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6 reasons Equip Expo will be bigger and better than ever

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**BACK TO SCHOOL** 

Getting ready for Equip? Join us at our 11 educational sessions during the 2022 Equip Expo in Louisville, Ky., Oct. 19-21. Session topics include company cul-



ture, integrating new technology, recruiting, best practices for pricing services and more. To register for our Equip Expo educational sessions, you'll first need to register to attend the show. Visit **EquipExposition.com** to register and learn more. During the registration process, you'll be prompted to add educational sessions.

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The NALP beautified flower beds at the Lincoln Memorial at its Renewal & Remembrance (page 8).

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

EDITORIAL STAFF Editor-in-Chief Seth Jones 785/542-2627 | sjones@northcoastmedia.net Editor Christina Herrick 216/675-6009 | cherrick@northcoastmedia.net Managing Editor Jonathan Delozier 216/675-6005 | jdelozier@northcoastmedia.net Associate Editor Rob DiFranco 216/675-6001 | rdifranco@northcoastmedia.net Art Director Tracie Martinez 216/280-6127 | tmartinez@northcoastmedia.net Graphic Designer Courtney Townsend 216/363-7931 | ctownsend@northcoastmedia.net Graphic Designer Kendra Taylor 216/706-3780 | ktaylor@northcoastmedia.net Digital Media Manager Danielle Pesta 216/363-7928 | dpesta@northcoastmedia.net Digital Media Specialist Joey Ciccolini 216/363-7925 | jciccolini@northcoastmedia.net

#### ADVERTISING STAFF

Group Publisher Bill Roddy 216/706-3758 | broddy@northcoastmedia.net Associate Publisher Craig MacGregor 216/706-3787 | cmacgregor@northcoastmedia.net Eastern Regional Sales Manager Dan Hannan 216/363-7937 | dhannan@northcoastmedia.net Western Regional Sales Manager Jake Goodman 216/363-7923 | igoodman@northcoastmedia.net Account Manager Chloe Scoular 216/363-7929 | cscoular@northcoastmedia.net

#### **BUSINESS STAFF**

Administrative Coordinator Petra Turko 216/706-3768 | pturko@northcoastmedia.net VP, Marketing Michelle Mitchell 216/363-7922 | mmitchell@northcoastmedia.net Events Manager Allison Blong 216/363-7936 | ablong@northcoastmedia.net

Manager, Production Services Karen Lenzen 216/978-3144 | klenzen@northcoastmedia.net

Senior Audience Development Manager Antoinette Sanchez-Perkins 216/706-3750 | asanchez-perkins@northcoastmedia.net Audience Marketing Manager Hillary Blaser 216/440-0411 | hblaser@northcoastmedia.net

#### MARKETING/MAGAZINE SERVICES

Reprints & Permissions Wright's Reprints northcoastmedia@wrightsmedia.com

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 $847/513-6030 \mid landscapemanagement@omeda.com\\ For current single copy or back issues$ 



CORPORATE OFFICERS President & CEO Kevin Stoltman

VP, Finance & Operations Steve Galperin 216/706-3740 | kstoltman@northcoastmedia.net VP, Finance & Operations Steve Galperin 216/706-3705 | sgalperin@northcoastmedia.net VP, Marketing Michelle Mitchell 216/363-7922 | mmitchell@northcoastmedia.net VP, Graphic Design & Production Pete Seltzer 216/706-3737 | pseltzer@northcoastmedia.net VP, Content Marty Whitford 216/706-3766 | mwhitford@northcoastmedia.net

Editorial Director Seth Jones 785/542-2627 | sjones@northcoastmedia.net Editorial Director Kevin Yanik 216/706-3724 | kyanik@northcoastmedia.net

SETH JONES EDITOR-IN-CHIEF

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

# Seeing is **believing**

SETH'S CUT

levate is this month! I hope to see you in Orlando. And then Equip is next month! I also hope to see you in Louisville. But before we get to either of those events, I want to write about Envision.

Yes, Envision. Another e-word event to keep me and my team on our toes. Envision is hosted by Envisor Consulting. You might recognize that name; it is the creation of Ken Thomas and Ben Gandy, two longtime industry consultants we're proud to have as columnists for our magazine.

Ben and Ken invited me to Memphis to attend this year's consulting seminar, where attendees got a look behind the curtain at Michael Hatcher & Associates. Located in Olive Branch, Miss., Michael Hatcher & Associates has been in operation since 1986 and offers commercial and residential landscaping and recently added lawn care. The company came in at No. 117 on our 2022 *LM*150 list, reporting \$21 million in revenue in 2021, a 55 percent increase from 2020.

We spent an entire day at Michael Hatcher & Associates, going from room to room, learning about how the company handles its production management, account management, finances and overall strategy and structure. It was a lot of information to take in.

Michael Hatcher & Associates utilizes the Green Dot Operating System, a business template created by Ben and Ken. Green Dot identifies the key components of organizational development and then combines business theory and industry experience with We spent an entire day at Michael Hatcher & Associates going from room to room, learning about how the company handles its production management, account management, finances and overall strategy and structure. It was a lot of information to take in.

processes and key performance indicators to offer business owners a path to success. Ben and Ken were kind enough to send me a few slides from their PowerPoint on this system they're happy to share with our *LM* readers. If you would like to see them, send me an email.

One of the best things I saw at the event had nothing to do with the presentations. I loved observing the attendees and how thirsty they were for knowledge. It reassured me that this industry is indeed hungry for information — which is the business I'm in.

One attendee who stood out to me was William Cruz, director of operations for Koehn Outdoor, located in Jacksonville, Fla. Cruz furiously took notes throughout the day, burning through notebook page after notebook page. After lunch, I asked Cruz why he was so enthusiastic about attending Envision. "I wanted to come to this event because I wanted to bring my team and staff to be around like-minded individuals," he told me. "To see some of the people in the industry who are hitting their margins and give them a realistic look at what true culture is."

LANDSCAPE

Seeing is believing, right? Visit **LandscapeManagement.net** to see my video interview with Michael Hatcher himself on why he welcomed Envision at his facility, some recent successes they've enjoyed and his favorite part of being in the industry for almost four decades. And for my 5 Questions Q&A with Russ Sneed, CEO of Michael Hatcher & Associates, see page 46.

Back to the other events starting with the letter e. In this month's cover story (page 12), I share six ways the new Equip Expo will be different from the old GIE+EXPO. A few of these new events I'm particularly excited about (see No. 3 and No. 5.) but many things will be the same. Of course, being together in person will be the best part of it all.

Whatever *E-vent* you attend, whether it's this month's Elevate, next month's Equip or a meeting like Ben and Ken's Envision, it's all about being present. Be like William Cruz and fill up that notebook with great ideas. And then let us know what you thought was the biggest game-changer for your business so that we can, in turn, learn more and report back.

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#### 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.

#### What's one tip you have for networking at trade shows and industry events?

"I think eating out with key people and taking a sincere interest in how they've become successful at the one thing that they're focused on can be really educational."



Landscape Professionals ·······Richard Bare Arbor-Nomics Turf Norcross, Ga.

Wixom, Mich.

Sun Valley Landscaping

Omaha, Neb.

Luke Henry ProScape Lawn & Landscaping Services Marion, Ohio

······Paul Fraynd

Troy Clogg ..... Troy Clogg Landscape Associates



"Attend as many events as you can. Hang out in the lobby bar. Seek out the people you would like to meet and ask questions. Be curious! People want to help."

"Have a plan for what

return with. Taking

the time to think

those questions

through will

enhance your

experience!"

questions you want to get

answers to, people you want

to meet and what you want to



"The key is to focus on building

relationships first

and then see how

vou can help the

other person."

"Don't be too shy to join the 'cool kids' club! Introduce yourself and tell

them about your business. I promise most will be happy to meet you. The best part of our industry is that everyone shares and learns from each other!"

Chris Jovce Joyce Landscaping Cape Cod, Mass. Aaron Katerberg

Grapids Irrigation Grand Rapids, Mich. Jerry McKay

McKay Landscape Lighting Omaha, Neb.

Brvan Stolz Winterberry Landscape & Garden Center Southington, Conn.

> Greg Winchel Winchel Irrigation Grandville, Mich.

Industry Consultants Marty Grunder • The Grow Group Dayton, Ohio

Phil Harwood . Grow the Bench Grand Rapids, Mich.

> Kevin Kehoe 3PG Consulting Laguna, Calif.

 Jeffrev Scott Jeffrey Scott Consulting New Orleans, La.



"Don't hesitate to introduce yourself to anyone wearing a name badge. Someone has to break the ice!"



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

On the road with LM Mike Bogan, incoming National Association of Landscape Professionals (NALP) president and CEO of LandCare in Frederick, Md.; Britt Wood, NALP CEO; Marty Grunder, CEO of **Grunder Landscaping and The Grow** Group, in Dayton, Ohio; and Joey Ciccolini, LM digital media specialist at NALP's Field Trip event.

Mass gathering More than 200 **L** attendees joined the NALP Field Trip for a tour of R.P. Marzilli's campus in Medway, Mass.

**7 Getting ideas** Matt Herchenbach (left) and Shane Rios (right) both of Villani Landshapers of Menomonee Falls, Wis., at the NALP Field Trip.

Home team Hannah Galan, assistant plant buyer and Chris Smith, plant buyer, for R.P. Marzilli as their company hosted NALP members as part of the organization's Field Trip.

**Estimating 101** *LM* Editor Christina Herrick learned the ins and outs of estimating from **Snowfighters Institute managing partners Phil** Harwood (left) and Neil Glatt (right).

Mowin' em' down Herrick tries out Ventrac's o slope mowing attachment during the Snowfighers Institute event held at Ventrac's headquarters in Orrville, Ohio, this summer.











**7 Ready to work** Volunteers from John Deere before the start of work during NALP's Renewal & Remembrance.

All in the family Brennan Wood (left), son of NALP CEO Britt Wood, takes a break from mulching at the Lincoln Memorial during Renewal & Remembrance.

**9** Workhorses assemble! NALP recognized the Kuperus family, including Miles Jr. (from left), Miles Sr. and Richard Kuperus with the organization's "workhorse" award for the family's participation in Renewal & Remembrance for many years. Other family members volunteered at Arlington National Cemetery.











# NEWS+ ISSUES

### Renewal & Remembrance 2022 gives volunteers an up close look at the Lincoln Memorial

More than 300 volunteers readied landscape beds at the Lincoln Memorial as part of the National Association of Landscape Professionals' Renewal & Remembrance event

#### BY CHRISTINA HERRICK | LM EDITOR

sea of yellow safety vests descended on the Lincoln Memorial July 18. It's probably the most neon seen on the memorial grounds — ever. A team of more than 300 volunteers from across the country were about to take part in an inspiring morning, beautifying the grounds of the historic place as part of the National Association of Landscape Professionals' (NALP) annual Renewal & Remembrance event.

This year, the National Park Service sought the help of NALP volunteers to ready the Lincoln Memorial for its 100th anniversary. Colleagues also worked on irrigation



and hardscaping projects at Arlington National Cemetery, a Renewal & Remembrance annual tradition.

As I stepped off the bus in D.C., I was awestruck by our worksite that morning, with the Reflecting Pool and Washington Monument to my right and the Lincoln Memorial to my left. I remembered what Bob Grover, president of Pacific Landscape Management and the NALP, and Britt Wood,

#### BrightView continues growth in Boise with latest addition

No. 1 on the 2022 *LM*150 list, BrightView Holdings of Blue Bell, Pa., added Syringa Landscape, a commercial landscaping company, based in Boise, Idaho. Founded in 2008, Syringa Landscape offers commercial landscape maintenance, installation and snow removal. Syringa services accounts in the greater Boise market, including medical facilities, apartment complexes, corporate campuses and homeowners' associations.

"The addition of Syringa Landscape will help to further strengthen our maintenance and development operations in and around Boise — one of the fastest growing markets in the country," said Andrew Masterman, Bright-View president and CEO. "Having established itself as one of the market's strongest and most respected landscapers, we look forward to welcoming Syringa's team to the BrightView family and to build upon their relationships and reputation to identify new business opportunities, while continuing to provide exceptional service and customer care."

BrightView entered the Boise market earlier this year, with the acquisition of Intermountain Plantings.

#### **Metco closes doors**

Metco Landscape of Aurora, Colo., will lay off hundreds of workers, according to a report from the *Denver Gazette.* 

Reports point to Metco filing related paperwork with the Colorado Secretary of State, with expected layoffs coming for 343 workers, the majority of whom work in its Aurora, Arvada and Englewood offices. According to the report, Metco also plans to lay off 36 workers in El Paso County.

Atar Capital, the Los Angeles-based investment firm that acquired the 35-year-old Metco in late 2021, told the *Denver Gazette* that Metco is in receivership in a district court in Boulder, meaning its assets are being sold due to its inability to pay debts.

