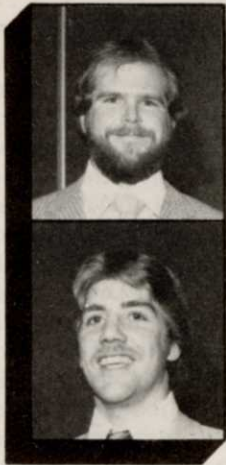


CONGRATULATIONS



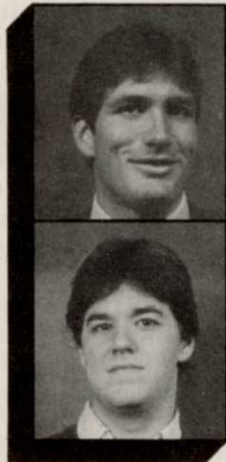
Michigan State University
William L. Berndt
David Hollens

1982-83 TUCO-TURF SCHOLARSHIP RECIPIENTS

For nearly a decade, TUCO has awarded scholarships to demonstrate its commitment to the turf industry and its dedication to meeting industry needs — present and future. Cooperating universities have selected these scholarship winners while TUCO commits itself to product development, research and to achievement of the industry's professional goals.



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Kent M. Davidson
Timothy D. Deutscher



University of Massachusetts
Craig F. Manning
Michael P. O'Connor



University of Florida
J. C. Wildmon



Oregon State University
Russell Vandehey



Ohio State University
Mark W. Seigfreid

Purdue University
Ed Hoevet
John P. Howard

Texas A&M University
Michael Yarotsky

North Carolina State University
Barry Carter

Pennsylvania State University
Thomas M. King



The Ohio State University



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ing segment of the industry. Profit in this area is no longer a dirty word.

"With many firms today, design/build is looked upon as a fad," said Brickman. "Some contractors have looked to it to avoid the bidding process." At Brickman, design/build is hardly a fad.

"We look on design/build as a sculpturing process," said Brickman. "The execution is as much a design project as it is at the conceptual stage. We want to control a project until it looks right."

The design philosophy at Brickman keeps in mind the costs of construction and maintenance. The way a design is put together effects the maintenance.

Brickman got into the maintenance end of the business through the proverbial back door.

It was while the company was working on the McDonald's hamburger corporate headquarters in Oakbrook, IL, that the question of maintenance surfaced.

"I remember Fred Turner (of McDonald's) asking me once we completed our work, who was going to take care of it," recalled Brickman. "You can guess what our answer was. That's when we really got started in the maintenance business."

So, in 1977, the company turned its attention to aggressively pursuing just maintenance contracts.

Maintenance, now the foundation of the company's revenues, accounts for 60 percent of business (around \$8 or \$9 million) and Brickman would like to see it become 2/3 of the company's business in the future.

Don Synnestvedt, maintenance operations manager, oversees all four of the company's maintenance operations. Synnestvedt's background has been in the landscaping and nursery business, working with his uncle, Ralph, at Synnestvedt Nurseries in the Chicago area. He has been with Brickman 13 years and is now based in Langhorne, where, with his other duties, is temporarily in charge of the maintenance division there.

Besides the obvious financial

benefits of the division, Brickman says one of the most important things about maintenance is it serves as the "security blanket" for the company's design/build division.

"Because we maintain a project, we can preserve the design integrity our architects have built into each site.

"Our getting into maintenance was a stroke of genius," Brickman continued, "because it provides

Brickman believes in cross-training his employees to provide the type of service clients' expect.

us with an insurance for a project. If properly designed and maintained, a project can be an asset that really grows."

Because of the quality of its work, the company has won many awards, and, according to Brickman, these are the company's best calling cards.

"The area we've really been deficient in is marketing and strategic planning," Brickman said in the Chicago area especially, there are a number of firms copying their work - and cutting prices to do it.

"We've been a little too complacent (in the marketing area)," he said.

That lack of strategic planning, though, hasn't seemed to hobble the company's growth.

In the beginning

Theodore W. Brickman, Dick's father, is the founder of the Brickman group. At 77, he is chairman of the board and still keeps abreast of the company's business. It is Dick, though, who runs the day-to-day affairs. Brickman Sr. was drawn into the horticultural business in Texas. Later he was in charge of the gardens at the Century of Progress International

Exposition in Chicago in the 30s.

