

Maintain sales, trim overhead

■ "I'm often asked, 'How long do you think this recession will last?'" says industry consultant Charles Vander Kooi. "I have to answer that I think we will see some improvement yet this year simply because it is an election year.



Vander Kooi: Reduce overhead

"However, I feel that any improvement will be temporary and that in 1993 we will slip right back into our present situation. I do not foresee any long-lasting improvement until 1996. That will give enough time for the savings & loan fiasco to become handled, and for many questionable contractors to go broke."

Vander Kooi lists the following recession-fighting tips he finds at work in the best green industry companies:

● **Maintain current sales or reduce sales intentionally.** "Growth anytime is usually non-profitable and even dangerous." According to VanderKooi, as a company grows, it makes a profit on the volume it did the year before and just trades dollars on the additional growth dollars. "During a recession," says Vander Kooi, "they lose money on those growth dollars."

● **Reduce overhead by 3 to 5 percent in relation to sales.** "Since almost half of some contractors overhead is salaries, some of them asked everyone to take 5 to 10 percent cuts in their salaries and wages. Others found places where, during the good times, they had taken on additional and unnecessary expenses."

● **Use equipment more effectively, and sell what's gathering dust.** "During good times, we tend to amass equipment through 'good deals' or 'limited need' and justify its cost," admits Vander Kooi. "During a recession, a contractor who wants to be a survivor will reduce his equipment."

—T.M.

Tough from page 8

Other than experimenting with different advertising techniques, the company's basic philosophy has been to provide quality service, says Bostwick. "Quality and consistency pull you through the lulls."

"We're aggressively seeking new clients," says Robert Mann of Hunt & Hulteen, Brockton, Mass. "And," continues Mann, "we realize where our strengths as a company lie, and focus in on that." Hunt & Hulteen's primary markets are in commercial properties and tree and shrub sales.

"We may not have installed as much mulch or done a lot of the extras," says Mann, "but the basic maintenance workforce remained stable."

Mann says Massachusetts continues to exhibit a reluctance to expand. "The construction market is slow, though there is a feeling of a resurgence in the economy. We notice that the economy here is retooling." According to Mann, the growth-oriented industries of the '80s are less aggressive, and new industry is growing, especially in the technology sector. And, of course, with every new industrial park, there has to be a service contract.

James Huston, landscape and irrigation management consultant, writes that a business philosophy is essential to success:

"During periods of economic stress and downturns, this model (or set of guiding principles) can become increasingly important," says Huston. "The overriding theme is to minimize costs while maximizing revenues and productivity, to do so as quickly as possible throughout the company, and to continuously reinforce this process throughout the lifespan of your business."

Long-range planning combined with customer contact and prospecting is one of the tenets to the business philosophy of Rod Bailey, Evergreen Services, Bellevue, Wash.

"That's fundamental to surviving in a down market," says Bailey. "You are already in touch and maintaining your relationship with the people you would like to be doing business with."

—Terry McIver

The overriding theme is to minimize costs while maximizing revenues and productivity, as quickly as possible.

Keep business active

■ Small businesses may be the hardest hit during an economic slowdown, such as the situation in the United States the past two years. Why? Because of tight credit and the inability to buy in quantity, according to the National Association for the Self-Employed (NASE).

For the small business owner, the NASE has this advice:

● **Don't skimp on service and quality** by being understaffed. Your options include part-timers and consultants. Check the "Opportunities Wanted" ads in local newspapers or turn to local schools and universities.

● **Cut personal spending.** Simple solutions can make a difference.

● **Meet with your staff weekly** to exchange ideas on increasing productivity and reducing costs.

● **Be prepared to "pull out the stops" during peak times.** Don't be afraid to work more hours during springtime when sell-

ing and service-rendering is at its maximum, or even around special holidays.

● **Remain close to existing clientele.** Telephone or visit your contacts and find out about developments in their business that could lead to new opportunities. These visits could also help you avoid unpleasant surprises.

● **Carve out more time for pursuing new business.** With spending slowing down, new business referrals are harder to get. It's time to go after new business aggressively by networking with industry and community groups.

The NASE, based in Hurst, Texas, has a national membership of more than 275,000 small business owners, and provides services and benefits to help its members be more competitive. For more information, call toll-free (800) 232-6273 or write: NASE, 2121 Precinct Line Rd., Hurst, TX 76054.



