series Wi-Fi Irrigation Controller combines smart technology with streamlined installation. Available in eight- and 16-zone models, the device features an outdoor-rated enclosure, pigtail and wire-ready terminal strip, and it supports 2.4/5-GHz Wi-Fi. Professionals can use the free Rachio app to set up smart schedules, use premium Weather Intelligence Plus features and share access with homeowners and crew members. R3 Pro Series launches Feb. 1.



### SMART RAIN PLATFORM



COMPANY: Smart Rain  
URL: SmartRain.net

Smart Rain has its sights set on creating efficient solutions that save both water and money. By using the company's Smart Rain watering technology, including next-generation interactive mapping and ET management, clients can save between 35 to 50 percent on their irrigation use. That, in turn, saves companies thousands of dollars each year. Approximately 70 percent of the water used goes to landscaping alone, so even a little bit of overwatering can have a huge impact on a bottom line.



### RAIN BIRD FLOW INDICATING BASKET FILTER

COMPANY: Rain Bird  
URL: RainBird.com

Available in four models, including a complete control zone and a retrofit kit, Rain Bird's Flow Indicating Basket Filters accurately monitor residential and commercial drip system performance. A dial on the filter cap provides all-in-one flow measurement, filtration and integrated pressure regulation, simplifying design and scheduling calculations. After installation, contractors can quickly check a zone's flow reading to troubleshoot valve malfunctions, leaks or clogging before they become larger issues.

### X2

COMPANY: Hunter Industries  
URL: HunterIndustries.com



The new X2 controller from Hunter Industries continues the legacy set by its predecessor, the X-Core, with the option to add Wi-Fi for remote management and advanced water savings using Hydrawise software. The X2 lets users keep the familiar dial-based programming style offered by X-Core. Irrigation pros can use Hydrawise to maximize water savings with automatic schedule adjustments based on local, internet-sourced weather data and to quickly set schedules and manage an unlimited number of controllers with real-time controller status updates.



# 100 YEARS SERVING YOU

Ewing Irrigation & Landscape Supply has provided green industry contractors with the products and services that offer value to their businesses.

From exceptional blue counter customer service to online account services and rewards programs like the ProAdvantage Program, lean on Ewing for all your green business needs.



**Irrigation**



**Turf & Ornamental**



**Lighting**



**Hardscape**

# FIVE QUESTIONS

INTERVIEW BY SETH JONES | LM EDITOR-IN-CHIEF

## Derek Madden

**VICE PRESIDENT**

**GO GREEN**

**WEST CHESTER, PA.**

### 1 Tell me about Go Green and how you ended up working there?

Andrew Gabries is the owner. He owns Andrews Lawn & Landscaping and Go Green Lawn and Pest Control. He started when he was in high school with his mom driving him around cutting grass. 2012 is when he started the Go Green lawn services. I came on in January of 2013. He had bought a small company with about 50 customers and decided to go full force with it. It was the right place, right time for me, I took a job doing sales for Andrew. We've been growing ever since. We're up to 5,000 customers between pest control and fertilization, and we still have the Andrews (business) that does all the landscaping, snow removal and grass cutting.

### 2 What are some industry trends you think will make headlines in 2022?

What I think is going to hit home is No. 1, the labor shortage. We're paying people \$20 an hour right now, with no experience — \$20 an hour to weed wack grass! And people who don't get their product now, if you don't have the warehouse space to store your urea or all your seed, you might not get it. I have a whole parking lot full of products. I've got to walk out and try to figure out where to put it. We have five tractor-trailer loads of seed getting delivered, four tractor-trailer loads of urea. You can't wait a week, or a month anymore, because it might not be there.

### 3 What's your attitude toward this supply chain chaos? Does it make you mad?

I don't get mad. I know that everyone is in the same situation. I'm just always trying to be ahead of the curve. We just deal with things as they come. Nothing is ever smooth in

business. You're always going to have your issues, your ups and downs. We try to take things as they come and always be prepared.

### 4 You recently became a new father, right?

Yes, I have a 2-month-old at home. My wife, Gabby, and I got married three years ago. We just recently had a little boy. His name is Kane. It's great, I'm happily married and I'm happy to be a new father. I turned out to be one of those dads, if you look at my phone, I have about a thousand photos because I want to document everything.