In 1939, after working with the Chicago Park System as a horticulturist, he started his own landscape business in Glenview, IL. His business was interrupted in 1941 with the start of World War II and gas rationing. In 1945, Brickman reopened his business. It wasn't until 1957 that Dick Brickman, after getting his degree in landscape architecture from the University of Illinois, joined his father. In 1959, Theodore Brickman Co. was incorporated and moved to Long Grove. Bob Brickman became active in the firm in 1961. With Dick's arrival and that of Bruce Hunt in 1961 (Hunt is currently operations manager of design/build), the company started to evolve away from its "grass cutting" image and into landscaping. "When we first started out in the business, we were mainly in residential," recalls Brickman. "I got sick of dealing with housewives. We went through a transitional period where we didn't do any residential work."

A project for Standard Oil was their first major design/build job.

"We got the contract for landscaping all the Oasis gas stops along the Illinois Toll Road," recalled Brickman. "That one job was worth more than we made all year. It scared the hell out of Dad. As it turned out, we did the project, but on a smaller scale."

Now, most of the company's contracts are in the commercial and institutional areas, although if a major client needs something residential done, Brickman will usually do it.

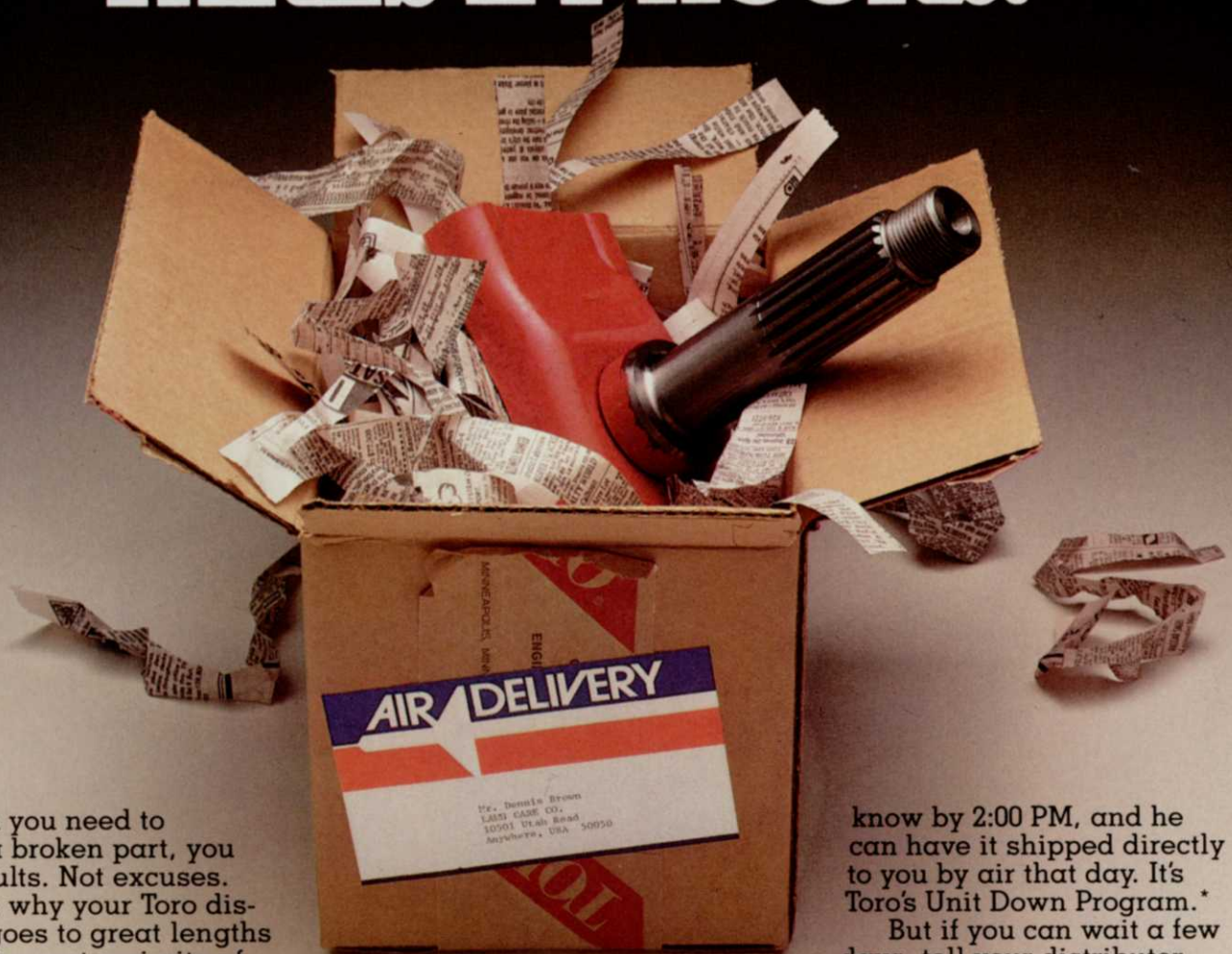
"We've had some very successful residential projects," he said.