Landscape lighting: classy and profitable

Landscape lighting is a sure-fire profit center which will add a finishing touch of class to the customer's property.

By Murray Morrow

■ Landscape lighting, a \$120 million wholesale business, is projected to grow by 10 to 15 percent per year over the next five years.

As more contractors take advantage of this landscape service, they seek the best landscape lighting plans and designs.

Good landscape lighting is as much an art as it is a science. There are few hard and fast rules, but there *are* certain fundamentals that will make the job easier, minimize callbacks and satisfy customers.

For instance, keep the number of fixtures and the amount of light to a minimum. Emphasize what's being lit, not the

light or fixture. More isn't necessarily better. At night it doesn't take much light to create glare.

Ask the customer these questions:

1) What is their primary lighting objective—security, safety, beauty or recreation?

2) What is outstanding about the property—specimen plants; interesting trees, shrubs, statuary? Remember, when you emphasize everything, you emphasize nothing.

3) Will it be necessary to match fixture style to a particular style of architecture?

4) What tone or feeling do you want to achieve—reserved, dramatic or soft?

Use ground spikes and extension cords to temporarily position fixtures. Place fixtures in varying positions until you feel you have found the most aesthetically pleasing arrangement from all possible viewing angles.

Fixture selection—When selecting fixtures, keep in mind:

● **Economics:** Is your customer on a limited budget or does he or she want to

upscale? Obviously, inexpensive \$5 lampholders fit better in a budget job than do \$50 bullet lights.

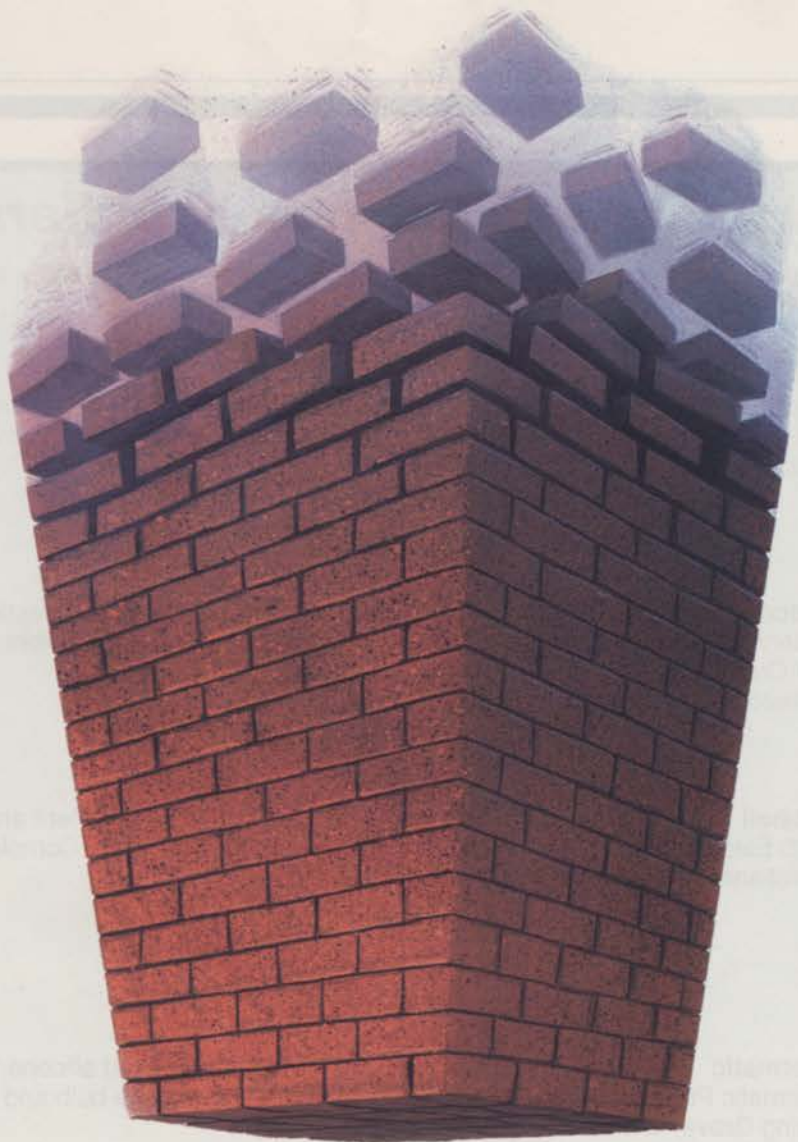
● **Positioning:** If the fixture is to be aimed above the horizontal, use enclosed and gasketed bullets for the most secure above-horizontal placement. The low-end lampholders are not UL approved for this type of aiming.