### 5 What is your most memorable day at work?

We've had a lot of fun times. We're a family-owned company, and basically my whole family, except my mom, work here. I remember a big group of us flew to Key West for Andrew's wedding. We flew to New Orleans for another co-worker's wedding. But one of the most memorable days was when one of the guys at work challenged me to a foot race. Neither one of us are fast, but he was insistent he would beat me. Everyone went out there, and we lined it up in the parking lot. At the very end, I ended up tripping and doing a complete swan dive. I scraped up my arm and my face. And they got it on video from about five different angles. So they cut it and edited it and set it to different music ... that floated around for about a year. 🐾

#### BEST ADVICE

**“Remember the 80/20 rule. You'll always have 80 percent of your customers happy, and there's always going to be that 20 percent that, no matter what you do, you're never going to make them completely satisfied. Once you accept that, you'll be better off.”**



PHOTO: LM STAFF



# A LOOK BACK

## Opportunity in 1962 to add services

Marking LM's 60th anniversary year, we take a look at a feature from one of our earliest publications, first known as *Weeds and Turf* BY LM STAFF

This year marks the 60th anniversary of *Land-scape Management* magazine. To commemorate this anniversary, we take a look at LM's earliest publications, first known as *Weeds and Turf*.

In this July 1962 issue of *Weeds and Turf*, J.C. Redd, president of Redd Industrial Services in Jackson, Miss., shared how operators can grow their business through adding services. While this is nothing new to the green industry, this article looks into the past to share Redd's pricing suggestions for services in 1962.

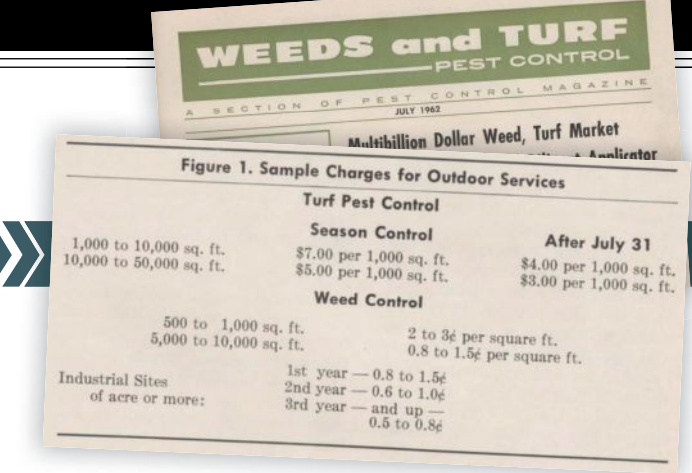
Redd estimated that homeowners spend \$50,000 to build homes, \$10,000 to decorate the inside of the home and only \$100 on lawn and landscapes for these new builds. Redd said pest control and turf management by professional applicators provide services the homeowner might be more reluctant to tackle.

Redd offered a suggested pricing structure for applicators looking to add outdoor services to the company's offerings.

"Labor and goods should not exceed 40 percent of the price charged," he wrote. "For example, if labor costs 30 percent, then materials should not run over 10 percent. Or, if materials came to 16 percent, then labor should not be more than 24 percent of the price charged."

Commercial weed control, Redd wrote, is another opportunity for professional applicators to expand service offerings. Depending on the size of the community, Redd estimated that the potential for increased revenue is strong.

"A town of 2,000 should have at least 30 varying types of business establishments that could use some kind of weed control. Each account should be worth an average minimum of \$50, or a total of \$1,500 for the town," he wrote. "On this basis, potential in weed control in an urban area should be \$0.75 per capita yearly. In areas with more than 10,000 people, the potential is probably \$0.50 per capita per year because the number of business establishments per person generally goes down as the population goes up. Using this formula, a town of 10,000 should bring in \$5,000 in weed control accounts yearly, and a city of 50,000 would bring in \$25,000."



Redd offered advice for an operator looking to expand services. According to Redd, a lawn care pro should:

"(1) have confidence in what he is doing; (2) be willing to take some chances; (3) immediately begin to learn more about the new service; this knowledge comes from consulting experiment stations, watching others in the field and reading the periodicals; (4) give his customers good service; and (5) have his other business well under control so diversification doesn't hurt his bread and butter until he is thoroughly established in the new field."