With the company's continued growth, branch offices continue to be a necessity; operations in Langhorne were set up in 1977, in the Washington area in 1980.

"We create branches where it's necessary within the limits of our resources - mainly people resources," said Brickman.

Brickman says he has no plans
continued on page 98

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Riding the Tide

Bill Orr is young and ambitious. His landscape contracting business, Houston Landscape Associates, is steadily growing while many area landscape contracting businesses are falling by the wayside.

by Maureen Hrehocik, managing editor



An entrance to 6363 Woodway, a Houston complex. Containerized plants add softness to well-manicured turf and bedding plants.

Bill Orr, a Houston landscape contractor, was returning home from work one day a few years ago, when he saw Spot, his dalmatian, in the middle of the road, licking the hand of a complete stranger.

He stopped to talk to the man Spot had befriended. As it turned out, the stranger, a developer, had stopped to admire a piece of landscaping Orr had done and Spot had stopped to check-out the stranger.

From that purely chance meeting, Orr and the developer began a business relationship that resulted in about nine projects for

the then-aspiring landscape contractor.

That type of business relationship was important to Bill Orr back in those leaner days.

After quitting a secure position with a Houston landscape design/build firm, Landscape Design Associates, Orr started his own company, Houston Landscape Associates in 1974.

At first, he was partner with two principals from LDA. The plan was that Orr would supply the ideas and brain power and LDA would provide work for Orr from an already-established cli-

ent list. After six months, though, Orr thought he could handle the business — and the profits — better on his own.

He worked out of his one-bedroom apartment; his drafting table tucked away in a corner. Business-wise, he found that he wasn't an established-enough name to command the type of contracts he needed to stay afloat. That's why any type of help was appreciated, even from his dog. While his profits diminished, his ambition didn't.

Things have changed. Houston Landscape Associates will do about \$1.6 million in business this year and averaged \$1.5 million each of the previous two years. Contracts have been signed already with buildings that have yet to start construction. The 35-year-old has branched out as 50 percent partner in another satellite company, HLA Construction, whose success potential Orr describes as "like sitting on a powder keg."