● **Shielding:** Whenever possible, use natural shielding such as shrubs and rocks rather than a shield on the fixture. If this is not possible, long-cone bullet fixtures or shielding attachments will serve the purpose.

● **Dayform:** Will fixtures be seen during the daylight hours? If budget is no problem, select fixtures, shapes and colors according to your customer's taste. Usually, more expensive bullets are the most attractive fixtures for projected landscape lighting. If fixtures are not seen, you can use less expensive fixtures.

Types of lighting—Keep in mind what all the viewing angles will be and the effect

continued on page 15



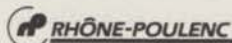
...And it's low-dust, too.

Now the powerful turf insecticide that lets you lower the boom on damaging grubs comes in an even more convenient, low-dust formulation. Introducing new CHIPCO® MOCAP® brand 10G pesticide. CHIPCO® MOCAP® brand 10G works fast to knock out subsurface insects before they can inflict damage. Then, its broad-spectrum activity goes after surface feeders like chinch bugs and the larval stages of sod



webworms and billbugs. And, applied at the nematicide rate, CHIPCO® MOCAP® is one of the most effective nematicides you can buy. Best of all, you now get all this time-proven turf pest control in an easier-handling, low-dust formulation. CHIPCO® MOCAP® brand 10G pesticide. Available from your turfcare chemicals supplier today.







New Low-Dust Formulation
Chipco® Mocap® 10G
Brand Pesticide



Rhone-Poulenc Ag Company, 2 T.W. Alexander Drive, Research Triangle Park, NC, 27709 For additional product information, please call: 1-800-334-9745. CHIPCO and MOCAP are registered trademarks of Rhone-Poulenc. As with any crop protection chemical, always read and follow instructions on the label. ©1992 Rhone-Poulenc Ag Company

Lighting accessories suppliers

Here are just some of the companies that carry lighting supplies. Products pictured are just one of the many lighting accessories available from each.

Company	Product/description	Circle No.
	Elliptipar, Inc. 145 Orange Ave. West Haven, CT 06516	131
	Hadco A Genlyte Company 100 Craftway Littlestown, PA 17340	132
	Hubbell 2000 Electric Way Christiansburg, VA 24073	133
	Intermatic Intermatic Plaza Spring Grove, IL 60081	134
	McPhilben Outdoor Lighting 2661 Alvarado St. San Leandro, CA 94577	135
	Stonco Lighting A Genlyte Company 2345 Vauxhall Rd. Union, NJ 07083	136

'Light up your landscape'

■ The American Lighting Association is a non-profit trade organization representing members of the residential and commercial lighting industry in the U.S. and Canada. It publishes "Light Up Your Landscape," a 16-page booklet describing the benefits and types of outdoor lighting available to landscapers.

For a copy, send \$2 to American Lighting Association, 435 N. Michigan Ave., Chicago, IL 60611-4067.

"Handbook for Outdoor Lighting," for the professional 12-volt outdoor lighting requirement, is available from Nightscaping, of Redlands, California. Send \$3 to Loran, Inc.,

Placement techniques

● **Single light source**, placed directly in front of the object. If it is a plant and somewhat open, allowing light to pass through and project shadows on a surface behind it, the effect can be sensational.

● **To either side of the object**. This will create distorted shadows that are very often dramatic and intensely interesting because of the extremely high contrast created.

● **Multiple point sources**. Two or more light sources from different sides of an object—sides and front; front and back—can create interesting highlights and shadows.

● **Downlighting**. This positioning tends to smooth and soften the lighting's

tone. It is desirable in security lighting where it is essential to minimize contrasts. But in landscape lighting, its effect is often bland and boring.