**Power Rotary Scissors**

**PREVENT FLYING DEBRIS WHILE MOWING**

ATTACHMENT FOR ANY BRAND GRASS CUTTER

**Safety Anywhere**

Counter Rotating & Reduction Gear

Input 10,000rpm speed

Reduce to 3,300rpm

Reduce to 500rpm

Spin Double Blades

Attach to your trimmer

MADE IN JAPAN

www.idech.co.jp

info@idech.co.jp

Facebook, Twitter, Instagram, LinkedIn icons

GRAPHICS: LM ARCHIVES



**BY KEVIN KEHOE**

The author is founder of The Aspire Software Co. Reach him at kevin.kehoe@youraspire.com.

# More secrets to account manager productivity

In my last column (found at [LandscapeManagement.net/more-secrets-to-the-3m-account-manager/](https://www.landscapemanagement.net/more-secrets-to-the-3m-account-manager/)), I addressed account manager (AM) productivity and why it matters to your business. The diagram below should make that obvious. The mean/average profit across the industry is too low to fund proper sales growth — for which AMs are accountable. I finished that column with a list of tools essential for an AM to achieve higher total revenue under management (TRM). TRM is contract value plus upsell value minus net renewals value.

AM productivity varies by company revenue as the chart below makes clear, but it really should not! The chart shows TRM (revenue per full-time equivalent employee or FTE) in relation to base compensation. Dividing the salary by revenue per FTE, we get a productivity factor as a percent cost of sales. The lower the number — of course — the better. However, to get an accurate ratio, the numerator must be apples to apples. I suspect that the “salary” in some of these numbers unfortunately includes more than base pay and may include some commission, bonuses and taxes/benefits (especially in the over \$25 million group). What should this number be if we include all compensation? The answer is about 3.75 percent of TRM.

## REVENUE PER FTE AND COMPENSATION BY REVENUE SIZE

This suggests a \$3 million AM should have minimum annual compensation of \$112,500. I would say that is a number any AM could live with and remain happily employed in your business, but how do you get there?

The answer is investments in technology and training, so the AM is maximizing his or her time in activities that matter with tools that help them get work done faster and with proper internal support for some delegable activities.

## Account manager compensation

	Under \$5M	\$5M to \$12M	\$12M to \$25M	Over \$25M
Median salary	\$55,000	\$60,270	\$66,738	\$79,999
Median revenue per FTE	\$1,523,382	\$2,785,438	\$2,498,238	\$1,788,616

## Account manager responsibilities

Activity	Tools	Delegate	Use of time
Site walks	PowerPoint, Photoshop or ERP app	No	A+
Cataloging/asset management	PowerPoint, Photoshop or ERP app	No/yes	A+
Designing	Drawing app or CAD design app	Yes	B
Estimating	Excel or ERP app	Yes	B
Proposal writing	Word, Excel, PowerPoint or ERP app	No	A
Issues/service response	Excel or ERP app	No/yes	A
Selling/closing	Word, Excel, PowerPoint or ERP app	No	A
Client revenue management	Excel or ERP app	No	B
Contract renewal	Excel or ERP app	No/yes	A
Budgeting	Excel	No	C
Company meetings	In person/virtual	No	C

## AM JOB DESCRIPTION

- The activity column represents the core activities in the approximate order in which they might be done.
- The tools column outlines the applications an AM can employ in the field and office.
- The *delegate* column suggests activities that can be delegated in whole or part (Yes = in whole, No/yes = in part).
- Finally, the use of time column focuses on the highest use of time for an AM (A+ = top focus).

## HOW TO INVEST IN THE ACCOUNT MANAGER:

1. Start with the job description below and grade your AM from (1 to 5) for each activity.
2. Focus on the areas you gave your AM a 5 to reinforce those skills with praise. Invest in technology that allows the AM to keep that edge of excellence and increase speed.
3. Focus on one low score that is a top “use of time” activity and work on that weakness through on-the-job training.
4. Identify activities that can be delegated to a designer, estimator or contract administrator in whole or in part and set up a simple procedure to maximize consistency.
5. Lastly, focus on reducing time in B and C activities. Add a column to the chart below and enter the number of hours spent in each activity for a few weeks. Discuss it and fix it. This amount of time is often enough to habituate new behaviors.

*Continued on page 47*





BY JEFFREY SCOTT

The author is owner of Jeffrey Scott Consulting, which helps landscape companies grow and maximize profits. Reach him at [jeff@jeffreyscott.biz](mailto:jeff@jeffreyscott.biz).