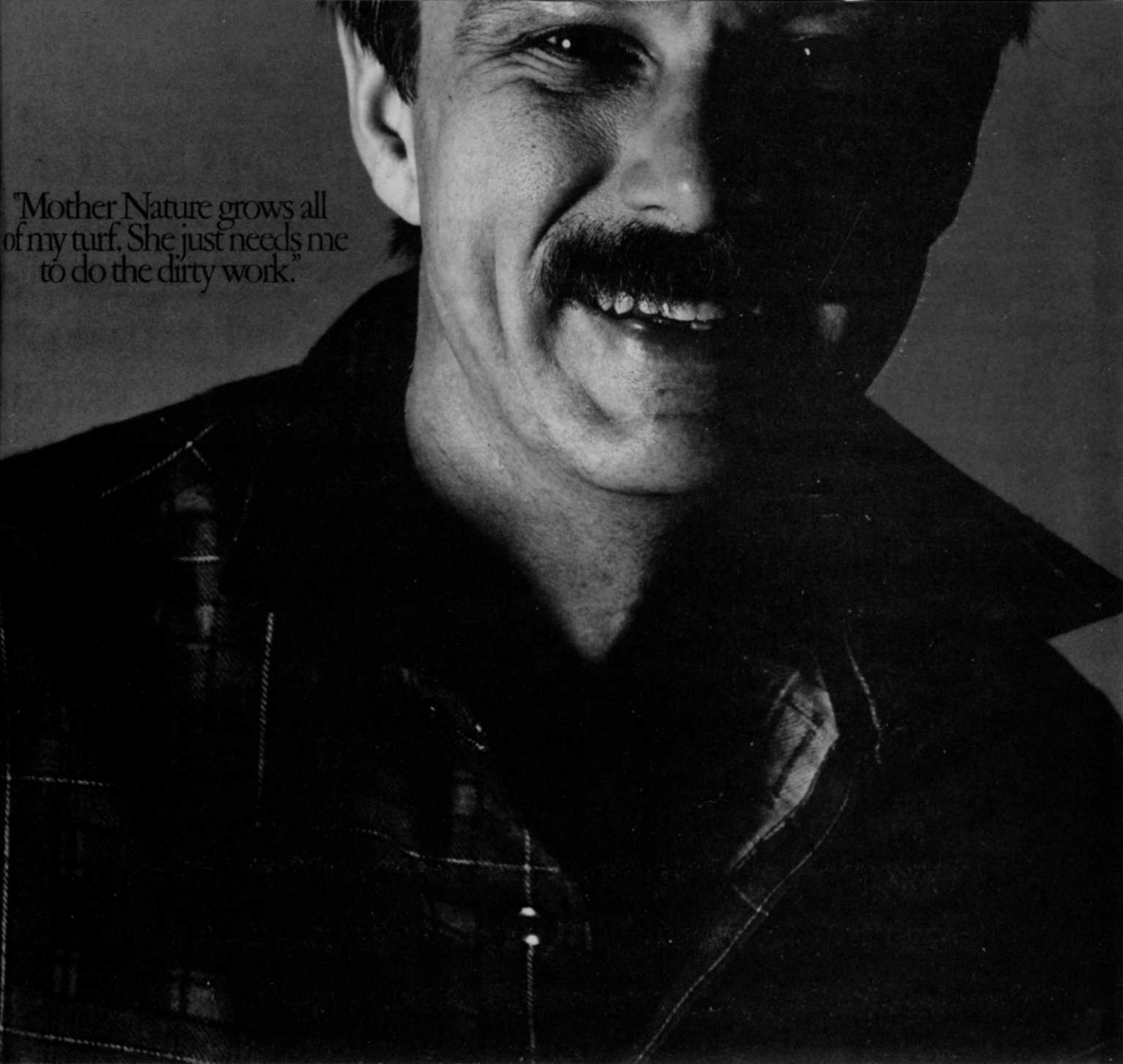
A thoroughbred

Houston Landscape Associates has carved a unique niche for itself in the competitive Houston landscape contracting scene. While many landscape contractors are languishing at a dead period in the Houston construction boom, Orr's company, mainly because of the quality of its work and attitude toward projects, is moving ahead.

"We're riding the tide," Orr says.

"We have a good sense of taste and we're not a bit bashful about saying to a contractor a change needs to be made," Orr continued. "We're best at more elaborate design plans and projects with more frills, because we pay attention to detail. We're not a mass production-type contractor.

continued on page 60



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to do the dirty work."

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Not so with the Ryan Greensaire® II or Greensaire® 16— aerators so precise that even fresh holes won't affect the roll of a putt.



The Greensaire 16 gives you the same thorough aeration as the Greensaire II— but in a more economical size.

Unlike rolling aerators, the Greensaire tines don't tear into the turf. They penetrate it in a quick up-and-down motion, removing cores up to 3" long.

Greensaire II (pictured at right) covers a 24" swath; takes 36 cores from every square foot; and aerates up to 8,000 square feet per hour.

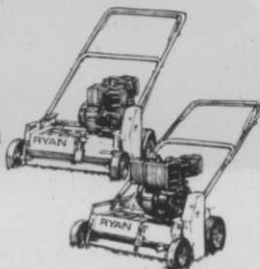
Add the optional Core Processor and you'll aerate, collect thatch, break up cores and top dress all in one operation.