● **Uplighting** produces the starkest, most dramatic effect, described as mysterious, intriguing or exotic.

● **Backlighting**. Lighting the backside of a tree or shrub will make the object seem to "jump out" of its setting.

● **Silhouetting**. Lighting a surface from behind will help to emphasize the shape and dis-

tinctive character of a particular shrub or tree in the landscape.

—M.M.



Uplighting produces dramatic effects.

Buried utilities hidden, hazardous

Installers/excavators are always just 'one call' away from learning the whereabouts of below-ground utilities.

■ When Ken and his partner contracted to landscape the elderly woman's front yard, they also agreed to replace a paved walkway with a decorative stone walkway.

The winding stone entrance would be the finishing touch to an otherwise routine landscape installation. But, because they gave too little thought to what lay *under* the old, root-buckled walkway, they lost the profits from this job. It also required one extra day to complete the work.

They didn't call before they starting digging. Here's how they goofed:

They had agreed to remove from the front of her house, one sprawling, but rarely blooming lilac, and three scruffy boxwoods. These they replaced with two flowering crabs, a weeping cherry, ivy ground cover, and mulch. Small job, easily done.

But in attempting to slice through the

roots of a 60-year-old silver maple—to lay the paving stones of the new walkway—they cut into the natural gas line to the woman's house.

Typically, this isn't the way most underground utilities are damaged. More commonly, they're punctured with a backhoe.

To prevent this sometimes dangerous but always expensive confrontation between machinery and below-ground utility, the 25,000-member American Public Works Association (APWA), through its Utility Location and Coordination Council, promotes *One-Call*, a communication link between excavators and owners/operators of buried utilities.

Most states now have laws requiring public utilities with underground facilities to participate in a One-Call excavation protection service. Only three states—Hawaii, North Dakota and South Dakota—don't have One-Call system coverage.

For instance, had Ken dialed (800) 362-2764, the One-Call operation manned by the Ohio Utilities Protection Service, someone from Columbia Gas would have marked the location of the gas line with yellow paint—prior to any digging.

Had there been any other underground facilities at the digging site, the respective

Lighting from page 12

of the beam after it projects beyond the lighted object.

Guard against light shining into a neighbor's window or into oncoming traffic.

● **Area or spread lighting**. This is ideal for safety lighting of paths and walkways. It is also excellent for flower beds and low level shrubbery. It is generally provided by low level fixtures that are often shielded by a top louver or cover.

● **Accent lighting**. Highlighting statues, exotic shrubbery and a specimen plant will often add a dramatic and interesting tone to a landscape lighting job.

● **Facade lighting**. Textured house surfaces like brick, weathered wood, split shakes, barn siding, when effectively lighted add character, depth and dimension.

● **Grazing**. Mounting the fixture just inches from the surface and aiming up at a very close angle can produce intense, highly provocative effects.

—The author is a lighting consultant with Stonco, a Genlyte company, headquartered in Union, N.J.

operators would have also marked them with these standard colors:

- Electric—red
- Gas, oil—yellow
- Communication—orange
- Water—blue
- Sewer—green
- Proposed construction—white

Most One-Call systems, including Ohio's, require at least two working days' notice prior to digging. This is just one of several One-Call requirements that may be slightly different from state to state.

"In the landscape business, there should definitely be awareness of these One-Call systems," says Jim Thorne, director of research of APWA. In the case of a business that operates locally, employees may have to be aware of just the single One-Call number. For companies working in several states, there are separate numbers for each state.

Each year the APWA publishes its Excavator's Damage Prevention Guide and One-Call Systems Directory International. It contains listings and requirements for all One-Call systems. Cost is \$3. Contact: APWA, 1313 East 60th St., Chicago, IL 60637-2881.

—Ron Hall

Turfseed: get it while you can

Talk of boosting prices 'won't scare people,' says Pickseed's Pepin.

■ The hot, dry spring weather did a number on this year's seed crop, resulting in one of the lightest harvests in recent memory. The surplus of the past two years will be gone after this season, due to lower yields from the 1992-93 seed crop. Experts tell LANDSCAPE MANAGEMENT that higher prices will be the rule for '92.

Pepin: Price hikes won't panic buyers.