# Big takeaways from 2021

**W**hat a wild ride these past two years have been. Many of you have prospered because of it. We are at an inflection point where even more change is coming. With that in mind, here are some changes from this past year that will become a new normal:

**1 Manpower is solvable.** Every peer group I oversee has ongoing discussions about manpower challenges. The good news is there are solutions for this issue if you are willing to operate outside the norms. Here are two:

- Hire outside the industry. Great salespeople are out there who will embrace our industry, highly skilled operations managers are willing to switch fields and seconds-in-command can and should be brought in from other industries.
- Bring human resources (HR) on to your executive team, no matter your size. Hiring should be considered strategic, with a dedicated HR person sitting on the executive team, even if you have \$1 million to \$2 million in revenue. It can power your growth.

Think and act like a grown-up company, and you will become one faster.

**2 Training is the new magnet.** Training is the most overlooked yet most needed ingredient to grow one's company. This past year, two of my clients made breakthroughs in how they are tackling this issue.

One company hired a part-time trainer to plan and run the firm's training program. When you care about and invest in your employees,

the word gets out! This multimillion-dollar company doubled in size after hiring a trainer. Another company hired a full-time trainer who is also an account manager. Embed this person in different crews throughout the week on an ongoing basis.

Again, act larger in order to become larger.

**3 Residential is valuable, too.** More private equity money has flooded into the green industry than ever before due to the industry's "essential" nature, and it finally impacted the residential market. Residential maintenance and installation firms are now being acquired.

As an entrepreneur, this means you no longer have to completely change your service mix from residential to commercial to build a salable business.

**4 Think and plan in quarters.** Given the radical changes we saw with the pandemic and the economy, and given the increasing innovations and changes happening in our industry, I advise thinking and planning in quarters. Your company should be meeting quarterly to review strategic plans and be willing to reset plans to take advantage of opportunities and react to impending issues.

This doesn't mean that you arbitrarily change your mind or act willy-nilly; rather, it means you seize the day and stay ahead of the shifts happening in the green industry.

**5 25 percent is the new 20 percent.** There are two kinds of entrepreneurs. The first is a "reactor" who raises pricing sporadically after

costs have already risen, never quite hitting the profitability goals he or she has in mind. The second is a "pro-actor" who raises pricing ahead of cost jumps. When costs rise, proactive owners are on top of the price tweaks that need to happen.

Some of these proactors have been able to hit close to 25 percent net profit. The stretch goal of 25 percent net profit may seem too high to some, but "shoot for the moon, and you just may hit the barn roof." You have to aim high to achieve high.

When you're focused on scaling, you have to reinvest profits into that growth, and your net will be different. Don't assume you have to trade profits for growth in this economy.

In summary, and to quote Bob Dylan, "the times they are a-changin'." They were changing in the '60s, and they continue to change today. If you build your organization to be flexible and adaptive to change, and even to predict and be a leader of change, you will be rewarded. 📈



# SAFETY RESOLUTIONS FOR 2022

BY SARAH WEBB | LM MANAGING EDITOR

With the exception of snow events, this time of year is typically slower for green industry companies. In other words, it's a great time for companies to review their safety policies and resolve to stick with them in 2022, according to Sam Steel, Ed.D., safety adviser for the National Association of Landscape Professionals.

"This is a time of year where senior management can sit down and review old safety policies and look at new job sites coming up and evaluate what other safety items might be required," Steel says. "That way, when the spring season sets in, they can follow through on their safety program, on training and on providing the proper

personal protective equipment (PPE)."

Steel provides a few new year's resolutions to set landscape companies on the right — and safe — track.

**1. Update the hazard identification listing.** Steel recommends doing a survey of the different sites a company may work on to identify potential hazards.

From there, he says, those items should be well-communicated to team members in written form.



**2. Be sure to provide proper PPE for employees.** Steel notes that if a company has secured new jobs for the year, it's important to ensure PPE is supplied for those sites.

**3. Make sure to have a good source of training.** Whether it's a weekly safety session, a tailgate training or a lunch box training at the job site, Steel says it's crucial to plan out and stick to a training schedule for new and seasoned employees.

To take it one step further, Steel recommends crew managers provide crew members with a daily briefing once at the site to remind them of proper PPE practices, hazards on the site and other safety procedures.

**STICK TO IT**

In order to implement a strong safety culture, everyone at a company from the top to the bottom must buy in, Steel says.