Another Los Angeles firm, Westhook Capital, invested in Metco in September 2018.

A statement from Atar characterized the closing of Metco and its current legal troubles as products of "unforeseen financial and economic conditions."

#### SavATree continues pattern of growth

No. 7 on the 2022 *LM*150 list, SavATree of Bedford Hills, N.Y., merges with Barrett's Tree Service



NALP CEO, told volunteers at a reception the night before. They said to be sure to stop and take in the hallowed grounds of our project before the work began.

"Very few people get the chance to put their stamps on the Arlington National Cemetery and the Lincoln Memorial," Grover said.

After the dedication of work, we were off, spreading 320 yards of mulch in less than three hours in five groups spanning the landmark — way ahead of schedule.

That's what happens when professionals do work as meaningful as the projects at Renewal & Remembrance. They put their whole heart into it. It's also easy to see why the National Park Service selected NALP as its 2021 partner of the year.

I joined a crew of workers from around the country, primarily from Ruppert Landscape. It was clear from the get-go that this task was no different from any enhancement project Ruppert does, and we were going to do it the Ruppert way — as efficiently and organized as possible. Joe Ketterer, Ruppert's director of quality and efficiency, quickly identified debris and fallen limbs under the large magnolias, hollies, yews and boxwoods. He suggested a team of volunteers should clear the area first to avoid using more mulch than needed. Crews with bed edgers quickly established landscape bed boundaries for the first time. Then, it was time for the mulch. Volunteers mulched the areas surrounding magnolias, yews, boxwoods and holly plantings.

Vermeer mini articulated loaders, Bobcat UTVs and John Deere Gators all rolled around the grounds after being approved for use following a security check.

After this experience, I will never look at the grounds the same. While I've been to the Lincoln Memorial before, I have a newfound respect for the work of the National Park Service and how critical our time, however limited, was to the overall upkeep of the grounds.

"In one day, you help us double our workforce," Jeffrey Reinbold, superintendent of the National Mall and Memorial Parks, told volunteers. "Projects like these make a big difference."

in South Burlington, Vt. This marks SavATree's first office in Vermont and the 70th branch nationwide for the business, with \$295 million in 2021 revenue.

Barrett's Tree Service, a thirdgeneration family-owned and operated company, specializes in all aspects of tree care and preservation as well as plant health for homeowners and commercial clients in the Burlington area.

"We are honored to have worked with so many local families and business owners over the years and look forward to partnering with a company that shares our same dedication to quality service, professionalism and protecting client properties," said Brett "BJ" Barrett, a co-owner of the business.

SavATree said BJ Barrett and co-owners Todd Barrett and Joe LaRock will remain with the company.

#### Bayer Environmental Sciences debuts new name

Baver's Environmental Science Professional business will become Envu, a standalone company. Earlier this year, Bayer announced the sale of its Environmental Science Professional business, which includes vector control, professional pest management, industrial vegetation management, forestry and turf and ornamentals solutions, to Cinven, an international private equity firm, for \$2.6 billion. The transaction between Bayer and Cinven is still in progress, with the launch of this new company and name contingent on the deal closing.

"As a trusted industry leader, we know that ensuring continued customer success requires strong partnerships and a renewed perspective," said Gilles Galliou, president of the Environmental Science Professional business with Bayer and future CEO of the new standalone company. "That's why Envu will be dedicated to bringing customers innovative solutions to help them push their business forward and tackle the toughest challenges our environments face today."

Galliou joined *LM*'s Seth Jones earlier this year to discuss the sale to Cinven and what it meant for the company and what upcoming changes clients could expect.

"The fact that our new company will be focused solely on environmental science will allow us to solve problems faster, smarter and more efficiently," said Galliou. "The challenges we solve today will help ensure that a healthy future for all is clearly in view."



# 6 things to know about the new Equip Expo

BY SETH JONES | LM EDITOR-IN-CHIEF

#### **BIGGER AND BETTER**

Equip Expo's expanded outdoor demo area is just one way OPEI hopes to improve on GIE+Expo with this new event.

#### The old GIE+EXPO is back in Louisville but now known as Equip Expo. What does the new name bring to the old show?

Over the course of a few decades, hundreds of thousands of lawn care and landscape professionals rolled into Louisville to attend GIE+EXPO and see what's new in the industry. This year, at the first-ever Equip Exposition, the show itself takes center stage with a reimagining of what it can be for its attendees.

Next month we'll share some of the most innovative new equipment to be unveiled at the inaugural Equip Expo. This month, we're looking at what attendees can look forward to at this new show ... along with some suggestions from our staff on things to do after-hours in Louisville.

#### Welcome reception at Louisville Slugger Field

Equip Expo kicks off with a bang on Tuesday, Oct. 18. Sponsored by Husqvarna and Louisville Tourism, Louisville Slugger Field, home of the appropriately named Louisville Bats, the Triple-A affiliate of the Cincinnati Reds, will be the location for the welcome reception. The event runs from 6 to 9:30 p.m., offers food and beverage and culminates with a firework show.

Tammy Lee, manager of business to consumer marketing for John Deere turf, utility and compact tractors, says at Equip, the company wants to give the industry a glimpse of what is happening with the company now and over the next several years. Because of this, they're upping their own attendees for the new events, like the welcome reception.

"We're bringing in additional key dealers for the welcoming reception," Lee says. "A lot of our leadership from John Deere will be attending. We're anticipating an even greater audience of our customer base that will be attending this show."

A bigger, bolder layout

The show remains at the Kentucky Exposition Center (KEC), but the Outdoor Power Equipment Institute (OPEI), which owns and operates the event, wanted to be sure

PHOTOS: CHRIS HIGDON

Equip looked different than its predecessor. Expect a reworked layout from GIE+EXPO that also occupies more real estate.

"We blew the thing up. We wanted to start from scratch," says Kris Kiser, CEO of the OPEI. "Both Equip Expo and Hardscapes North America, which continues to co-locate with us, will be in the north wing. But the hallway is all open now. We created an education center with a retail outlet. The south wing is the equipment wing, and we've expanded the outdoor area."

The outdoor demo area expands from 22 acres to 30 acres. As attendees exit the KEC, they will walk into the Stihl booth.

"The demo area, for us, is crucial," says Nick Carlson, founder of Mulch Mate. "It doesn't feel the same in video as when you see it in person. When they get to see the equipment run the way it was meant to run, nothing can replace that feeling. I believe most purchases are made off of feeling. All that extra space, it gives that feeling to the buyers who are there to grow their business."

Continued on page 14





#### Continued from page 13

New education sessions With the new show comes new partners in providing educational sessions to Equip Expo attendees. If you're reading this magazine, you're already

#### **POWER UP YOUR SOIL**

It's time to start thinking about aeration and overseeding.



familiar with one of those new partners: *Landscape Management* magazine.

"We want to make this show very relevant to the landscape contractor and the hardscape contractor, so we formed

#### THE WAITLIST Companies looking to exhibit at Equip Expo better get in line for 2023. Organizers say the show was sold out of booth space by mid-August.

partnerships like (with LM), with the Engine and Equipment Training Council, with the Pool and Hot Tub Alliance," Kiser says. "We want to bring experts in the field to the show and develop something that is relevant for today's attendee."

Classes will include familiar faces often seen in the magazine, like "Develop your second in command," taught by longtime *LM* columnist Jeffrey Scott. Judy Guido, chairwoman of Guido and Associates will lead "Selling your business: What every operator needs to know" with a panel including Ed Bates of BrightView,

James Huston of J.R. Consulting and Don Winsett of Davey Tree as panelists. "Your



company, your culture," includes *LM* columnist Ken Thomas and Editor-in-Chief Seth Jones, along with Larry Ryan of Ryan Lawn & Tree, Peter Dufau of Dufau Landscape, Brian Brueggeman of Bruce Wilson & Co. and Donna Vignocchi of ILT Vignocchi Landscape. (Catch a preview of another one of our sessions on pg. 20)

"We're well versed in sharing information with our readers via our usual channels — the print magazine, our *LM*Direct! e-newsletter, on webinars and social media," says Bill Roddy, publisher of *LM*. "Adding our own classes to Equip Expo is a fantastic new opportunity and a way for us to even better engage our audience."

Continued on page 16

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Continued from page 14

#### Who is literally the fastest?

Fast, friendly service is a regular promise in the industry. But who is *literally* the fastest man and woman in this great industry? At Equip Expo, we'll find out.

Sponsored by Ariens, the first ever Mulligan's 5K Fun Run & Walk takes place at 7 a.m. Wednesday, Oct. 19. The race includes a trip across the Big Four pedestrian bridge over the Ohio River.

"(Sponsoring the 5K) is little bit personal, my dad (Mike Ariens, former chairman/ CEO, Ariens) was a runner and back in the early days of the old trade show, there was a 5K and he would run that race," says Dan Ariens, chairman/CEO of Ariens. "He and Fred Stratton (chairman emeritus, Briggs & Stratton) and all those guys in the industry would run in it. It was just a fun run, and this is a nice way for us to be a sponsor of something unique and different at Equip."

Participating in the race costs \$40, with proceeds benefitting the Kentucky Humane Society.

#### **Big-name stars**

Legendary country singer Trace Adkins will perform at 4th Street Live for this year's Equip Expo. The multi-platinum star will put on a free show sponsored by Stihl on the Belgard Stage at 8 p.m. on Thursday, Oct. 20. Adkins is best known for his hits "(This Ain't) No Thinkin' Thing," "Ladies Love Country Boys" and "You're Gonna Miss This."

"I love Trace Adkins; he's iconic," says Carlson. "Look at the guys who show up for this show. We all tend to like the same things: We like our equipment; We like our trucks and we like our country music. Trace Adkins is the pinnacle of country music. I think we can all relate to him and his lyrics. It's a perfect fit. I look forward to 4th Street and what Equip brings as the extras, and it's something they don't even have to do."



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#### **STAR POWER**

Equip Expo upped its star power for the event. Country music icon Trace Adkins will perform a free show sponsored by Stihl on Thursday night of the conference, while golf funnyman David Feherty (pictured with *LM* Editor-in-Chief Seth Jones) will give the opening keynote, sponsored by John Deere. Giving the opening keynote is David Feherty, former professional golfer and current golf broadcaster. Sponsored by John Deere, the keynote takes place at 11 a.m. on Wednesday, Oct. 19. Feherty, famous for his quick wit and funny one-liners, once said professional golfer Jim Furyk's swing, "looks like an octopus falling out of a tree."

"We upped the talent. That's why we have Trace Adkins and David Feherty," Kiser adds. "We really upped the fun. We've upped the ability to interact with your peers. And we've upped the educational offerings along with the exhibits."

#### Biggest. Show. Ever.

new name has not dissuaded attendees from registering in massive numbers. Attendee registration is tracking at a record pace. Only after the show concludes will those numbers become official, but experts agree this Equip should set records.

This will be the first Equip Expo for John Deere's Lee, who comes from the agriculture side of the industry.

"I'm so excited to get to Equip Expo. This is the show everyone tells me will be the best show I've ever been to," she says. "I've been to a lot of farm shows but I haven't attended this one. The bar is set high; we have great expectations."

Attendee numbers are still being calculated, but the square footage is not in doubt. It will be the biggest show ever hosted by OPEI, in terms of square footage.

Continued on page 18

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1 See 2022 FDD for specific details.

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#### Continued from page 17

"We're seeing pre-registration numbers that are bigger than last year. We are completely sold out from an exhibitor standpoint. We're completely sold out from outdoor and indoor space, we have a waiting list of people looking for booth space," Ariens says. "It'll be the largest show ever in our industry. It feels already like a home run, I think it'll feel like a grand slam when we're done."



# Favorite things to do in Louisville

The *LM* team has spent enough time attending the former GIE+EXPO show over the years that we've found a few favorite spots. Here's what our own experts advise.

#### Bill Roddy, Publisher

"This October marks my 10th straight year traveling to Louisville. Each year I've made a point to have a meal at Doc Crow's Southern Smokehouse and Raw Bar Located on Main Street in an area called Whiskey Row, Doc Crow's is best when enjoyed with friends, coworkers or customers. I love starting with their Greatest Old Fashion. followed by oysters on the half shell and seasoned pork rinds and finishing with their fan-favorite shrimp and cheddar grits. After filling my belly, I always head next door to Patrick O'Shea's Irish Pub for lively conversation, a lot of belly laughs and, of course, a pint or two of Guinness. Sláinte!"

#### Christina Herrick, Editor

"When I'm in Kentucky, there are a few things I always want to cross off my list: a slice of Kora's Kitchon Dorby Dia a visit f



Kern's Kitchen Derby Pie, a visit to the Kentucky Horse Park (I may or may not have been a little horse crazy as a child) and/or a tour of one of the many horse farms around the area. Speaking of horses, a visit to Churchill Downs is always a must. Growing up, I'd always watch the Triple Crown races with my grandparents. And as an adult, I've also had the chance to see the Kentucky Derby from the infield a few times."