The truth of the matter is that the seed industry needs this fiscal shot in the arm to help it recover from recent low prices. Fortunately, seed customers can absorb most price increases without much effect on the bottom line. "The increases won't scare people," says Dr. Jerry Pepin of Pickseed West. "By the time it reaches the end user, a 5 or 10 cent price hike will mean a 20 cent cost to a landscaper or superintendent."

The truth of the matter is that the seed industry needs this fiscal shot in the arm to help it recover from recent low prices.

Here's the seed supply picture, based on comments from seed producers interviewed during LANDSCAPE MANAGEMENT'S visit to seed county:

● **Perennial rye:** Some yields are "not even adequate." There was not enough moisture to nourish the seedheads, so the seeds are smaller; the count is up, but the weight's down.

● **Fine fescue** yields are down. "We have fields we probably won't even harvest, reports one source. "They're 1/2 to 3/4 of

average yields."

● **Common Kentucky bluegrass** supply is way down; prices should double or even triple.

● **Tall fescue** acreage is off by 15 to 20 percent. The KY-31 fescue crop will be high priced, which will bring the price of other fescues up with it. The crop yield is predicted to be half of last year's.

● **Creeping bentgrass:** No problem there; companies report plenty of inventory.

● **Proprietary bluegrasses** are in short supply. In some fields, the crop was ready three weeks early. "Proprietary bluegrass is the great leveler," says Keith Laxton, operations manager for Seed Research of Oregon. "Specific varieties will be up by 20 to 40 cents."

—Terry McIver



Seed buyers converged on parts of Idaho, Washington and Oregon in mid-June for the annual field days.

Photo courtesy Jacklin Seed Co.

New seed products

Kentucky bluegrasses—Jacklin Seed Co. recently gained name approval for **NuBlue**. Jacklin reports the variety has shown outstanding resistance to leaf rust, leaf spot, melting out, and pink snow mold. It has medium-dark green color, good early spring green-up.

International Seeds, Inc. also reports trade name approval for **Banjo**. The company reports good shade tolerance and brown patch resistance.

From Fine Lawn Research comes **Chateau**. Fine Lawn reports the variety ranked fifth out of 67 bluegrasses. Good shade performance, wear tolerance and disease resistance, says Fine Lawn.

Pickseed West, Inc. announces that **Bronco** has been granted a plant variety protection number by the U.S. Dept. of Agriculture. According to Dr. Jerry Pepin, Bronco is a unique bluegrass variety developed with the improved heat and drought tolerance, disease resistance and rapid establishment necessary for survival in the transition zone.

Fescues—**Rebel II**, from Lofts Seed, Inc., is the second generation of Rebel turf-type tall fescue that grows denser and darker than the original. Lofts reports improved drought and heat tolerance, and better resistance to heavy traffic.

Pennington Seed now offers **EnviroBlend**, a semi-dwarf tall fescue blend. The

company says Enviro's best feature is lower growth for less clippings, and superior drought survival.

Seed Research of Oregon has a new hard fescue, **SR3100**, and **SR 5100** chewings fescue. Both are dark green varieties, of the low growing, dwarf-type.

Confederate tall fescue is Turf-Seed's "summer survivor in the hot, humid South." Good brown patch resistance. It's a blend of Apache, Safari, Olympic II and Monarch. **Mowless** is a Turf-Seed dwarf tall fescue. It has a reduced rate of vertical growth and a very dark green color. "Mowless forms a fine, dense dark green turf," says Tom Stanley, marketing director, "and it has very good resistance to brown patch and leaf spot." The blend: Silverado, Eldorado, Tomahawk, and Monarch or 59D.

Perennial ryegrass—**Nomad** is new from Turf Merchants. Developed for use in golf course overseeding, Nomad maintains a lush green color at shorter heights.

Creeping bentgrass—International Seeds and Jacklin have released **C.E.O.**, a custom blend. It is composed of Cobra, Putter and Emerald. Formulations depend on climate conditions. It's recommended for bentgrass fairways and winter overseeding of dormant bermudagrass greens and tees.

—T.M.

We were going to tell you lower-priced Roundup® gets more done for less.

But our customers said it better.

During a recent survey, we asked our customers for new ways they could use the time- and cost-savings of lower-priced Roundup® herbicide. After 2,361 responses like these, we realized we couldn't say it better.