"Management at the top has to be committed to the safety program, and all of that commitment has to flow down to crew members through human resources, through crew management and through those who are delivering and enforcing the safety rules and policies," Steel says. 📌





**MULCH MATE®**  
By Dawson Manufacturing



**DISPENSE MATERIAL  
3X FASTER**

All-electric, virtually silent  
Mounts on truck you already own  
Nearly maintenance free

**888-776-8524**  
[www.MulchMateUSA.com](http://www.MulchMateUSA.com)




**KART MATE®**

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!**

**ADVERTISING INFORMATION**

Call Chloe Scoular at 216-363-7929, **FAX:** 216-706-3711, **E-MAIL:** cscoular@northcoastmedia.net



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 # \_\_\_\_\_ 1360 E. 9th St., 10th Floor, Cleveland, OH 44114 (please include LM Box # in address)

**BUSINESS FOR SALE**

**ENJOY REPEAT BUSINESS!**

Southeastern Wisconsin lawn treatment business for sale. Established in 1982, we now have over 2,700 customers, 95% residential and 5% commercial. We grow about 5% per year, with annual sales at 1.1 million, and great net profit. Includes vehicles and equipment.

**Serious Inquiries Only**

Contact us at [vitalandglenn@yahoo.com](mailto:vitalandglenn@yahoo.com)

**HELP WANTED**

**FLORASEARCH, INC.**  
*In our fourth 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](mailto:search@florasearch.com)**  
**[www.florasearch.com](http://www.florasearch.com)**

**Find the person for the job.**

**Place Your Recruitment Ad Today.**

**Keep your business growing.**

**Advertise in Landscape Management.**

**Next available issue: March 2022**

**Ad closing: February 8, 2022**

**Contact Chloe Scoular today:**  
**216.363.7929 [cscoular@northcoastmedia.net](mailto:cscoular@northcoastmedia.net)**

**AD INDEX**

Albaugh .....11  
 Andersons, The .....21  
 Anuvia ..... 33  
 Bobcat Co. .... CV2  
 Cleveland Brothers .....17  
 Ditch Witch ..... CV4  
 Ewing Irrigation & Landscape Supply ..... 41  
 Exmark ..... 13  
 Grasshopper Co., The ..... 5  
 Gregson-Clark Spraying Equipment ....7  
 Grow Group, The ..... Insert\*  
 Idech ..... 43  
 Mulch Mate ..... 46  
 NaturaLawn ..... 19  
 PRO Landscape by Drafix Software ..... 39  
 Progressive Insurance ..... 9  
 ServicePro ..... 23  
 SmartGate ..... 12  
 Steel Green Manufacturing ..... 3  
 Turfco ..... CV3  
 Unilock ..... BB\*  
 Youngblood & Associates ..... 35

\*denotes regional advertisement  
 The ad index is provided as an additional service. The publisher does not assume any liability for errors or omissions.

**More secrets to account manager productivity**

*Continued from page 44*

The other big investment is in enterprise resource planning (ERP) software replacing Microsoft Word documents, spreadsheets and PowerPoint presentations. Why? It's simple. ERP software is app- and data-centric. This means the production of designs, estimates, proposals, site maps and the management of customer requests and complaints all happen in one

place, where information is easily retrieved and manipulated by anyone at any time. Gone are the days of multiple docs married to spreadsheets scattered about your Q and S drives and individual Outlook calendars. Consistency, processing speed, the ease of data retrieval and the sharing of site and customer information are the keys to efficiency. Combine these things with accuracy, and you have real gains in productivity.

LANDSCAPE MANAGEMENT (ISSN 0894-1254) is published monthly by North Coast Media LLC, IMG Center, 1360 East 9th Street, 10th Floor, Cleveland, OH 44114. Subscription rates: For US, Canada and Mexico, 1 year \$59.95 print and digital; two years \$95.95 print and digital. All other countries, 1 year print and digital \$169.95; two years \$255.95. For air-expedited service, include an additional \$75 per order annually. Single copies (prepaid only) \$10 plus postage and handling. For current single copy or back issues, call 847-513-6030. Periodicals postage paid at Cleveland OH 44101-9605 and additional mailing offices. POSTMASTER: Please send address change to Landscape Management, PO Box 2090, Skokie, IL 60076. Printed in the U.S.A.



Copyright 2022 North Coast Media, LLC. All rights reserved. No part of this publication may be reproduced or transmitted in any form by any means, electronic or mechanical including by photocopy, recording, or information storage and retrieval 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 North Coast Media, 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.