#### Seth Jones, Editor-in-Chief

"I like to go to downtown Louisville and walk across the Big Four pedestrian bridge. It's a mile-long walk across the Ohio River into Jeffersonville, Ind. The walk is calm and quiet, with a great view of the city — a nice change of pace from the hubbub of the show. Once you cross over into Indiana, right off the bridge is the original Parlour Pizza. Excellent pizza and wings, plus a huge selection of craft beer. I won't lie, I've never walked back across the bridge into Louisville. I've always Ubered back home after that meal." The industry is changing. The equipment you *need* is at

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#### FREVIEW

# Raising prices: not so scary

At EQUIP Expo, attendees can learn the do's and don'ts of raising prices from experts, so customers aren't scared away BY ROB DIFRANCO | *LM* ASSOCIATE EDITOR

ising fuel prices, labor costs and rampant inflation have forced the hand of landscaping companies countrywide.

That trifecta of circumstances is prompting companies to raise their prices. For many, it's the first time in a long time.

"For years and years, nobody raised their prices," says Phil Harwood, managing partner of Pro-Motion Consulting. "They were afraid to raise their prices because even any incremental price could trigger potentially losing a contract."

So, how do you raise prices without scaring away customers? That's what industry experts will look to answer at "The Price Isn't Right," a seminar at the 2022 Equip Expo on Friday, Oct. 21, from 9:30 to 10:30 a.m.

Four landscape professionals will participate in the session moderated by *LM* Editor-in-Chief Seth Jones:

- Sam Gembel, owner of Atlas Outdoor in Flint, Mich.
- Steve Steele, financial services practice leader for Bruce Wilson & Co. in Scottsdale, Ariz.
- Nada Duna, COO of Gothic Landscape in Valencia, Calif.
- Barb Stropko, owner of New Desert Gallery in Tucson, Ariz.

Attendees will learn the best practices for raising prices, so customers don't flee because of sticker shock.

#### JUST THE FACTS

Harwood says he has clients who have had to raise prices 30 percent from

where they were a year ago. Instead of steadily increasing prices over the years, he says the industry has worked to become more efficient, but that's not enough in the short term as the cost of business continues to rise.

"We've become better and faster, but it hasn't meant that prices have gone up," he says. "We've been able to hold prices and remain profitable as an industry."

Harwood advises his clients on several approaches to increasing prices. Both center around a simple principle: be matter-of-fact about it.

"Everyone is expecting price increases, and anyone who is not is playing with you," he says. "If you look at gas prices, they have doubled in the last two years; the cost of groceries, takeout food, lumber, clothing and a lot of things (also have gone up)."

#### WANT TO LEARN MORE? JOIN US IN LOUISVILLE

Join Landscape Management in Lousiville, Ky., where we'll present 11 educational sessions as part of the 2022 **Equip Expo**, Oct. 19-21. To register for "The Price Isn't Right" and all Equip Expo educational sessions, you'll first need to register to attend the show. Visit **EquipExposition.com** to register. During the registration process, you'll be prompted to add educational sessions.

#### **TOUGH TRANSITION**

Gembel, owner of Atlas Outdoor, who will speak on the panel at Equip, believes businesses who haven't increased prices in a long time or those who pride themselves on being "value-driven" contractors might face the most pushback when raising prices.

"The companies that have built their brands on being more value-driven contractors, I feel like those are the ones experiencing the toughest transition because people are just not used to them coming and saying, 'I need more of an increase," Gembel says.

Gembel's company rewrote contracts and considered a fuel surcharge on invoices but ultimately decided against a surcharge. But, with the uncertainty surrounding gas prices, he foresees another potential price increase coming soon.

"At first, we weren't thinking too deeply about doing a surcharge, whereas now we rewrote hundreds of contracts to increase pricing, and now it looks like it might happen again," he says.

Like Harwood, Gembel is well aware that customers are also facing a squeeze with the increase in the price of gas and goods and how that makes it difficult for contractors to ask them to pay more.

"We're just trying to be mindful about it," Gembel says. "We don't want to scare people into saying, 'Do I want to work maintenance and fertilizer services out of my budget?"

Atlas Outdoor has continued to try to find ways to be more efficient, Gembel says. Strategies include studying route density, tightening its service area and increasing daily revenue goals. Gembel hopes those practices will help keep his business on its upward trajectory throughout the ongoing squeeze.

# INFLATION NATION

How technology and creativity can help you mitigate rising costs at your landscape company



hen Gilly Artigues thinks back on the last major economic downturn, the Great Recession of 2007 to 2009, he says his company wasn't as nimble or innovative as it needed to be.

"We took a big hit because of it," says the president and CEO of Pleasant Places, a \$22 million landscape company in Charleston, S.C. "We learned our lesson on that one."

Although Artigues isn't sure if the economy is headed for another recession, he knows firsthand that inflation has become a significant challenge for landscape contractors across the U.S. Fuel, labor, materials, freight—he's paying more for everything, and Pleasant Places



GILLY ARTIGUES



has gone as far as purchasing two 18-wheelers and hiring CDL drivers to travel out of state to access landscaping supplies.

"I never thought we'd have to go to Michigan and Pennsylvania to pick up material," he says. "I never thought it would make economic sense to do so. Even factoring in trucks, CDL drivers, and insurance we'll save hundreds of thousands."

Peggy Hughes, a customer success manager for Aspire, says she is hearing her landscape contractor clients become increasingly concerned about their customers dropping or delaying nonessential work until the economy stabilizes.

"Adding a pergola might have to wait until a better time," she says, giving a hypothetical situation that could affect her clients' businesses. "As we know, inflation and tough times have happened before. This isn't the first time, and it probably won't be the last."

#### SPONSORED CONTENT



Andrew Harris, regional director for Central Turf & Irrigation Supply, also hears landscape contractors saying there are indications of a slowdown.

ANDREW HARRIS

"Folks have shared their pipeline isn't the same as last

year," he says. "Some have shared they've finally gotten themselves in a position of having quality employees, and they're nervous they will have to lay off or let these folks go if things get worse. There's a lot of pressure for business owners right now looking at the next six to 12 months."

The way forward, according to Artigues, Hughes, and Harris, is to use technology, best practices, and new ideas to keep costs in check and your company in the black.

"Everybody's in the same boat," Artigues says. "The people willing to think outside the box and get creative are the ones who are going to come through on the other side. You have to use your head, get input from your people, and don't be afraid to learn from someone else. It's all hands on deck."

It is a great time to evaluate your business practices, utilize the tools you have, be transparent with your clients and keep things rolling until we are all back on solid ground again."

-Peggy Hughes



#### Going back to best practices

When business slows down, it's an opportunity to get back to basics, says Hughes, who has worked for various contractors throughout her career.

"It is a great time to evaluate your business practices, utilize the tools you have, be transparent with your clients and keep things rolling until we are all back on solid ground again," she says.

For example, it's paramount that you track the profitability of individual projects or accounts in business management software like Aspire, so you can make changes before it's too late.

"Aspire allows our clients to see the real-time costs affecting their projects so they are able to forecast," she says. "If they see a project is going upside down, they have the ability to contact clients to increase the contract or make a change. If someone doesn't have the ability to look at a project in real time, they find out they lost money three months down the road when they finally have the labor costs and all the invoices."

Pleasant Places has been using Aspire since early 2020, and Artigues agrees that access to live data about your projects is vital to operating in the current environment.

"It's a tough deal out there, but Aspire just gives you the facts in real time," Artigues says. "Before we had Aspire, we were able to see how we thought we were going to do on the front end, and more or less how we did on the back end, but all that stuff in the middle is how your bread is buttered. The benefit of the software is being able to make adjustments on the fly."

#### **Keeping costs in check**

"Inflation impacts every aspect of what you do," Artigues says. "We're worried about all of it, but I would say gas prices are probably the thing that's on my mind most just because we use thousands of gallons every single month."

To keep fuel costs in check, Pleasant Places has added on-site pumps that collect data about who's fueling up and when, in addition to GPS vehicle monitoring, which tracks idle time.

"If you can cut down the idle time, you can really save some gas money," he says. "We're tracking everything to a far greater degree than we have before just because we have to."

Hughes says some landscape contractors are mitigating high fuel prices by adding fuel surcharges. "When fuel costs went to

\$4 per gallon in the Midwest,

a surcharge without a contract

quick turnaround, Aspire added

they can turn on and off at will.

change," she says. In a very

the capability, which allows

users to add a percentage or dollar values to invoices that

we were inundated with requests for the ability to add



PEGGY HUGHES

Harris notes that some contractors are getting smarter about routing and finding ways to reduce site visits. On the irrigation side of the business, especially, he sees more interest in Wi-Fi irrigation controllers that allow technicians to manage watering remotely.

"We've had more traction in the last two years alone with this product category than in the last 10 years," he says—noting it has the dual benefit of saving fuel costs and cutting down on windshield time for technicians.

Indeed, inflation is a circular challenge, Artigues says. "[Team members] have mortgages and rents and they have to buy food, and the price for them just to get by has gone up, so that forces the company to increase wages, which drives our

#### Material Cost Hacks in Aspire

It's no secret that material costs are high, volatile, and show few signs of stabilizing anytime soon.

Aspire's Solutions Engineer Manager Cris Poggi is a veteran of the landscape industry and an expert at using the software to advise clients about how to keep expenses in line. Here, she shares a few ways Aspire users can mitigate the impact of rising costs on their margins.

#### Keep your item catalog current

"Typically, landscape contractors will evaluate their catalog once, or maybe twice a year," Poggi says. "Given the current market, catalog cost evaluations need to occur at a greater frequency." Aspire helps in this regard by:

- Integrating with SiteOne's pricing catalog;
- Offering the ability to bulk import item costs through AspireCare;
- Allowing you to see what you've actually been paying for items with the average 12-month cost feature; and
- Offering a request-for-quote feature to confirm item costs from vendors for large projects.

#### Adjust costs when needed

"The adjust kit costs option is a quick way to go through and adjust costs within your estimate," she says. "So even if I have an item in multiple sections of my estimate, I can make a single adjustment to update costs on all of those items."

Aspire also allows users to add a contingency factor to item costs. "With the volatility of the market, you may want to update your item catalog with a contingency taken into consideration," Poggi says. C
The people willing to think outside the box and get creative are the ones who are going to come through on the other side."

#### -Gilly Artigues

costs up and ultimately our prices up. It's definitely a challenge."

Harris says some contractors are tapping into the combined fuel/labor cost challenge to offer a timely perk: "I've seen in some cases where companies have subsidized fuel for employees—once a week they let them fill up or give them a \$100 gas card."

Material cost volatility, driven by

to completion.

and look for alternatives."

inflation as well as supply chain disruptions, is

Artigues explains that major commercial

another major challenge for landscape contractors.

projects are susceptible to fluctuations because they

we can only guarantee these prices for two weeks,"

he says. "It's a challenge, and you have to get creative

"We put language in our proposals now that says

have timelines as long as 18 months from contract



CRIS POGGI

Cris Poggi, solutions engineer manager for Aspire, encourages contract expirations as well as terms and conditions that allow for surcharges if material costs exceed a given percentage of the estimate.

She also advises landscape professionals to pre-purchase materials or request vendors to lock in pricing whenever possible. Don't forget to get those details in writing in your contract terms with your vendors.

Finally, Poggi encourages contractors not to underestimate the importance of solid estimates that allow you to identify the specific materials and quantities required for the project, which helps you better manage your purchases.

"If you're shooting blindly in the dark, it's really hard to know if you're hitting your target or not," she says. "You really need an adequately prepared estimate and an overall system that gives you realtime visibility into your profitability."

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#### MAINTENANCE SHOP

# Preparation equals effective fall aeration

Experts share how to keep aerators at peak performance and avoid common pitfalls

#### BY JONATHAN DELOZIER | *LM* MANAGING EDITOR

o keep aerators running their best, experts suggest lawn care operators (LCOs) clean equipment before storage and practice basic preventive maintenance to make sure they are good to go in the fall. George Kinkead, president of Turfco; Vincent Ianne, senior category manager, SiteOne Landscape Supply; and Norm Kleber, corporate turf specialist with Balanced Environments of Old Mill Creek, Ill., share their best practices to keep aerators at their peak.

Kinkead says operators often put away machines with dirty tines, a mistake that can be the first domino in a negative chain of events. A few simple steps in the fall can make a big difference, he says.

"Inspect the tines to make sure they're in good working order," he says. "If they're getting to the edge of needing to be replaced and you're going to be running aeration for six weeks, more than one-and-a-half inches of wear is going to hurt. It helps to compare one new tine to one of the used tines."

Kinkead adds that in certain parts of the country, cleaning aerators properly is critical as clogged tines impact aerator performance and could cause rusting.