"Best product since the shovel. Creates a clean landscape and makes my good job look better."

- Orin Tidyman, Supervisor
T & S Services, Germantown, WI

"We are going to expand a city-wide program to control vegetation growth on 75 miles of streets and sidewalks with Roundup."

- H. Layton Paul, Public Works Director
Thomasville, NC

"After treating with Roundup one time, I eliminate the use of a weedeater all season."

- James Rhoden, Superintendent,
Deerfield Country Club, Weston, WV

"It eliminates trimming totally. No more hand weeding. Thanks."

- John A. Lucas
President, Lakes Region
Landscaping, Inc.
Laconia, NH

"My lawn mowing crews carry Roundup pre-mixed in a spray bottle, so they can treat grass and weeds in crack-n-crevice."

- Mark Davis, Owner, AAA
Yard Care, Spokane, WA



"We just did a job for the airport and I didn't have to go back to see if it worked. Roundup always does."

- Patricia Ann McCurry
Owner, The Lawn Dr
Lawton, OK

"I really appreciate the lower cost of Roundup because it helps me hold the line on my contract jobs."

- Rusty Holt, Owner, Property
Management Services, Greensboro, NC

"We use Roundup to trim around trees and prevent damage from line trimmers. This saves labor and money, not to mention trees."

- Slade Strickland, Director of Parks Recreation and
Landscape Development, Addison, TX



ALWAYS READ AND FOLLOW LABEL DIRECTIONS FOR ROUNDUP HERBICIDE.
Roundup® is a registered trademark of The Agricultural Group of Monsanto Company.
© Monsanto Company 1992
RIP-2-270B

Some native plants for golf courses are low maintenance eye-catchers

Planning, design, site choice and planting procedures are keys to better native plant survival.

by Randy Cave,
Atlanta Athletic Club

■ One of the most challenging tasks of golf course management is "pleasing the customer."

Not only does the potential member have to be enticed into the club by curb appeal, but the environment inside must be appealing, pleasant and natural. Many courses have the exotic appeal, but end up being a maintenance headache. Little do the superintendents realize that many native plants can create the same environment with little or no overall maintenance.

From what I have learned, observed and experienced in the landscape industry, people want to see more natural, less chemically treated, less heavily pruned plants. With the move in this nation leaning towards an environmentally safe world, naturalizing

any area could be the answer to many problems. Many native plants can tolerate drought, have little or no need for any chemicals, and—if used correctly—will require minimal maintenance.

The Atlanta Athletic Club, situated northeast of Atlanta on the Chattahoochee River, is surrounded predominantly by native hardwood forest. However, the golf course is mainly composed of loblolly pines. Because a monoculture species dominates the course, we are at high risk of losing all or part of it to any given pest or disease of these pines. Therefore, by incorporating native species around the course, we will minimize tree and plant losses due to any one disease or pest.

Attending Lake City Community College Landscape Division in Florida, I learned the importance of integrated pest management. The other portion of my studies concentrated on the significance of using native plants in a landscape. With many of the problems that face golf course and landscape industries today, such as restrictions and regulations on water and chemicals, it seems only natural to turn to more drought tolerant and immune species of plant material. The key to using this type of plant material is to be found in the planning stage.



This perennial rock garden showcases a variety of native plants: wax myrtles, silverbell (tree), sedum, rudbeckia and bright-yellow yarrow.

Where to find native plants

■ Native plants are not abundant in the landscaping industry, but this is bound to change. I believe that over the next decade, native plants will become more popular due to the change in world opinion toward water and chemicals. For now, though, they are not easy to find, but certainly not impossible.

There are several guides to help you choose the right native plant for your site. Regional botanical gardens and horticulture schools are good sources. One guide I recommend is *Identification, Selection and Use of Southern Plants* (Claitors Publishing); and *Manual of Woody Landscape Plants*, (Stipes Publishing).

Books like these would be used to decide what plants will grow best in certain areas.

—R.C.

What are your needs? Membership input is important, but not critical. There are other things to consider that members may never realize.

For instance, native landscapes can screen undesirable areas without looking like a fence or a hedge. Small patches strategically placed between two points can block one view from another. Areas we considered disguising included restrooms, ditches, culverts, unused open areas, drains, retention areas, and areas between adjacent tees and greens. One of the most important points to remember is to keep the native appeal in mind.