The Greensaire 16 offers the same thorough aeration, but in a more economical size. You get a 16" swath; 36 cores per square foot; and a speed of up to 4,000 square feet per hour. An optional windrow attachment makes clean-up simple.

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We've been accused of being too slow, but it pays off in the end."

Orr also said he doesn't believe in bidding low just to get a contract.

"Attitude to me is extremely important," he explained. "We're more interested in making a project a success than in making a profit. I try to price my work high enough to accommodate any changes that may have to be made when we get into it."

That attention to detail and excellence has spawned a very mutually-satisfying relationship with Houston's largest landscape design company, the SWA Group.

Building clientele

Orr shared a client at an office project called Riverway in Houston with SWA. SWA liked what it saw and has used Orr's company frequently since then.

Kevin Shanley, a landscape architect with SWA said, "Bill does very high quality work and that's why we've kept up our relationship with him."

Many local contractors credit SWA with changing the landscape design and contracting face of Houston. Their trademark style is literally everywhere in the city — park-like atmospheres, inviting people to use the landscape, not just look at it; pedestrian bridges interlocking the scores of highrise office and shopping structures; a softening of what was a very sterile and cold downtown Houston area. In other words, sophistication.

Orr's company has also been involved with Joe Russo, a developer. Together, they have worked on three or four "landmark" projects, according to Orr. He is also responsible and particularly proud of his work at Sage Plaza One, another Houston office complex.

Houston Landscape Associates has done the landscaping for numerous Russo office buildings in downtown Houston, including 7500 San Felipe, 1616 Voss and 6363 Woodway.



Bill F. Orr

"The San Felipe building is the perfect example of what we like to do," said Orr. "Joe Russo believes strongly in what the landscape can do in attracting tenants to buildings."

The San Felipe building was also Orr's first taste of "hardscaping," fountains, walkways and pedestrian bridge-type constructions and what lead him into a partnership with Joe Schofield, a contractor. HLA Contracting was born.

"We've been at it for a little less than a year now and it hasn't been easy," Orr commented. "Joe and I have butted heads, but things are falling into place. This company is filling a void in the market."

Orr explained that void through his own company.

"Most of Houston Landscape Associate's competitors haven't figured out how to tackle the hardscape aspect of their work. This left an interesting niche to fill. They usually have to lean on a general contractor to do it. HLA Construction fills that niche. We provide an important convenience to the client."

Business for HLA Construction is, in Orr's words, "as good as I want it to be."

The company did \$3/4 million in business in '83 and Orr is shooting for \$2 to \$3 million in '84.

"The availability of work in this segment of the industry is unbelievable. But, we're going to take it one step at a time."

Orr and Schofield want to get

involved in recreation centers, but aren't known in that market yet.

"Recreation centers are John's bailiwick," said Orr.

Orr characterizes himself as a cautious businessman.

"I'm responsible for sales for HLA Construction and I've purposely been cautious. I don't want to move too fast and undermine what we already have accomplished with the company."

Orr said he and his partner also didn't realize the time commitment the new company would demand.

"I'm not a workaholic," Orr admits. "I'll work 16 hours a day if I need to, but not to the point where my family-life suffers."

Art in the landscape

Orr got his B.S. degree in park administration with an emphasis on landscape architecture from Texas Tech in August of '72.

"I dabbled in business courses for a year and did lousy. I took a year of architecture and did O.K. I took a course in art and did real well and applied it to landscape architecture."

Orr went into landscape contracting for three reasons: he liked it, he knew he could do it, and it was easy. He admits his business sense was learned by the seat of his pants and from consultants he's surrounded himself with who understand him and his company.

"With most of the consultants I've worked with, we have an almost father-son relationship," said Orr. "I knew I could do the landscape side if I could just get the business side nailed down."

It's people like Warren Purdy and business consultant John Gannon who have congealed the business side of Orr's company.

"Warren realizes that landscape contractors are more doers than thinkers. I searched and searched for an accountant who understood our business and finally found one who does. Same thing with our attorneys. They are the type of people who take a per-

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