"In Georgia, the turf can be really gummy, and the dirt won't just fall out of the tines," he says. "A tine is designed so the next core knocks the last core out. At the end of a job, there's the potential for cores that haven't fallen out of the tines."

#### **FALL MAINTENANCE TIPS**

When bringing equipment out for fall aeration, experts encourage LCOs to use fresh fuel, inspect oil filters and spark plugs, check the engine gear reduction case found on most walkbehind models, lubricate control cables or chains and ensure weight drums are leak free.

"It's good to take aerators apart in June to make sure they're 100 percent for the fall," says Kleber. "Then, in late-August, they're ready to go out the door from now until mid-October. If you don't have a plan to get them ready, you're already behind the eight ball."

Balanced Environments, a Billy Goat aerator user, provides services including aeration, landscape maintenance and snow removal for a predominantly commercial customer base.

Aerator use comes with a broad array of common operator mistakes,

many of which can stem from a lack of planning, Kleber says.

"A big (mistake) is not talking to the work site ahead of time and not marking irrigation heads," he says. "They don't mark or check to see if there's low-voltage wiring. They don't ask ahead of time if belowground cable TV is there, especially in a HOA area. If it's an aerator you can pull behind a tractor with a drum, if they drive too fast, it just rips the turf up."

#### **STAYING AHEAD OF SUPPLY CHAIN DELAYS**

Ianne points out that pros should consider ongoing shipment delays when planning a fall aerator maintenance regimen. He advises setting up a buffer of at least one month to ensure the dealer or manufacturer has a turnaround time in place for aerator parts.

"If the next oil or filter changes are due in 20 hours, complete it during the preseason check to eliminate these tasks popping up during peak use," Ianne says. "Based on experience, if you commonly wear out or damage tines or other parts, preorder and keep some on hand for urgent repairs. With the current supply chain situation impacting parts heavily, you may experience lack of dealer inventory."

Further, Ianne recommends cleaning tines, topping off fluids and making other quick maintenance checks at the end of each workday to keep aerators ready for their next job.

"Ensure tines are always in transport position, up, during loading or unloading and travelling across road or sidewalks," he says. "Be aware of rocks, underground sprinkler heads, valves, anchors, drains or electric fences wires that could cause property and aerator damage."



#### TIPSHEET

# Tips to keep tanks clean

Lawn care operators share their best cleaning tips for spray rigs and tanks

#### BY ROB DIFRANCO

f all the things lawn care operators (LCOs) have to manage, keeping their spray rigs and tanks clean might be among the most tedious.

Ben Molitor, owner of Best Lawn Care in O'Fallon, Mo., Tyler Hollenbeck, owner of a Weed Man franchise in Billings, Mont., and Dave Arnett, sales manager for Graham Spray Equipment, share their best practices for keeping spray rigs in top-notch condition.

#### **TANK WARFARE**

When dealing with humic fertilizer products that can stain surfaces, Hollenbeck — whose business serves an 80 percent residential, 20 percent commercial clientele — makes sure his team is vigilant in removing stains as soon as possible.

"Usually, at the end of rounds, if there is any staining on tanks, we'll rub that off to keep it looking good," says Hollenbeck. "We like to use Magic Erasers to help with that to make sure there is no oil leaking."

Molitor recommends Schaeffer's 332 Turbo Red Cleaner Concentrate, a cleaning product that removes grease deposits, dirt and oils.

Arnett says the best way to keep your tank clean and make sure the visibility stays high is to clean it often. The same goes for aluminum truck beds, which Arnett says can corrode and cause issues.

"Aluminum doesn't rust, but it does corrode," he says. "When you have fertilizer that stays in one place for a long



period of time, it will corrode and eat right through your bed. The longevity is a huge reason to keep it clean."

#### **MAKING A LIST**

Molitor is a self-described clean freak, and that carries over to his spray trucks. Best Lawn Care serves a primarily residential client base in the Greater St. Louis area.

"We do have a morning checklist to make sure they get all of their equipment and what they'll need," he says. "And then we have an end-of-the-day checklist that they've got to complete."

Some of the items on that end-ofthe-day checklist include:

- Cleaning out the trucks;
- Hosing down the outside of the trucks to remove stains;
- Cleaning the windows; and
- Cleaning the bed of the truck to remove loose fertilizer.

Molitor's team also checks the oil in their trucks at least once a week, in addition to other housekeeping duties, like checking the vehicle's fluids, blinkers and headlights.

Hollenbeck has a similar routine. His crews also inspect hoses for potential leaks by unwinding them completely and checking for kinks and spots that could potentially break.

SO FRESH, SO CLEAN Regular cleaning of your spray rig is the best way to keep it operating smoothly, according to experts

#### **EYE-CATCHING**

Arnett has more than 28 years of experience building spray rigs for Graham Spray Equipment, where he now serves as a sales manager.

"A lot of people use these rigs as moving billboards," he says. "With these fiberglass tanks, you can put signage on it, your phone number, your logo. So it's important when people see it that it looks good and it looks clean."

Arnett says he's had Graham Spray Equipment customers tell him that the spray rig has sold accounts for him in the past.

Hollenbeck corroborates that, saying he's had customers tell him directly that his company's rigs have caught their eye and drew them to Weed Man.

"We get a lot of compliments on how our fleet looks," he says. "We had a guy walk into the office who wanted a quote. We asked him how he heard about us, and he said, 'I work at this warehouse behind you guys and see that every day you guys are cleaning something."

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**DETAILS** Washington Harbour is a mixed-use property in the Georgetown neighborhood of Washington D.C., with restaurants, shops, offices, luxury condominiums and outdoor entertainment. Michael Moody, associate branch manager for Ruppert's Washington D.C. landscape management branch, says the relationship with the property's management team has grown over the 10 years the company has serviced Washington Harbour.

"We've been fortunate to grow our partnership as the Georgetown Business Improvement District (BID) area has evolved, and it's definitely rewarding to see the community enjoy this live/work/play space," says Moody.

As a part of BID, Moody works with Washington Harbour and the district to keep the high-profile area looking its best. Moody meets with the team from Washington Harbour weekly and tours the site monthly with the client. Moody says the team at Ruppert ensures the landscaping of the entire property coordinates — including restaurants and retail spaces not serviced by the company.

A hallmark of the property are the flower baskets on its 35 boardwalk streetlamps. Ruppert rents a scissor lift to install and take down the flower baskets and holiday wreaths. Moody says the relationship with the property's management team allows Ruppert the freedom to experiment with its seasonal approach to color rotation.

"In the last two years, we have installed a mum rotation (usually between mid-September to mid-October)," Moody says.







**Captions 1.** Crews rotate baskets clockwise every two to three weeks to ensure uniform growth. **2.** A small turf area in this courtyard is maintained in-house, with aeration/overseeding once a year in the fall. **3.** Areas subject to a wind-tunnel effect require frequent clean up and sturdy and wind-resistant plant material, such as Dragon Wing begonias and evergreen shrubs. **4.** Crews prune hydrangeas in the late winter and early spring to promote larger blooms. An in-house integrated pest management specialist designed a program for the shrubs, including treatments for boxwood leafminer and white scale on hollies.

Ruppert crews use Ego batterypowered backpack blowers because Washington D.C. enacted leaf blower regulations at the start of the year. Crews use Exmark mowers and Echo two-cycle handheld equipment.

The project earned Ruppert

Landscape a gold award from the 2021 National Association of Landscape Professionals' Awards of Excellence program.

See more photos from this project at LandscapeManagement.net/thebigone.

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#### IRON WORKHORSES

### Comfort is king with next generation of zero-turn mowers

Zero-turn mower manufacturers say increased comfort and greater efficiency are the most in-demand features for landscaping professionals

#### BY JONATHAN DELOZIER | LM MANAGING EDITOR

ero-turn mower manufacturers say landscape professionals' most-requested features all come with the goal of accomplishing more in a smaller time window. Larger cutting decks, powerful engines, comfortable seats and controls that ramp up productivity are a few of the boxes mower manufacturers hope to check for operators.

"We're also working hard to minimize or eliminate necessary in-season maintenance on our machines, so they're ready to work when our customers need them," says Lenny Mangnall, product manager for Exmark. "Comfort increases productivity. It's as simple as that. Plus, with the continued labor challenges contractors face, it's more important than ever to make sure each worker can do their job as efficiently and comfortably as possible."

Mangnall adds that his company's professional zero-turn mowers continue to move toward wider decks.

"With both 96-inch and 144-inch zero-turn mowers, today Exmark is at the forefront of the trend toward wider decks on professional zero-turn mowers," Mangnall says. "It's what our customers are asking for, and it's what they believe they need to compete effectively in today's marketplace."

#### **PUSHING TECHNOLOGY FORWARD**

Tony Marchese, senior vice president of sales for Greenworks, says his company plans to unveil its next-generation of professional battery-powered zero-turn mowers at the 2022 Equip Expo next month. He says these new models will incorporate lessons learned from the company's first generation of battery-powered zero-turn machines.

"This new generation really breaks new ground and will set the standard for all professional battery zero-turns,"



he says. "These will incorporate an all-new drive and cutting system that will allow the landscaper the ability to have all-day run time."

Marchese specifies that ease of use and noise reduction will remain a key focus for Greenworks as it develops more zero-turn mowers.

"We are building in benefits such as a lighter weight and power not able to be achieved by gas products which allow the end user to be more productive and feel better at the end of the workday," he says. "Ease of use for the end user is very important. No pull cords or chokes enable the user to more easily be trained on the correct use as a new employee. Limited noise allows them to not wear hearing protection while running our product on a hot summer day."

Other feature requests from professional users include 4G connectivity to help locate machines, Marchese says.

"That 4G connection can even disable (mowers) if they are stolen," he says. "(Users) like the ability to see the productivity of their operators and how much grass they cut that day. They also like the fact that the units require very little maintenance as there are no belts or engines to replace or repair."

#### **COMFORT AND MAINTENANCE COSTS**

Rider comfort and considering the many ways discomfort can affect an operator's work/life balance is paramount when designing a new machine, says Michael Simmon, a marketing and communications representative from Grasshopper.

"Nobody wants to go home exhausted at the end of the day, especially if you have family to go home to, so comfort features are also a key factor in new mower purchases," he says. "Contractors spend numerous hours every day on these machines, so they have to be comfortable throughout the day. Landscape contractors who use Grasshopper mowers say that our integrated comfort systems and multi-point suspensions keep their crews fresh all day long."





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#### BUSINESS BOOSTERS



BE SAFE Holiday lighting professionals say it's important to train crews on safe installation, proper electric handling and more.

#### 5 things to know about adding holiday lighting services Holiday lighting experts share best practices to start a holiday lighting business and keep it shining bright

rnie Arsenault's foray into holiday lighting stemmed from a passion for the season and the need to keep his crew and business working during the winter months. For landscape companies considering adding holiday lighting as an additional revenue stream, Arsenault, president of A. Arsenault & Sons in Spencer, Mass., and Jed Wyatt, owner of Zing Services, a lawn care, pest control and holiday lighting operation in Middleton, Idaho, share what they've learned along the way.

**Know your numbers** — As with adding any new service, Arsenault encourages professionals to understand what profitability means for the operation. He operates a Christmas Décor franchise alongside his landscape company. Wyatt, who also founded Winter Profits, a holiday lighting training program for landscape professionals looking to add holiday lighting, recommends planning the season months in advance.

**Play to your strengths** — Wyatt offers "Christmas in July" specials to his residential lawn care clients to encourage them to become holiday lighting clients. He sends his lawn care clients a "cold estimate" with holiday lighting pricing, and he does the reverse with his holiday lighting clients — he sends them a lawn care estimate.

It's OK to say no — Both Wyatt and Arsenault say pros should expect clients to ask for custom designs, to use their own light strands and often give bad advice on which outlets are safe to use. It's OK to say 'no,' they say.

**Be safe** — Arsenault says pros should train crews prior to the start of a new season on safe installation, ladder use, electricity and how to install lights professionally. Know if you will need harnesses for roof installations. Notify your insurance provider, too. Arsenault says his holiday lighting team works with clients to ensure the outlets used can handle the power demand of holiday lighting.

For more holiday lighting advice, visit LandscapeManagement.net.