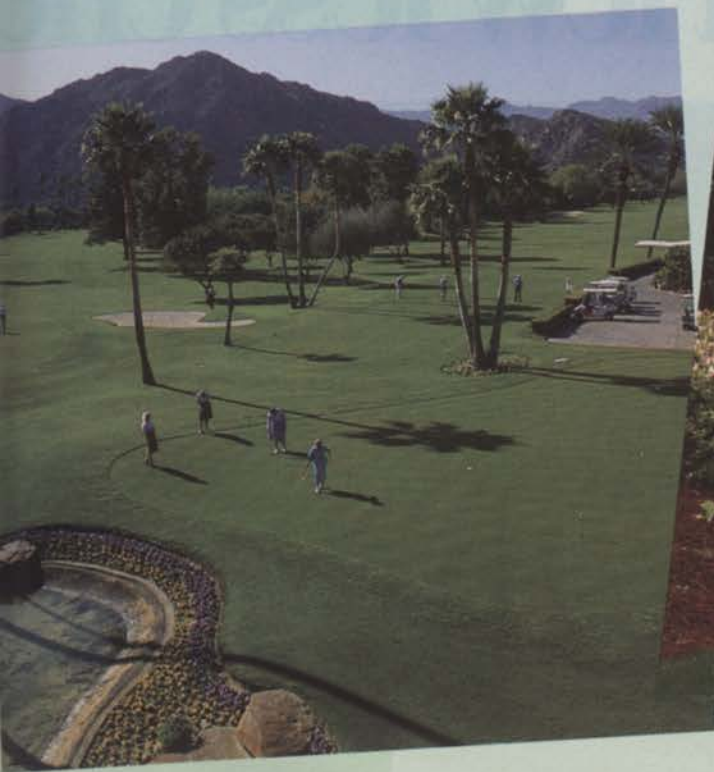
The times when one can do any major planting are limited. Golf play, availability of plants and planting requirements can narrow your scheduling. Late fall and early winter are good times because many of these plants are dormant. This also decreases loss due to heat stress and shock.

Many of these plants can be accommodated to most sites, as long as the bed is sufficiently prepared.

continued on page 22

OREGON-GROWN RYEGRASS

For quality turf all winter long



Ryegrass is the all-around answer to excellent winter turf all over the South.

You can count on it to germinate in a matter of 7-10 days or even less under ideal conditions.

It's the ideal choice for any budget because Ryegrass is available as annual or perennial.

Oregon-grown annual and Gulf annual are considered the workhorses of overseeding and have long been used to produce handsome turf at minimum cost. Annual tolerates mowing heights from $\frac{3}{8}$ to $1\frac{1}{2}$ inches and is handsome enough for putting greens at some of the South's better golf clubs.

Thoroughbreds of the Ryegrass family are the fine-bladed turf-type perennial varieties which produce a "show quality" turf. Vigorous as well as handsome, they can be mowed at heights similar to that of annual.

Perennial performs like an annual in the South and fades on arrival of summer.

Always in good supply, Ryegrass is cold tolerant and retains its color during the chill of winter. It responds rapidly to fertilization and quickly develops a strong root system.

For more information and free brochures see your seed dealer or write:

Oregon Ryegrass Commission

Post Office Box 3366
Salem, Oregon 97302
FAX (503) 581-6819

PHOTO

Send us a photo of
your Oregon-grown
Ryegrass turf and if
we use it, we'll send
you a check for \$100

CONTEST

Nothing controls weeds in turfgrass better than turfgrass itself. That's because thick, healthy turfgrass doesn't give weeds any room to grow.

from insects and disease, you'll need less insecticide and fungicide. All of which means Cutless

can reduce your overall chemical use. Cutless also reduces water use by up to 30 percent. Makes turfgrass more drought-



Why live with a few to live with a few less che

So, if you make your turfgrass thicker and healthier, you won't need as much herbicide.

One good way to do it is by adding Cutless® turf growth regulator to your maintenance program. Cutless makes turf thicker and more competitive by slowing its growth while encouraging more tillers and stolons. It also inhibits weed growth. This results in a gradual crowding out of weeds.



And because your thicker, healthier turf will be more resistant to damage