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. The views and opinions expressed by Landscape Management's contributors are those of the authors and do not necessarily reflect the official policy or position of Landscape Management or North Coast Media. Landscape Management welcomes unsolicited articles, manuscripts, photographs, illustrations and other materials but cannot be held responsible for their safekeeping or return. North Coast Media 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 North Coast Media LLC to make your contact information available to third parties for marketing purposes, simply call 847-513-6030 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 North Coast Media LLC's lists.



# GROW WITH GRUNDER

BY MARTY GRUNDER

The author is president and CEO of Grunder Landscaping Co. and The Grow Group, based in Dayton, Ohio. Reach him at [marty@growgroupinc.com](mailto:marty@growgroupinc.com).



## 3 steps to find and retain team members in 2022

To be successful, we all know we need team members. Yes, that means hiring more, but it also means keeping more of our talented people on our team. We need to be thinking about retention and doing everything in our power to keep our team members with us. Everything we do as leaders needs to be about the people who keep our company running.

If we take good care of our people, they'll take good care of our clients.

There are three steps companies can take this month to help them better support and retain team members.

**1 Onboard with a timeline.** For production team members, we need to get them up to speed quickly to save both our existing team and our new hires frustration. Nobody enjoys the feeling of not knowing what to do, where something is or how something should be done. By setting expectations and sharing knowledge early, we're preparing our team for

**“We have to remember: If a team member is coachable, it's better to teach than to start from scratch with someone new.”**

success. At Grunder Landscaping Co. (GLC), we spend a half-day orienting all new team members within a week of their start date, so they know where to find information, materials and any supplies they need.

**2 Work with them.** We must invest time and energy in our team members if we want them to succeed and enjoy their jobs. At GLC, our team has weekly in-house training and is also encouraged to pursue outside education, such as certifications and industry events. We take an interest in our team members' personal goals, and we work hard to teach them the skills they need to reach them.

**3 Check in weekly and monthly.** Beyond skills training, some-

times our team needs help with more intangible things. Check in with them regularly to see if you can help make their jobs easier. These check-ins are a great opportunity to coach team members constructively or to call out jobs and tasks they've done particularly well. It's also a great

time for mentoring them or coaching them on skills they'll need to reach the promotion they want.

### HIRE FOR ATTITUDE

Finding someone who joins our team “fully assembled” — with all the skills and mentality they need for success already in place — is a rarity in our industry now. Instead, we're looking for team members who are willing to learn and have a positive attitude. This means we're doing a lot more teaching than we used to, and it also means that we're coaching team members through the right way to do a task more often than we did before.

We have to remember: If a team member is coachable, it's better to teach than to start from scratch with someone new.

At GROW! 2022, we'll cover how teams can set expectations, coach team members who aren't meeting expectations or prevent issues from ever starting. We'll also have sessions dedicated to addressing the big issues your business will face in 2022: making your company a great place to work, managing revenue growth without sacrificing profitability, using data to drive decision-making and refining your brand so that the right clients are calling in for work. You won't want to miss this year's event. Register now to hold your spot: [www.growgroupinc.com/grow-2022](http://www.growgroupinc.com/grow-2022).



# ***“THE AMOUNT OF MONEY THIS MACHINE PUMPS OUT IS INSANE.”***

– Jamie Hageman, Manager, GreenLawn



**THE NEW TURFCO T5000 SPREADER SPRAYER** is the growth machine you've been waiting for. Designed for a wide range of properties, the high-capacity T5000 is fast and nimble, easy to learn, and excels on hills. Add an optional 3-in-1 tank and spray up to 300,000 sq. ft. with one fill. Increase your productivity by up to 29% with an industry-leading 13-ft spray width. Precision steering and patented boomless design lets operators maneuver in tight areas and zoom past obstacles, but won't tear up turf like a zero-turn. Get yours today!

**TURFCO®**

◀ DIRECT ▶

Call us Now at (800) 679-8201 or Visit [Turfco.com](http://Turfco.com)

Ditch Witch

# MAKE LIGHT WORK OF HEAVY LIFTING.

With operating capacities ranging from 600 to 3,100 pounds, and dozens of versatile attachments, Ditch Witch® stand-on skid steers will shoulder the bulk of your load—working harder so you don't have to.

**Ditch Witch®. We're In This Together.**



SK600



SK800



SK1050



SK1550



SK3000