### MOW IN STYLE, NOT THE HEAT.

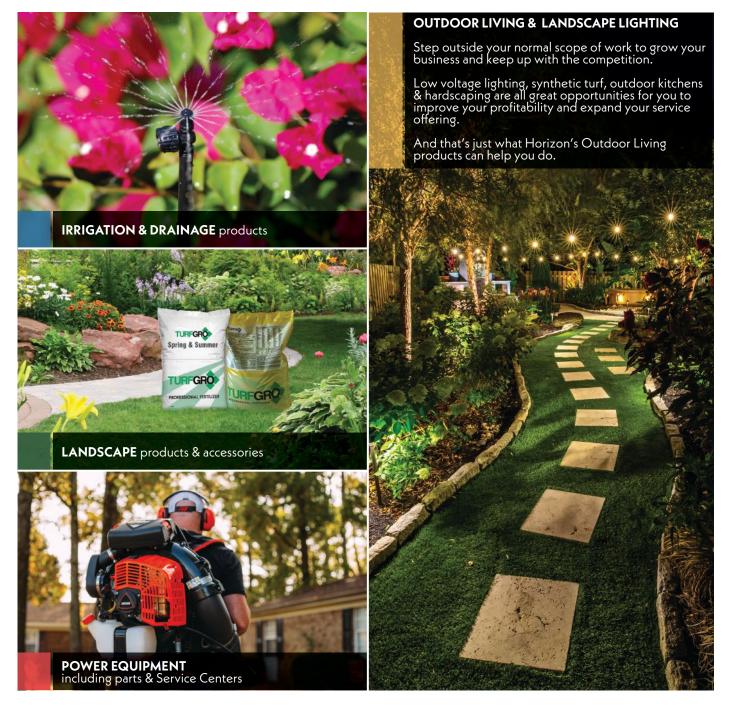
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#### HARDSCAPE SOLUTIONS

### Go with the flow

BY ROB DIFRANCO | LM ASSOCIATE EDITOR

**LOCATION** Bethesda, Md.

**COMPANY** Rossen Landscape

**DETAILS** A 12-foot retaining wall at the back of the property was a blank canvas for Rossen Landscape to work on. The client wanted the wall not to be an eyesore; Rossen Landscape's solution was a custom water feature.

"It was very technical in nature," says Jeff Rossen, founder of Rossen Landscape. "Screening that back retaining wall with plant material and the water feature and the vines we have going on, it was all very important to the client. We had to special order copper for the whole thing."

With a uniquely long and narrow yard, the landscape has what Rossen Landscape called a "bowling alley effect."

The property presented drainage issues, as the water runs from the back to the front of the home. Rossen Landscape addressed that issue, in part, with Mexican pebbles surrounding the large bluestones that create a path throughout the backyard.

"Everything in the property flows from the back to the front," says Rossen. "The backyard is very small, so we captured all the water through a series of panel drains and catch basins and carried that water all the way around the house. The infrastructure for the water was one of the first things that went in."

Rossen says the property was a welcome challenge for his team, who had the backing of the client throughout the process.

"The design is something we're very proud of," he says. "It's very modern. We don't have the opportunity to be able to design that way very often. You just have to have the right client to do it."

See more photos from this project at LandscapeManagement.net/ hardscapesolutions.









Captions | 1. A full view of the narrow backyard, which Rossen Landscape aimed to divide into "rooms" for use in different seasons. 2. A before view of the retaining wall and its potential drainage issues. 3. Due to a drastic grade change, the 12-foot retaining wall was a required part of the landscape. 4. The large water feature uses custom-ordered copper and provides a unique way of integrating the retaining wall into the landscape.



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#### INSTALLATION IRON

# How to make the most of attachments

Experts share things to consider before making your next attachment purchase BY JONATHAN DELOZIER | *LM* MANAGING EDITOR

hen it comes to design/ build and installation projects there are a wide variety of add-ons to ramp up output from

machines. *Landscape Management* spoke with Kyle Newendorp, Vermeer product specialist; Dee Warren, marketing manager at Land Pride; Daniel Cohen, product application specialist for Caterpillar; and Luke Gribble, solutions marketing manager with John Deere, to learn some best attachment practices.

Newendorp says buckets are the most widely used attachment among landscape professionals.

"Contractors should keep in mind that buckets come in several shapes and sizes," he says. "For example, the Vermeer high dump bucket is productive at dumping at higher





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heights and delivers quick dump speeds compared to a standard bucket."

Newendorp says contractors should consider adding additional attachments to complete design/build tasks.

"A set of pallet forks can help move material around the job site, and a hardscape grapple can help minimize the labor of placing pavers, blocks and small boulders," he says.

Contractors should also break down each phase of a project to determine what tasks need completed and then decide if an attachment can help them improve their operating efficiency, Newendorp says.

#### **COMPATIBILITY IS KEY**

Performance and safety concerns can quickly sneak up on equipment users if attachments aren't 100 percent compatible, says Dee Warren, marketing manager at Kansas-based Land Pride. Warren urges contractors to know the ins and outs of their machines before choosing attachments.

"When considering lifting capabilities, operators need to remember that sometimes it's more than just weight but also available counterweight," he says. "Just because the attachment can be hooked up to the power unit doesn't mean the power unit can lift it safely or operate it."

Warren says it's critical for contractors to understand whether attachments work with high-flow or standardflow hydraulics.

"Hydraulic flow rates and pressures are important; high-flow and standard-flow attachments require match machines," says Warren. "High-flow attachments on a standard-flow power unit are not going to be efficient; a standard-flow attachment on a high-flow machine can damage the attachment, sometimes severely."

#### **BUY OR RENT?**

Cohen says finding the right attachment involves variables extending beyond hydraulics and job sites. He says a professional offering new services may want to consider renting attachments first.

"Factors like the availability of replacement parts and the warranty that is offered with the attachment can tip the scales toward one brand or another," says Cohen. "From a pricing perspective, it is important to understand what is included in the sticker price. Many attachment manufacturers do not include things like hydraulic quick connects and shipping in their advertised price."

Gribble says renting can give landscapers more adaptability to fluctuating demand and job site logistics.

"Landscape contractors can also consider renting attachments on an as-needed basis," he says. "Renting attachments is a great way for professionals to complete a variety of applications based on the job, increasing machine versatility."







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# Ace winterization this fall

Pros share best practices and the tools you'll need to get water features and ponds ready for falling temperatures BY CHRISTINA HERRICK | *LM* EDITOR

s temperatures drop for parts of the country, the clock ticks away for water features and pond winterization. Experts share why it's important to winterize ponds and water features and what professionals should keep in mind during this time of year.

Todd Cruikshank, owner of The Pond & Rock Shop in Cicero, N.Y., says anything with an external pump, whether it's a water feature or pond, is susceptible to freezing. He suggests contractors begin the winterizing process by communicating with clients.

"It's an opportunity for education from the contractor to go over why they shut down the systems," he says.

#### **THE 411 ON PONDS**

Brandt Reynolds, sales representative with Blue Thumb Distributing, suggests pros should consider netting ponds, water features and fountains in early fall to keep leaves from contaminating the pond or water feature. Reynolds recommends contractors remove the netting before the snow falls, so the weight of the snow doesn't damage the netting. Reynolds also suggests contractors use cold water bacteria when the water temperature hits 35 to 55 degrees F.

Cruikshank says contractors will want to deploy an aerator and a deicer if there are fish in the pond.

"The aerator will create oxygen in the water, which will allow the fish to thrive," he says. "The deicer will kind of do the same thing by having the water remain open in a small area, which will allow the oxygen to flow."

#### **THE 411 ON WATER FEATURES**

Reynolds says contractors should bring vase fountains inside and store them in a dry place, although you can cover and



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# **PRO Landscape**

MULTITASKING Todd Cruikshank of The Pond & Rock Shop says winterization is a great time to perform renovations on water features

leave glass fiber-reinforced concrete fountains outside.

Water basins are also OK to leave outside in the winter and should be kept about half full of water to keep them in place as temperatures drop, Reynolds says.

"We think of our basin as a big ice cube tray during the winter," he says. "We want to make sure that water is in there to weigh down the basin so that it doesn't get pushed up with the freezethaw periods."

#### WINTERIZING BEST PRACTICES

Reynolds says contractors should store submersible pumps in a 5-gallon bucket with water in a place in the shop that won't freeze. This extra step, he says, will extend the life of the seals on the pump. Meanwhile, contractors should store non-submersible pumps in a dry place that won't freeze.

As contractors remove pumps and any other water feature parts, Cruikshank says it's critical to label everything, so it's easier in the spring to reinstall them.

Cruikshank and Reynolds say contractors should keep handy general tools such as wrenches, Phillips and flathead screwdrivers, channel locks, pliers and an air compressor. Reynolds also suggests contractors keep waterproof gloves and waders on hand because fittings can be sharp in colder water temperatures, especially when servicing ponds.

"Depending upon what they're working on, the pump may be down in the bottom of the pond if it's not in a skimmer, so having those waders would help



keep them high and dry," he says.

Reynolds also keeps plastic shopping bags in his truck in case he needs to cover and protect something late in the season.

#### **OPPORTUNITIES ABOUND**

Cruikshank says winterizing is a great time for contractors to take a close look at a water feature or pond, change filters and see if anything within the system needs servicing, is out of warranty or needs upgrading.

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# LCOs go around the horn with early-order programs

# Readers share why they're taking a swing at EOPs this year

BY THE LM STAFF

s major league teams get ready to make their September call-ups, landscape and lawn care professionals prepare for the early-order season. *LM* surveyed landscape pros to uncover how supply chain issues and inflation affected their early-order program (EOP) plans heading into 2023.

"It has made it harder to schedule work due to not having what is needed," said a reader from Ohio. "We have had to use alternative products. It has also affected the time it takes us to repair machinery as parts are not readily available."

Of those surveyed this year, only 52 percent said they participated in EOPs last year. Now, more than 73 percent say they will take advantage of an EOP in 2022, heading into 2023. Why have so many switched sides of the plate? Readers cite supply chain issues and inflation. More than 92 percent of readers said those factors affected their business.

The same goes for gas prices. Again, 92 percent of readers surveyed said they've had to modify their operations to save on gas.

9% <u>3</u>%

9%

32%

47%

Continued on page EOP4

#### WHAT DOES YOUR EOP BUDGET LOOK LIKE THIS YEAR COMPARED TO LAST SEASON?

More than 10 percent higher -

1-9 percent higher

Flat -

1-9 percent lower -

More than 10 percent lower



#### Continued from page EOP3

Several readers, including one from Washington, passed the higher price at the pump on to customers.

"We raised prices," the reader said. "It is a good time to raise prices since that is what people are expecting and most accept. I have lost a couple of accounts on the bottom."

Others have taken a closer look at their routing, trying to cut down on their road time. Another popular strategy is doubling up on the number of people in a truck.

#### **IN THE ZONE**

Most respondents said set prices and securing products ahead of time were the main reasons they plan on participating in EOPs this year.

"We were able to lock in product pricing and knew we had them when we needed them," a reader from Missouri said. "The big saving was Roundup; it has gone up more than 40 percent from what we ordered with EOP."

#### "We have 11 maintenance crews, and we are re-routing the routes, and we also combined two crews into one to make a big crew."

#### - A READER FROM CALIFORNIA

When asked how important EOPs will be this year, heading into next year's season, most said "very."

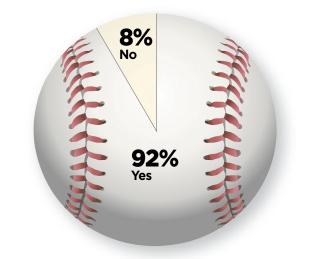
"With uncertainty looming in the economy right now, we need to look at reducing costs anywhere we can without sacrificing quality," a reader from Virginia said.

However, a few survey participants disagree, saying they don't believe EOPs will be much of a help for them in 2023.

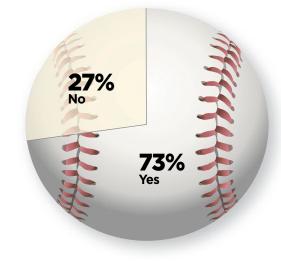
Some survey participants who said they won't participate in EOPs this year pointed to economic uncertainty as the reason they don't want to order early for next year.

#### HAVE SUPPLY CHAIN ISSUES AND INFLATION IMPACTED YOUR BUSINESS?

The Fall Classic



#### DO YOU PLAN TO PARTICIPATE IN EOPS THIS YEAR?



Fertilizer was the most popular answer to the question, "What products do you purchase using EOPs?"

More than 85 percent of respondents plan to order fertilizer, with just over half of respondents saying they purchase herbicides (55 percent) and insecticides (52 percent).

# EOPs are a nome run for these pros

# LCOs share why they're big fans of early order programs

BY CHRISTINA HERRICK | LM EDITOR

s the calendar turns to September, lawn care operators (LCOs) ready their rosters for 2023 thanks to early order programs (EOPs). While EOPs can be a challenge for some LCOs to commit to —

whether it's hesitancy to plan that far ahead, lack of space to store products or general reluctance — we spoke to a few LCOs who see the advantages early order programs provide their operations.

Nick Brummel, CEO of Brummel Lawn and Landscape in Blue Springs, Mo., and Derek Taussig, landscape designer for Taussig Landscape in Manhattan, Kan., share how EOPs keep their operations in the game.

Brummel is relatively new to EOPs. This year will be his second season enrolling his

full-service, primarily commercial business in them. Following last year's supply chain issues, he said he took a close look at the offerings. Brummel says while some EOPs require upfront payment, the terms are easy to plan around with cash flow.

"Now, we'll never look back," he says. "It makes it so much easier to know what your costs are."

#### **MVP OF THE EOP**

For Brummel, the MVP of the 2023 EOPs is Roundup. When he saw prices increasing for the herbicide, he knew he had to secure the best price possible. Early ordering from his distributor made that a reality.

"We got it for a third of the cost it is right now," he says. "We've saved ourselves a fortune. *Continued on page EOP6* 

#### BASEBALL Memories

Kansas City Royals fans Derek Taussig, landscape designer for Taussig Landscape in Manhattan, Kan., and Nick Brummel, CEO of Brummel Lawn and Landscape in Blue Springs, Mo., were quick to recall favorite memories.

"My granddad took me to my very first Royals game when I was in third grade," Taussig says.

The Royals hosted a grandparents' day at Kauffman Stadium where Taussig says he rode on a bus to the stadium with his grandfather.

"I still have the (mini) baseball bat that I got when you walked in the gate," he says.

For Brummel, 2015 sticks out in his mind as a favorite baseball memory. It was the year the Royals beat the New York Mets in five games to clinch the World Series title.

"It was absolutely crazy," he says. "The city shut down for one day and everywhere had signs out that said, 'We're closed because we're going to the parade.' I think every single person in Kansas City was downtown in blue."

#### "We're looking at the added benefits of the price, so we didn't have that curveball of (a price increase) get thrown at us."

The Fall Classic



- NICK BRUMMEL, BRUMMEL LAWN AND LANDSCAPE

*Continued from page EOP5* For us right now, that's been our big home run."

Fertilizers, a three-way herbicide, preemergent herbicide and seed are also in Brummel's EOP lineup.

"Everything that we know that we're going to use in quarter one or quarter two is kind of the stuff we've been bringing in," he says.

Taussig orders LESCO products through SiteOne for his full-service, primarily residential business. He takes EOPs deep with fertilizers, seed, preemergent herbicides and insecticides.

"To be able to have my program together for the whole season and I don't have to go get anymore is a big game-changer," he says.

With 250 lawn care customers, Taussig says it's critical to lock in those prices now as fertilizer costs continue to increase. He said it's nice not to worry that his products could be unavailable in season and he might not be able to deliver the program he sold to his customers.

For Taussig, having extra storage helped him get ahead in the count when it comes to EOPs. He recently opened a new shop that gave him extra room to take on more products earlier than needed. He also added additional storage.



"I bought two shipping containers," he says. "And I'm able to put a whole bunch of product in the shipping containers, close the doors, lock it up, it's secure, it's dry, you don't have to worry about it."

#### **IN THE BOOKS**

Both Taussig and Brummel say they plan to participate in early order programs again this year to secure the best prices and terms as early as they can. They say the prices offered through early order programs and the financial terms help them plan better for next year.

"We're looking at the added benefits of the price, so we didn't have that curveball of (a price increase) get thrown at us," Brummel says. As LCOs prepare for EOPs, Brummel says it's important to read up on trends and monitor what's going on in the market.

"Listen to the market reports and read the trade magazines and see what's coming down the pipeline," he says. "We're looking to buy Dimension super early, just because they're giving great incentives to do it."

Taussig says this year, the bill for an EOP hit after he bought a truck which caught him a little bit off guard. But he's learned his lesson and still sees the value EOPs bring to his business.

"We'll do a bigger EOP," he says. "The terms on those are all different, some of them are pay in advance and you get a better cash deal. So, I will try to pay in advance for more things."

#### MAKING ADJUSTMENTS

Nick Brummel, CEO of Brummel Lawn and Landscape in Blue Springs, Mo., expanded his early order program purchasing approach to ordering rock salt.

"We started bringing it in earlier than we ever have, just because we just don't know what the supply chains are going to look like," he says.

Brummel says securing salt early helps his operation build the costs into its commercial snow and ice contracts. Saving on salt now also means a higher profit margin once the snow season starts.

"I know with ice melt, we're saving 75 cents a bag right now if we took it before Sept. 15," he says. "It makes a huge difference and then you're planning on the regular price, but right there's just all profit as far as the early orders." Derek Taussig, landscape designer for Taussig Landscape in Manhattan, Kan., says his company also orders polymetric sand, sod staples and soil retention fabric via EOPs. He says having the basics his company needs on hand now helps avoid any uncertainty with supply chain availability.

Something new this year for Taussig is also ordering irrigation products from Rain Bird. He says he noticed issues with the availability of products his operation uses all the time. This included 250 rolls of polyethylene pipe.

"Irrigation parts were huge because we were able to lock in a competitive price," he says. "Irrigation is one of the harder schedules to fill for our business. By being able to walk in and get competitive price on materials, we've been able to stay a little more competitive all year."



#### SCOUTING Report

When it comes to getting ready for game day, Nick Brummel, CEO of Brummel Lawn and Landscape in Blue Springs, Mo., says pros should look at all the options for EOPs before signing on the dotted line.

"The best options might not even be in the price, but in the terms. Is it 180 days at zero percent?" he says.

Paying attention to the details of early order programs whether that's terms or whether pros have to take products by a certain date — should all be considered.

"Sometimes price isn't always the best," he says. "And that's usually the first thing that we all look at. We preach to our customers that 'Hey, it's not just price, it's x, y and z,' but then when we go to buy products, we're the first ones to do it just based on a price."

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\$5,000 to < \$10,000	-	5%	5%
\$10,000 to < \$20,000	-	6%	6%
\$20,000 to < \$30,000	2%	7%	9%
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#### BUSINESS BOOSTERS

# The do's and don'ts for winterizing irrigation systems

#### Experts share their best practices to ensure a successful irrigation system blowout and winterization this fall by JONATHAN DELOZIER | LM MANAGING EDITOR



all is a busy time of year for irrigation professionals across the country. Falling temperatures bring irrigation system shutoffs and winterization. Experts say irrigation professionals should ensure proper air compression and move away from auto-draining when performing irrigation system blowouts and winterization.

#### **BALANCE YOUR AIR COMPRESSION**

Don Davis, assistant training manager for irrigation with SiteOne Landscape Supply, recommends manual drainage with an air compressor. However, he stresses that too much compression power can be a first-class ticket to major system trouble.

"Don't blow out an irrigation system with more than 80 pounds per square inch (PSI)," he says. "Most compressors can charge up to 120 PSI or more. Excessive pressure can damage components in the irrigation system."

He recommends not exceeding the maximum pressure specification for the lowest pressure-rated component in the irrigation system. He also warns contractors not to exceed 80 PSI for PVC or 50 PSI for polyurethane pipes.

Other general project tips from Davis include turning off the master valve and tagging it for future reference, starting work in areas with the highest elevation and leaving ball valves or drains on backflow preventers at a 45-degree angle to prevent condensation buildup over the winter.

"Once the pressure has bled from the system, and the water has drained down

a little, it's time to hook up the compressor to the winterization port," Davis says. "A minimum compressor rating of 20-25 cubic feet per minute (CFM) is recommended for winterization services; compressors with ratings of 50-100 PSI are common for larger sites."

#### **ERR ON THE SIDE OF CAUTION**

Mark Eads, sales and operations manager for Franco Irrigation Systems in Lexington, Ky., says the volatile nature of Kentucky winters can open the door to an array of hazards for irrigation professionals and property owners.

Franco Irrigation Systems offers irrigation services for a 70 percent residential and 30 percent commercial client base. He says his team

starts winterization services in October, but each fall is a little different.

"Each customer can be different too. Some want water all the way up to December, and others are done right at the start of Oc-

tober," he says. "You can have a day that jumps to 80 degrees in October, and someone asks, 'Why'd you shut off my irrigation system?"

Mark Eads

Eads strongly recommends opening system valves manually during the blowout process.

"By doing it manually, you make sure there is an exit point for that compressed air," he says. "If you have a malfunction with a remote or controller, you're also not sitting there draining irrigation systems during winterization.

constantly needing to charge the line. The air is constantly escaping."

#### **AVOID THE HAMMER**

Aaron Katerberg, CEO of Grapids Irrigation in Grand Rapids, Mich., recommends not auto-draining irrigation systems during winterization because it could lead



O AUTO-DRAIN

Experts say to avoid auto-

Aaron Katerberg

to system damage or freezing if water isn't removed from the line.

"When we start an irrigation system each year we are always careful to turn

the water on very slowly," Katerberg says. "This makes it so the empty lines don't get hit by water hammer. When you turn on water it rushes down the line slamming into each fitting with a force equal to the water pressure."

In addition to irrigation services, Grapids Irrigation provides drainage and landscape lighting services to a predominantly residential customer base.

Water conservation measures built into modern irrigation equipment promote systems' incompatibility with auto-draining, says Katerberg.

"All the manufacturers' top-quality heads now include check valves so that the head won't drain when the system is off," he says. "These also keep water from getting out of the heads and to the auto-drains."

PHOTO: SITE ONE LANDSCAPE SUPPLY

## IRRIGATION + WATER MANAGEMENT

#### RECOMMENDER

What's the **No. 1** water management question your customers ask and how do you answer it?



#### **CHAD SUTTON**

WATER RESOURCE MANAGER FOR GACHINA LANDSCAPE MANAGEMENT

MENLO PARK, CALIF.

The No. 1 question we get is, 'Why is my water bill higher this month com-



pared to the same month in the year prior?' The first thing that we look to answer is the question of whether this is usage-related or climate-related. We help explain that weather patterns aren't always the same year over year, especially in the winter and spring months when rainfall can be highly variable. We also investigate any site changes. Did we install and establish new areas of plant material? In those cases, it's related to choices we made to use more water. However, those past decisions aren't spelled out on the water bill. Everybody's trying to live off a budget, and if costs increase without remembering why, our clients rightfully want to know what happened. It's our job to help prepare them for that cost increase and remind them after the fact. There can be many more factors for increased usage as well, and we help resolve those too. Whatever the reason for the increase, proactive communication is essential.

#### **PAUL SCHULTZ**

IRRIGATION RESOURCE MANAGER FOR CAGWIN & DORWARD PETALUMA. CALIF.

When the state tells you that you can't water certain sections of turf, people will start asking: 'Is this the time that they consider replacing

time that they consider replacing it?' When customers ask, 'Can we afford to get rid of grass?' we tell them we have to look at the cost of replacing it, we have to look at the cost of the water that might help offset the cost of the work - in other words, the return on investment. We have to look at things like rebates and we also have to take into consideration other costs that might go down, such as the repair of fences and driveways where we're not causing damage from an existing system. Also, the natural cost of having to replace equipment over time. Sprinkler heads don't last forever. We also try to get them to understand how (removing turf) will make their property look — it helps freshen things up. It adds a little more visual intrigue and that in itself may add value to the property and make it more attractive for homeowners and investors.

#### RUSS JUNDT FOUNDER AND OWNER OF CONSERVA IRRIGATION GLEN ALLEN, VA.

I am frustrated by commercial property managers or owners asking the wrong question: 'How much do your services cost?'



or 'What is your labor rate?' From there, I developed a sales technique that 'leads the witness.' meaning we lead our prospective customers in the sales process to ask the right question, 'How much water should we be using on our property during a weather-normal year?' Most don't even know that a methodology exists whereby we can develop a water usage and water cost budget for their specific property. Knowing that, we ask, 'How much water do you use on average to water your landscape each season?' followed by, 'How much water should you be using to water your landscape each season?' The first question they can easily answer by pulling their water bills, assuming they have a separate irrigation meter. The second usually is met with a puzzled look. Conserva developed a proprietary methodology where we can accurately estimate the amount of water and money that it takes to water their property during a weather-normal season.





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## The importance of strategic planning for equipment and technology

ne of the greatest benefits of attending equipment trade shows, like the upcoming Equip

Expo, is recognizing equipment and technology trends. However, recognizing trends is only the beginning. Adopting new equipment and technology often involves significant changes in our operational processes. You

can make these changes much more seamlessly if you do them strategically, with thoughtful planning, good communication and accountability for implementation.

When companies fail to take these prudent steps, implementation often fails, not because there was anything wrong with the equipment or the technology, but because the implementation was not well planned.

We can all agree that resistance to change is, and always has been, a major stumbling block in organizations. Just because something new and shiny looks really awesome doesn't mean that those who will have to learn to use it want to put in the extra effort. The status quo is always more attractive from this perspective. However, with the right foundation laid in advance, the implementation may be smooth and bring all the intended benefits.

#### **TIPS FOR SEAMLESS INTEGRATION**

Four strategies will help make your next equipment or technology implementation more seamless. The first strategy is to incorporate these decisions and investments into your overall strategic planning process.



This level of strategic thinking helps avoid making quick decisions without much thought or overwhelming your team with too many changes.

The second strategy is to eliminate choices when implementing something new. If your people have a choice between the new way or the old, less productive option, they will probably opt for the old way because it's more comfortable and easier. However, if that old option doesn't exist, then the only other option is a new way — whether the person likes it or not. There may be a need for a short transition between the old and new, but after the transition period, you need to take the old option off the table.

How many times have you bought something new, and it didn't get used on the job? Why didn't the new tool, machine or application get used? Were your people not sufficiently trained? Or were they just more comfortable with the old way? This happens all the time. It's a result of poor planning, communication and accountability.

The third strategy is to involve the users in incorporating the new equipment or technology into the



BY PHIL HARWOOD The author is president and CEO of Pro-Motion Consulting. Reach him at Phil@GrowTheBench.com.

company. Help them understand why you purchased this piece of equipment, what the goal is and the desired result. Have them work with you to understand how best to utilize this new equipment in your process and what an appropriate production rate should be for estimating. With this approach, your operators are now part of the strategic team, helping

the company move forward with adoption. They're motivated to do so because they are informed and included in the process. They see themselves as having an important role, which they do.

#### **UNDERSTAND YOUR VALUE**

A final strategy is to embrace your position in the supply chain. If you are a contractor, it's important to understand that you are an extension of the manufacturer's R&D department. Even with the most extensive testing, it is not until a product hits the market and goes through the rigors of regular use that a manufacturer fully understands whether it hit the mark. Customer feedback is essential.

This is another benefit of attending Equip Expo. It's an opportunity to meet manufacturer representatives and give them your feedback and ideas for improvement. In this way, your voice contributes to the greater success of the entire industry.

With these strategies in place, you will have greater success in incorporating new equipment and technology into your company.

Now go forth. 🕒



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INTERVIEW BY SETH JONES | LM EDITOR-IN-CHIEF

# **Russ Sneed**

**CEO, MICHAEL HATCHER & ASSOCIATES** OLIVE BRANCH, MISS.

#### Tell me about the company and how you got there?

Michael Hatcher & Associates has been around for more than 35 years. Michael is chairman. Whenever I think of Michael, I think of a guy with a shovel over his shoulder, just charging forward. He has a lot of drive and a lot of passion for people and for building a team. The company started as a high-end residential service provider. As the years went on, we started doing commercial landscaping, then, about five years ago, we added a lawn care division. I met Michael about 15 years ago when I was still in school. Whenever we'd catch up, he'd say to me, 'One of these days, you're going to be leading our company and taking it to the next level.' I joined as COO in October 2020 and became CEO last January. I have an MBA from Mississippi State University. Ironically, my first project ever was working on the divestiture of LandCare from ServiceMaster. So, my career has kind of come around full circle.

# What trends are you seeing from your customers lately?

They want a valued partner. One of our greatest assets is our account management team. The relationship and the communication they have with our customers becomes a partnership. It's not just providing landscape services. It becomes a relationship of being the eyes and ears for our customers. Our customers are looking for what I call 'the easy button,' one less thing they need to be spending their time on.

#### You played baseball at Mississippi State University. How do you apply a sports mentality to business?

Yes, I played from 2005 to 2009. One of those seasons, 2007, was a College World Series team. My family and my wife's family, we're huge into youth sports and competitive sports; it's just how we're wired. Taking my experiences at Mississippi State, I apply it to business with competition and mental toughness. You have to compartmentalize your priorities. John Cohen — now the Mississippi State athletic director — was my coach. He's a true CEO. You are an employee within that system, and you learn what it means to be a part of a team. When I'm hiring, it means a lot to me to have a competitive sports or a service type background because they have the foundational elements of what it takes to be a part of a team.

# Is there a day at work that stands out as particularly memorable?

The excitement level around here whenever it snows in Memphis. There have been multiple snow events in the last two years. Everybody is here, everybody is coming together, everybody is working around the clock. You tag in so someone can go grab a quick nap on a couch. We provide soup and chili in the back. During the last snowstorm, I drove my truck and picked up six of our team members because they didn't have a ride. I'll admit that I have in my office a big yellow speed bump, signed by all our team members — I took it out on my first time plowing.

#### 🟴 What do you do outside work?

My wife, Amy, and I have two daughters, Zady, who is 6, and Houston, who is 7, and then Beck is almost 2, and he's a bulldozer. This is our 10th year of marriage. We're huge family people. We have all four of our parents still, and we like to spend as much time with them as we can. And I'm very passionate about coaching and creating a positive environment for the

kids. Our 8-and-under competitive fast-pitch softball team is currently No. 1 in the nation.

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# How to get paid for work clients expect for free

t's natural that customers want to make changes during landscape construction projects. They see their vision coming together and get excited about taking it up a notch. Imagine their surprise when their design/build contractor doesn't share their enthusiasm.

Change orders can be profitable upsells, so you'd think design/build contractors would want more of them. I'm sure they do if they don't have a packed schedule and other customers anxiously awaiting their turn, but that's probably not true nowadays.

Like so many other things in business, the change order dilemma is a communication problem. How and when they are handled, including the additional cost, is on the contractor. Customers may know you are busy, but it's doubtful they fully recognize things like mobilization costs, cash flow and promises made to team members that need time off.

It's up to you to educate them during the design process — and most likely to gently reeducate them during the construction phase. Since change orders are profitable work, the goal should be capturing them for when the

timing is right, such as when you need to fill out a crew's schedule when they are in the area.

#### NOT CHANGES BUT OPPORTUNITIES

Here's a practice that worked well at my company to better manage project change requests, thereby transforming them into opportunities to strengthen customer

#### Many contractors realize they can't win when it comes to change orders, so they begrudgingly do the extra work, maybe even showing they are not at all happy to do it.

relationships. When clients request changes to a current project, calmly discuss the challenges for your company while also reminding the customer that you discussed them earlier in the pre-construction phase.

Then make an exception. Write up a change order for reasonable changes you can handle and their costs. Then zero out the total with a "one-time customer courtesy discount." Explain to the client that they are a valued customer and that your team worked out a solution. Then have them sign the change order.

A few may question signing the document because there's no charge, but it actively engages them as a marketing partner. Just explain that the office needs the paperwork to push it

BY JEFF KORHAN Jeff Korhan is the author of *Built-In Social*, founder of Landscape Digital Institute and a Duct Tape Marketing Certified consultant. Reach him at jeff@landscapedigitalinstitute.com.

through the system. They are acknowledging that you not only made the change for free, or maybe for the cost of the materials, but that you broke your schedule for them.

This process accomplishes several things. It allows you to retain the goodwill you've earned with this client. There is a potential marketing payback in referrals and favorable online testimonials. And it also pushes other changes they may consider into the future when they are needed to fill your schedule.

#### IT'S ALL HOW YOU SEE IT

My feeling is many contractors realize they can't win when it comes to change orders, so they begrudgingly do the extra work, maybe even showing they are not at all happy to do it. With my business, the work order quantifies the value of the changes, and the signature makes the client remember that amount.

As you know, those future change orders often become significant projects. Work that may start with wrapping up unfinished business can easily expand into significant upgrades that

justify giving the project greater priority.

There will always be challenges when working with customers, so it's important to focus on what you can control. When you try to see the opportunities hidden within these obstacles, there's a good chance you will find ways to keep your business growing.





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- Carlos Perez, CTO Blue Native Landscape & Irrigation



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# 3 things to build a solid team to run your business

ast month I wrote about retiring in place instead of selling your business. To retire in place, you need a super leadership team and possibly someone to take your place. Here are three options for how to set that up.

#### Super leadership team

All companies need a super team to prosper and grow. On a recent episode of my podcast, The Ultimate Landscape CEO, I interviewed Krisjan Berzins of Kingstowne Lawn & Landscape in Alexandria, Va. His team runs his entire business so that he can focus on other ventures and occasionally race his car at the track.

He is not alone. I am currently working with an entrepreneur who lives in Boulder, Colo., and runs a landscape business located five states away. He moved to Colorado for his wife's job, and he runs the business from afar, so it's critical his team steps up.

We are working to build a super team with key positions in HR, sales, production and finance. Once he has the right people with the right systems, this company will practically

run itself — as long as he stays actively engaged as the spark plug.

A super team requires five elements:

• A+ players in each position, with high grades for culture fit and job performance. These leaders must have the ability to keep growing and work interdependently without drama. Pro tip: Invest more than you might be comfortable with to fill the critical spots.

50

- Clear lanes: This is a foundational step for companies of all sizes. Separate roles and remove the overlap.
- Meaningful metrics: Each position needs a clear definition of a daily. weekly and monthly "win." Leaders will have at least three to five metrics per position.
- Constructive honesty: Your team needs to be brutally honest with one another in three directions: side to side (with each other), from the bottom up (from them to you) and from the top down (from you to them). When constructive honesty prevails, your team will push one another to higher levels.
- Bold vision: Your super team members will achieve high-performance goals when their idea of what's possible stretches with a bold vision for the future (three-plus years).

**2** Second-in-command Once you build your super team or to help you build it — you can bring on a second-in-command to run the team and help run the company.

The main reasons to add this role are:



- Health: You are not up to the task of overseeing the team and the details.
- Succession: You want to sell the business and would like someone to learn it before buying.
- Skill set: You need someone with strengths that complement yours.
- Team building: You want someone else to oversee your people, keep them happy, mentor them and build the team.
- Organization: Managing and integrating the budgets, schedules, systems and staffing is a huge job.

Do you promote from within or recruit from the outside? I have witnessed many false starts when owners hire for this position. Move slow, use a methodical approach and hire someone with the runway to help you grow.

Above all else, you need someone you can trust with your largest investment. It takes time to figure that out.

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-Scott Lamon, Tynic Landscaping, Southwick, Mass,

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# ARE NEW OSHA HEAT STANDARDS ON THE HORIZON?

#### BY ROB DIFRANCO | LM ASSOCIATE EDITOR

Sam Steel, Ed.D., safety adviser for the National Association of Landscape Professionals (NALP), says new, stricter heat standards from the Occupational Safety and Health Administration (OSHA) are on the horizon.

"OSHA has looked at our numbers, and they know (our industry) has had fatalities and deaths among workers impacted by heat-related illness, and part of that new standard will be aimed directly at us," he says.

Steel says OSHA may take a page out of the California Division of Occupational Safety and Health's (Cal/ OSHA) book because OSHA currently has no standards related explicitly to heat safety.

Cal/OSHA has a specific section dedicated to heat illness applying to outdoor places of employment and refers specifically to landscaping as one of five industries subject to all provisions of the standard.

Among the provisions in the standard is a requirement that employees must have access to shade and

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water when the temperature exceeds 80 degrees F. It also states that an employer should have high-heat procedures for when the temperature exceeds 95 degrees F.

According to Cal/OSHA, high-heat procedures should include communication so employees can contact a supervisor and designating one or more employees as authorized to call for emergency services.

OSHA is in the beginning stages of putting together the standard, according to Steel, meaning implementation could still be more than nine months away.

Still, Steel says companies should consider creating their own written heat illness policies — if they don't have them already — to prepare for the future.

Steel says written policies should cover access to cool drinking water and shade during high heat days. The policy should also address the number of rest periods designated for days when the temperature will be over a certain threshold.

Contractors should also implement an acclimatization policy, according to Steel, ensuring new employees are not put out on the hottest days before their bodies have become accustomed to the high heat. 0

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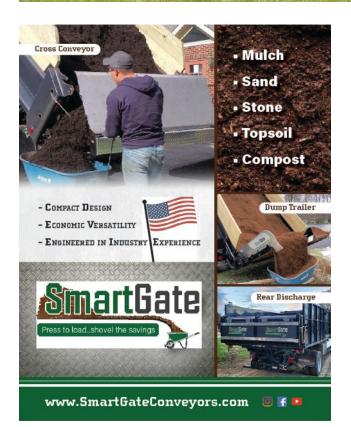


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BY MARTY GRUNDER The author is president and CEO of Grunder Landscaping Co. and The Grow Group, based in Dayton, Ohio. Reach him at marty@ growgroupinc.com.

# Why memorable traditions create great places to work

ands down, one of the best things you can do to improve and grow your landscape company is to go out and visit other operations. The best way to generate ideas that lead to breakthroughs in our businesses is to see our peers live and in person. It's often how I get the best ideas for improving my own business.

That's why my favorite part of our annual GROW! conference is the behind-the-scenes company tour. In 2023, that tour will take us to Summit Landscape and Design outside of San Antonio, Texas. This company started out similar to many of ours, as a one-person home-schooling project more than 20 years ago. It has grown into a multimillion-dollar business, led by brothers Josiah and Jonathan Peterson.

I've known Josiah and Jonathan for years as we've worked with them through our ACE Peer Group Program, and each time I talk with them, I'm energized by the way the Peterson brothers recognize their teams' accomplishments.

#### **LITTLE THINGS**

I think we handle employee recognition pretty well at Grunder Landscaping Co., but we're always trying to get better. Here are a few things we do:

- Provide reserved parking spaces for team members who have been at the company for three years or longer.
- Acknowledge birthdays, work anniversaries and jobs well done in our private Facebook group.

#### The Petersons say the key to recognition programs is to incentivize what you value and celebrate those wins as a team. JJ

- Sing happy birthday during the morning huddle to team members with birthdays that day.
- Host food trucks with snacks, sweets or dinner on Fridays throughout the summer.

I'm proud of the ways we recognize team members, but I love learning about how other companies celebrate their people within the framework of their own vision, mission and core values.

#### **UNFORGETTABLE TRADITIONS**

At Summit, the Peterson brothers have created a few quirky traditions that have become cultural touchstones at their company. These are the kinds of things, when paired with market-leading pay policies, benefits, incentives and safety practices, create a company culture where people want to work.

One of these traditions is Summit's employee referral program. As an incentive for referring a new hire, the company pays the referring team member \$600. But the Petersons have added their own twist: It's \$600 in \$2 bills. Why? It's memorable. Every time someone spends a \$2 bill, they will think about the company.

Another tradition at Summit is Weenie Wednesday. When a crew comes in under its budgeted hours, Summit rewards the whole team with a hot dog roast, complete with Jonathan in a hot dog costume serving up the meal.

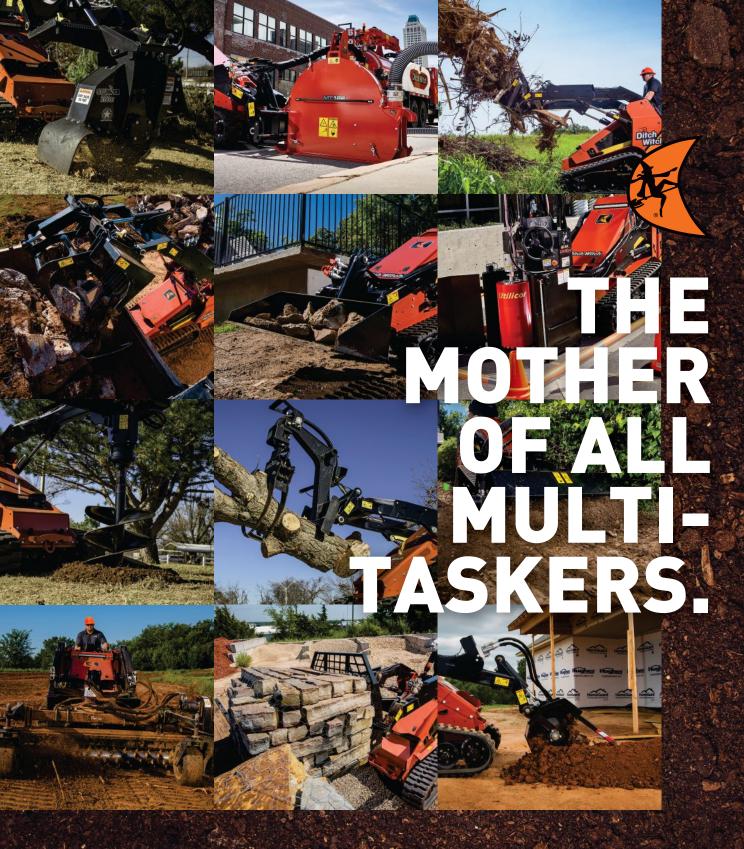
The company also honors team member anniversaries in a memorable, public way. Summit rewards those celebrating anniversaries with plaques and a \$100 bill per year of tenure publicly during the morning circle.

The Petersons say the key to recognition programs is to incentivize what you value and celebrate those wins as a team. While profitability is the goal of any business, and it's even a core value at Summit, they know it can't be just about profits.

"If you make it about your team members' success and enjoying what they do and why they do it, profitability will happen," Jonathan Peterson says. "It really does come down to how much you care about your team and how you're treating them."

I don't know about you, but I can't wait to learn firsthand from the Peterson brothers and hear from other GROW! attendees about how they recognize and reward employees for jobs well done when we're in San Antonio Feb. 28-March 2, 2023.

To learn more about GROW! and register at the early-bird rate by Nov. 1, visit **GrowGroupInc.com/ Grow-2023.** 



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11008557	Fame SC Fungicide 64 oz	\$1,453.50	\$395	27%	\$200	14%
11009500	Fame SC Fungicide 2.5 gal	\$6,408.50	\$1,100	17%	\$550	9%
11000051					<b>\$</b> 0	
11008351	Blindside Herbicide 0.5 lb bottle		\$12		\$8	
11008409	Dismiss NXT 10 oz	\$99.00	\$15	15%	\$10	10%
11008589	Dismiss NXT 60 oz	\$589.50	\$100	17%	\$65	11%
11008589	Dismiss NXT 60 oz 8+ units	\$589.50	Volume rebate: \$200	34%	Volume rebate: \$200	34%
11008474	Dismiss South Herbicide 1 pint		\$18		\$11	
11008475	11008475 Dismiss Turf Herbicide 6 oz bottle		\$11		\$7	
11008336	Dismiss Turf Herbicide 64 oz bottle		\$85		\$55	
11008464	Echelon Herbicide 1 gal	\$395.75	\$45	11%	\$30	8%
11008464	Echelon Herbicide 1 gal 16+ units	\$395.75	Volume rebate: \$100	25%	Volume rebate: \$100	25%
11008447	QuickSilver Herbicide 8 oz. bottle		\$18		\$12	
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11013862	Solitare WSL Herbicide 2.5 gal	\$222.75	\$25	11%	\$16	7%
11013862	Solitare WSL 2.5 gal 14+ units	\$222.75	Volume rebate: \$48	22%	Volume rebate: \$48	22%
11008482	Solitare Herbicide 1 lb jar		\$16		\$10	
11008522	Solitare Herbicide 4 lb bottle	\$526.00	\$58	11%	\$37	7%
11008590	Xonerate 2SC	\$493.50	\$54	11%	\$35	7%
11008513	Aria® Insecticide 160 gram bottle		\$18		\$10	
11009495	Scion Insecticide 32 oz	\$144.50	\$15	10%	\$10	7%
11008459	Talstar® Professional Insecticide 1 gal		\$5		\$4	
11007753	Talstar® Professional Insecticide 30 gal		\$150		\$120	
11008520	Triple Crown T&O Insecticide 1 gal	\$307.00	\$30	10%	\$20	7%
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Solutions	Package Sizes (Formulation Type)	Active Ingredient(s)	Tolerant Turf	Use Rates* Oz/1000 ft <sup>2</sup>	Target Weeds*	Application Timing & Tips	
Ma	10 fl oz (Suspension Concentrate)	Sulfentrazone +	Cool-season turf	0.12 - 0.23	Yellow Nutsedge, Kyllinga,	POST-EMERGE	
<b>Dismiss</b>	60 fl oz (Suspension Concentrate)	Carfentrazone	Warm-season turf	0.23 – 0.35	Purple Nutsedge**	**Two applications	
		Sulfentrazone +	Perennial Ryegrass	0.184 - 0.275		PRE-EMERGE/EARLY POST-EMERGE *Ask about our Bermudagrass Performance	
6	1 gal		KY Bluegrass, Tall Fescue Warm-season turf	0.413 – 0.551	Yellow Nutsedge, Kyllinga, Crabgrass, Goosegrass,		
Echelon <sup>®</sup> 4SC	(Suspension Concentrate)	Prodiamine	Bermudagrass*	0.551 – 0.826	Poa Annua	Assurance Program	
			St. Augustinegrass	0.413 fb 0.413			
8	6 fl oz (Suspension Concentrate)	Sulfentrazone	Cool-season turf	0.092 - 0.18	Yellow Nutsedge, Kyllinga,	POST-EMERGE Labeled for directed spravs in ornamental beds	
Dismiss	<b>1/2 gal</b> (Suspension Concentrate)	Suirentrazone	Warm-season turf	0.18 – 0.275	Purple Nutsedge**	**Two applications	
Dismiss	<b>1 pint</b> (Suspension Concentrate)	Sulfentrazone + Imazethapyr	Bermudagrass, Zoysiagrass, Centipedegrass, Buffalograss, Bahiagrass, Kikuyugrass	0.220 – 0.331	Purple Nutsedge, Yellow Nutsedge, Kyllinga	POST-EMERGE Not for use on St. Augustinegrass or Seashore Paspalum	
Q	<b>1 Ib</b> (Water Disp. Granule)	Sulfentrazone +	KY Bluegrass, Tall Fescue, Rough Bluegrass, Perennial Ryegrass	0.367 – 0.478	Crabgrass, Yellow Nutsedge, Kyllinga,	POST-EMERGE	
Solitare	<b>4 Ib</b> (Water Disp. Granule)	Quinclorac	Bermuda, Zoysia, Centipede, Seashore Paspalum, Buffalograss	0.367 – 0.735	Dandeloin, White Clover, Dollarweed, Ground Ivy	Not for use on St. Augustinegrass, Bahiagrass or Bentgrass	
SOLITARE*WSL	<b>3/4 gal</b> (Water Soluble Liquid)	Sulfentrazone + Quinclorac	KY Bluegrass, Tall Fescue, Fine Fescue, Perennial Ryegrass, Rough Bluegrass	4 - 6.5	Crabgrass, Yellow Nutsedge, Kyllinga, Dandeloin, White Clover,	POST-EMERGE Not for use on St. Augustinegrass, Bahiagrass	
неявнокое	<b>2.5 gal</b> (Water Soluble Liquid)	Quinciorac	Bermuda, Zoysia, Centipede, Seashore Paspalum, Buffalograss	4 – 7.9	Dollarweed, Ground Ivy	or Bentgrass	
QuickSilver	<b>8 fl oz</b> (Emulsion in Water)	Carfentrazone	Cool- and warm-season turf	0.021 – 0.034	Broadleaf Weeds	POST-EMERGE Used in combinations with postemergence broadleaf herbicides	
Blindside	<b>1/2 lb</b> (Water Disp. Granule)	Sulfentrazone + Metsulfuron	Bermudagrass, Buffalograss, Centipedegrass, St. Augustinegrass, Zoysiagrass	0.15 – 0.23	Dollarweed, Doveweed*, Virginia Buttonweed*, Yellow Nutsedge, Kyllinga, Clover, Wild Violet, Ground Ivy, Spurge, Winter Annuals	POST-EMERGE *2 applications may be required Not for use on Bahiagrass, Kikuyugrass, Seashore Paspalum	
Xonerate 250 Herbicide	<b>12 fl oz</b> (Suspension Concentrate)	Amicarbazone	Cool-season turf	0.06 - 0.14	POST Poa Annua	Apply 6 fl oz 2 appl. 21 days apart	

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	16 oz (Suspension Concentrate) 64 oz (Suspension Concentrate) 2.5 gal (Suspension Concentrate)	Fluoxastrobin	0.18 – 0.36 oz	Brown Patch, Fairy Ring, Summer Patch, Take-All Patch, Pythium Root Dysfunction	For spring diseases, apply Fame SC when soil temperatures at 2-in. reach 55-60 F.	
FAME*GRANULAR	<b>25 lb bag</b> (Dispersible Sand Granule)	Fluoxastrobin	1.2 – 4.6 lbs	Brown Patch, Fairy Ring, Summer Patch, Take-All Patch, Pythium Root Dysfunction	Fits your lawn turf application requirements and is a premium Strobilurin priced at a reasonable cost per 1,000 square feet.	
Triple Crown	<b>1 gal</b> (Suspo-Emulsion)	Bifenthrin Zeta-Cypermethrin Imidacloprid	0.23 – 0.80 oz	ABW, White Grubs, Ants, Billbugs, Chinch Bugs, Fire Ants, Mole Crickets	Triple Crown works on both surface and sub-surface pests. Treatment timings vary depending on cool- or warm-season turf and the target pest/life stage.	
	<b>1 gal</b> (Suspension Concentrate)	Bifenthrin	0.33 – 1.0 oz	Billbugs, Armyworms, Cutworms, Webworms, Chinch bugs, Mosquito	Talstar Professional insecticide is the number one product used for the control of mosquitoes. Please refer to our FMC Mosquito Promise Program.	
	<b>25 lb bag</b> (Dispersible Verge Granule)	Bifenthrin Zeta-Cypermethrin	1.15 – 4.6 lbs	Fire Ants, Fleas, Ticks, Mole Crickets, Chinch bugs, Earwigs, Crane Flies	Talstar XTRA featuring Verge granule technology is proven to eliminate dangerous fire ant colonies in 15 minutes.	
	<b>25 lb bag</b> (Dispersible Sand Granule)	Bifenthrin	1.15 – 4.6 lbs	Fire Ants (inc. quarantine), Billbugs, Chinch bugs, Armyworms, Cutworms, Webworms, and more	Talstar PL granular insecticide features a sand core granular structure that penetrates mulch with no odor and no watering needed.	

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